



ANNUAL BUDGET  
**FISCAL YEAR 2019**



6311 Old Church Road, Caledon, ON, Canada L7C 1J6  
[www.caledon.ca](http://www.caledon.ca)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Caledon  
Ontario**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to Town of Caledon, Ontario, Canada, for the Annual Budget beginning January 01, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



### Message from the Mayor

In January, a newly elected Town Council passed the 2019 budget.

This year's 2019 blended tax rate increase of 2.41% considers the demands of growth while keeping in line with inflation.

Here are some of this year's budget highlights:

\$2.8 million to start the construction of \$10.7 million term of Council project to expand the Caledon East Community Complex which will include a new gym, fitness centre, walking track and community room.

\$23.0 million in the Roads Capital Program and \$2.4 million in the Bridge Capital Program.

\$0.3 million in funding to phase-in a public transit service in 2019 following completion of the Transit Feasibility Study.

\$1.8 million for Phase 3 of the Johnston Sports Park featuring a full-size lit soccer pitch and a shade structure

Once again, our staff met a high standard of excellence in preparing the budget. Through a public consultation process we carefully considered and deliberated on investments that would provide the greatest return for our community and its future.

I'm proud of what we have been able to achieve in this budget and how it will contribute to creating a healthy, sustainable Caledon.

Sincerely,



Mayor Allan Thompson

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# Welcome to Caledon

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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.

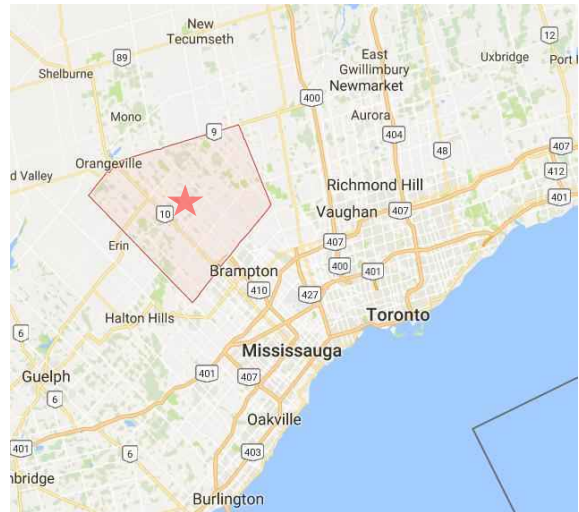
Expect the best of all worlds! Caledon boasts thriving urban centres amid a striking and safe natural haven that together blends business success with an unmatched quality of life, and all this within an hour of Toronto – North America's fifth largest urban centre.

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

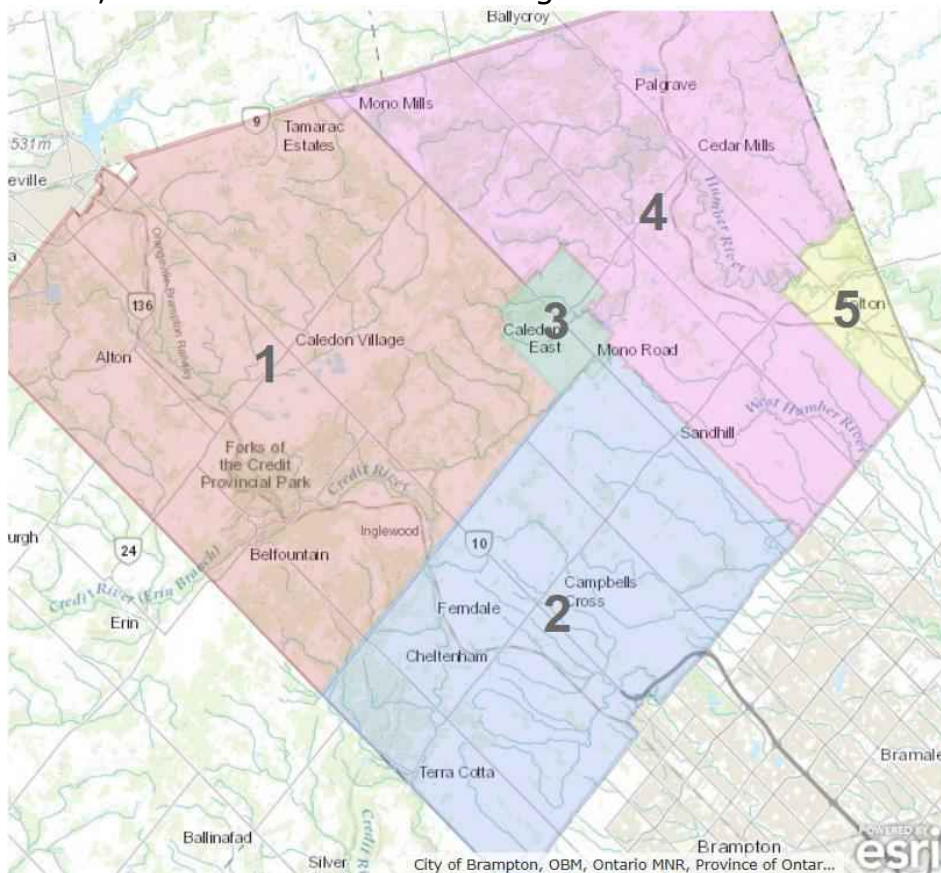
# Welcome to Caledon

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A vibrant community of 71,600 residents, Caledon benefits from its strategic location in the Greater Toronto Area (GTA). The GTA's population of over five million people continues to grow, and there are over 135 million people within a 500-mile radius of Caledon. This translates to an abundant, diversified and skilled labour force.



Caledon is comprised of five Wards. Council members are elected by their Ward residents, with the last election being held in October 2018.



Caledon covers nearly 700 km<sup>2</sup>, making it one of the largest municipalities in the Greater Toronto Area.

# Welcome to Caledon

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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

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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

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## **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.

## **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

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## **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.

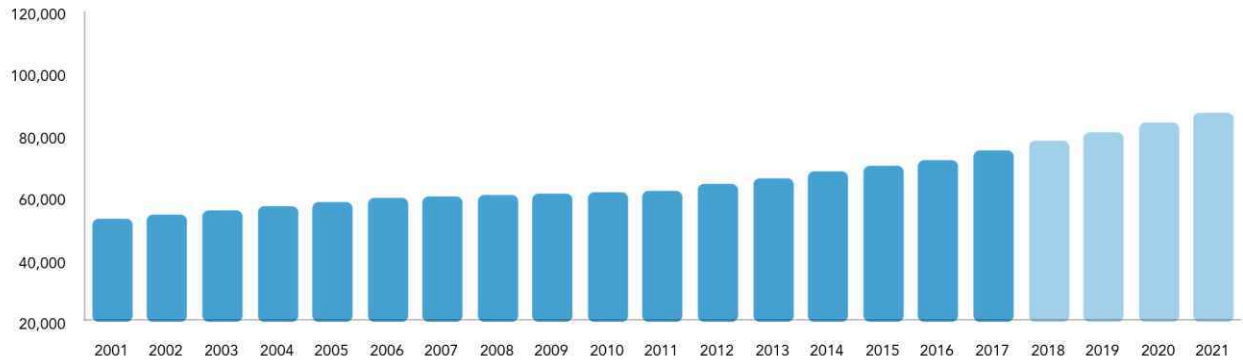
## **Air**

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

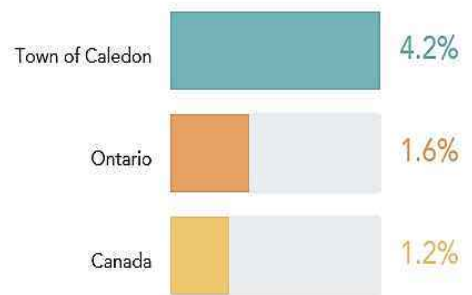
### Town of Caledon Population



Source: Peel Region Open Data 2017

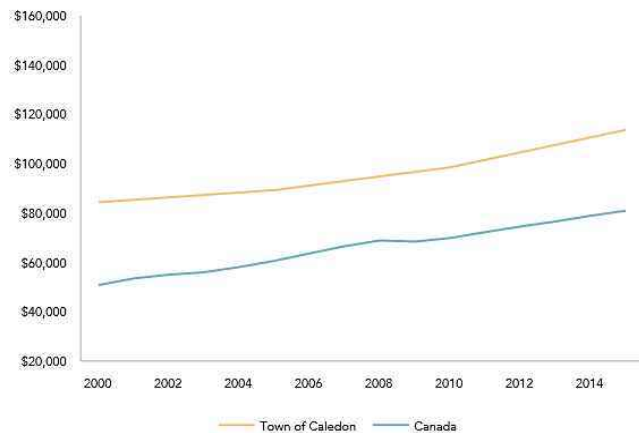
Over the last decade, the Town's population has significantly increased by 19.3%. At this rate of growth, the population is expected to exceed 87,000 people in 2021. By 2041 Caledon will have a population of 160,000 people and 80,000 new jobs, as prescribed by the Province of Ontario Places to Grow Plan. 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 labour 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.

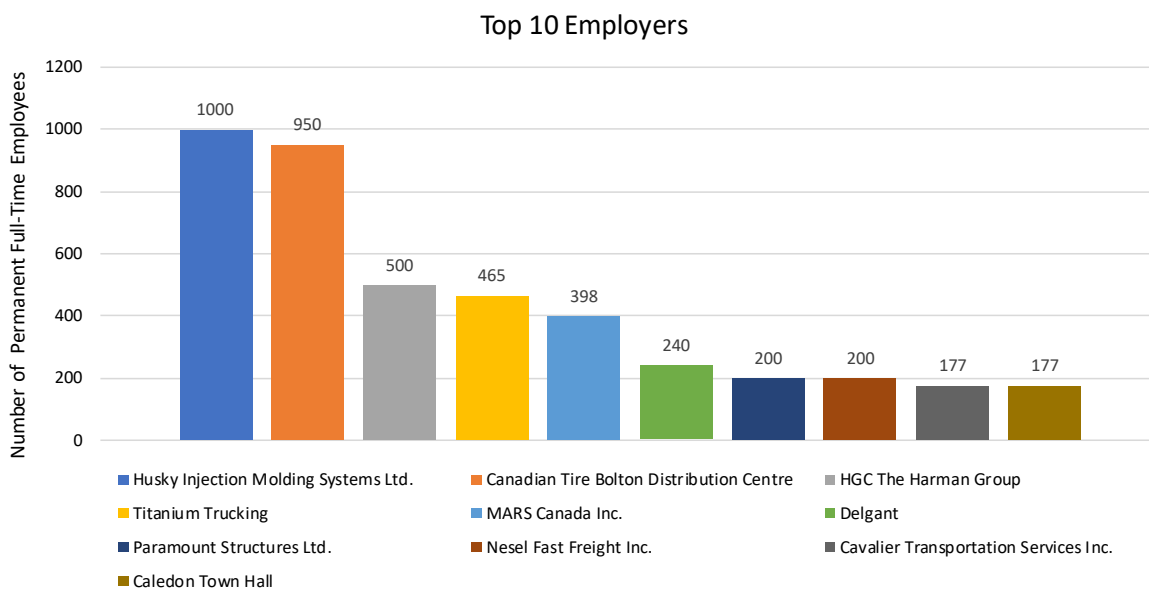
# Welcome to Caledon

## 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

<p><b>OFFICE OF THE CAO</b></p>		<p><b>Mike Galloway</b> CAO</p>
<p><b>COMMUNITY SERVICES</b></p> <ul style="list-style-type: none"> <li>• Parks</li> <li>• Recreation</li> <li>• Planning &amp; Development</li> <li>• Policy &amp; Sustainability</li> <li>• Building Services</li> <li>• Fire &amp; Emergency Services</li> </ul>		<p><b>Peggy Tollett</b> General Manager, Community Services</p>
<p><b>CORPORATE SERVICES</b></p> <ul style="list-style-type: none"> <li>• Legislative &amp; Information Services</li> <li>• Legal Services</li> <li>• Information Technology</li> <li>• Provincial Offences Court</li> <li>• Regulatory Services</li> <li>• Mayor &amp; Council Support</li> </ul>		<p><b>Carey Herd</b> General Manager, Corporate Services / Town Clerk</p>
<p><b>FINANCE &amp; INFRASTRUCTURE SERVICES</b></p> <ul style="list-style-type: none"> <li>• Finance</li> <li>• Purchasing &amp; Risk Management</li> <li>• Roads &amp; Fleet</li> <li>• Transportation Engineering</li> <li>• Engineering Services</li> <li>• Energy &amp; Environment</li> <li>• Facilities</li> </ul>		<p><b>Fuwing Wong</b> General Manager, Finance &amp; Infrastructure Services CFO</p>
<p><b>STRATEGIC INITIATIVES</b></p> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Corporate Initiatives</li> <li>• Corporate Partnerships &amp; Events</li> <li>• Service Caledon</li> <li>• Economic Development</li> <li>• Human Resources</li> <li>• Library Liaison</li> <li>• OPP Liaison</li> </ul>		<p><b>David Arbuckle</b> General Manager, Strategic Initiatives</p>

## The Town of Caledon is divided into the following departments:

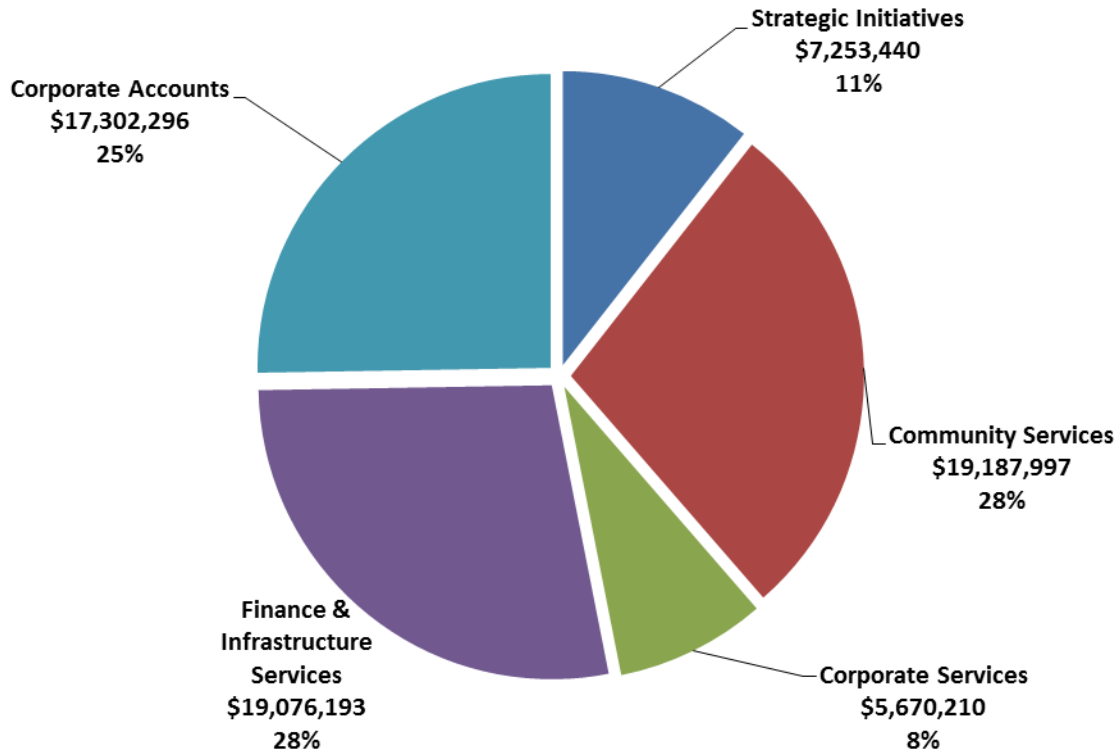


Chart is based on the 2019 Net Budget per Department and excludes Taxation Revenue.

### 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

# Welcome to Caledon

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that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act which is why the Building Service's budget overall nets to zero. 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

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## **Parks and Recreation**

The division strives to be a leader in the provision of Parks & Recreation services by providing opportunities and experiences for all ages and abilities resulting in a healthy community.

The division offers barrier-free, accessible structured and non-structured active living and leisure activities for all ages and abilities and oversees the design and maintenance of Town parks and sports fields. The division is also responsible for the design, construction and maintenance of Town trails and paths. The division maintains over 75 parks, many playgrounds, picnic areas, splash pads, tennis courts, sports fields, a leash-free dog park, a skateboard park and many other amenities.



# Welcome to Caledon

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## 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

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## 4) Finance and Infrastructure Services Department

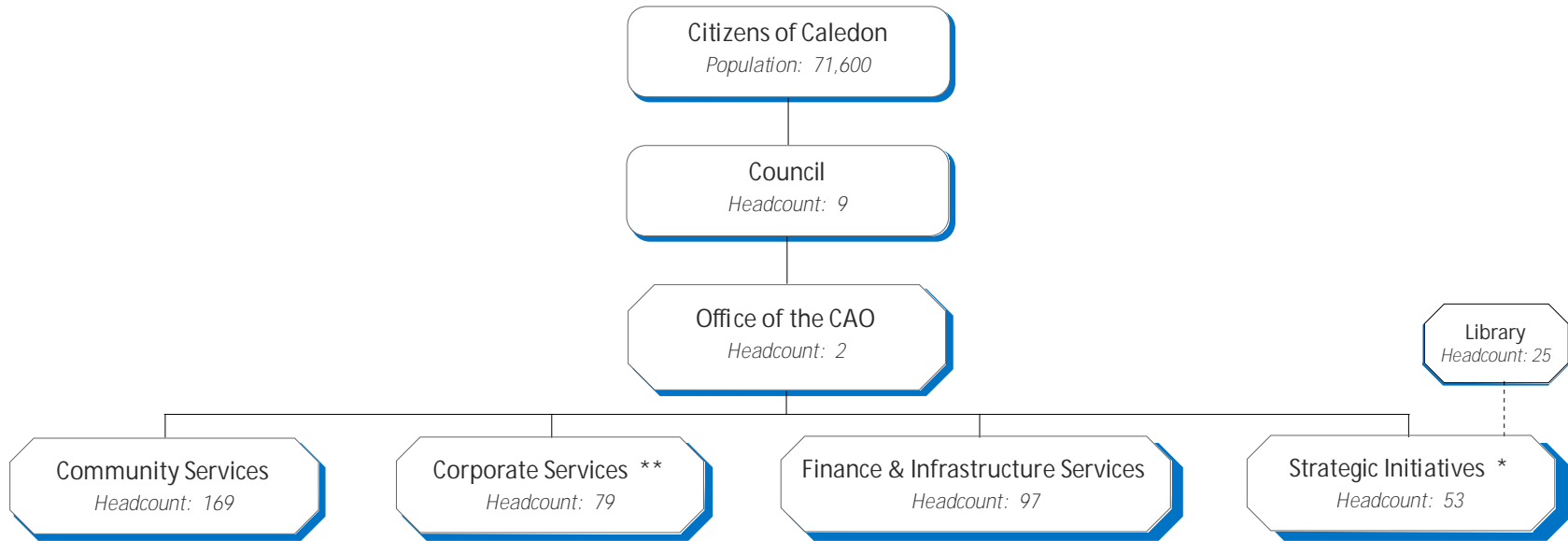
This department helps to shape the future of the community by providing corporate-based financial services, procurement, risk management, customer service, property tax and revenue as well as infrastructure services that enhances the current/long-term vision, goals and performance of Town Council, our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



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

- Legislative Services
- Legal Services
- Information Technology
- Provincial Offences Court
- Animal & Regulatory Services
- Mayor & Council Support

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

- Communications
- Corporate Initiatives
- Corporate Partnerships & Events
- Service Caledon
- Economic Development & Tourism
- Human Resources
- Library Liaison
- OPP Liaison

- Staff Complement is Full-time Only
- Details of divisions within each department available in Departmental Business tabs
- Total 2019 Approved Headcount 398 (includes two (2) full-time positions for knowledge transfer of retirees)
- Population taken from the Peel Data Centre (2018 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

# Town of Caledon Full-Time Headcount

<b>DEPARTMENT</b>	<b>2017 Approved</b>	<b>2018 Approved</b>	<b>2019 Approved</b>
<b>Strategic Initiatives</b> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Corporate Initiatives</li> <li>• Corporate Partnerships &amp; Events</li> <li>• Service Caledon</li> <li>• Economic Development</li> <li>• Library Liaison</li> <li>• OPP Liaison</li> <li>• Human Resources</li> </ul>	<b>41*</b>	<b>49*</b>	<b>53*</b>
<b>Community Services</b> <ul style="list-style-type: none"> <li>• Parks</li> <li>• Recreation</li> <li>• Planning &amp; Development</li> <li>• Policy &amp; Sustainability</li> <li>• Building &amp; Support Services</li> <li>• Fire &amp; Emergency Services</li> </ul>	<b>152</b>	<b>164</b>	<b>169</b>
<b>Corporate Services</b> <ul style="list-style-type: none"> <li>• Legislative Services</li> <li>• Legal Services</li> <li>• Information Technology</li> <li>• Provincial Offences Court</li> <li>• Animal &amp; Regulatory Services</li> <li>• Mayor &amp; Council Support</li> </ul>	<b>76</b>	<b>78</b>	<b>79</b>
<b>Finance and Infrastructure Services</b> <ul style="list-style-type: none"> <li>• Finance</li> <li>• Purchasing &amp; Risk Management</li> <li>• Roads &amp; Fleet</li> <li>• Transportation</li> <li>• Engineering &amp; Capital Projects</li> <li>• Energy &amp; Environment</li> <li>• Facilities (Civic Properties)</li> </ul>	<b>97</b>	<b>95</b>	<b>97</b>
<b>Total Headcount</b>	<b>366</b>	<b>386</b>	<b>398</b>

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

# Overview of Budget Processes and Policies

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## BUDGET INFLUENCES

Work on the Town's budget began in June of 2018. For the 2019 budget, staff were directed to follow the Council Work Plan (from the December 2014 to November 2018 term of Council) in identifying priorities to be funded in this year's budget. The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the Council Work Plan's goals and objectives.

The Town of Caledon's annual budgets are further influenced by various long-term plans, Town policies, and external environmental factors. The following pages outline the guidelines and specific budget pressures that have shaped the 2019 budget.

### Caledon Council Work Plan (CWP)

With the Council inauguration on 4-December-2018, the new Council will develop a Council Work Plan (CWP) for the December 2018 to November 2022 term of Council. The goal for developing and implementing the CWP is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The new CWP will become a major influence on budgets starting with the 2020 budget. In the interim, the 2019 budget was developed during the 2018 year based long-term plans, Town policies and the current CWP (for the December 2014 to November 2018 term of Council), which is outlined in Appendix A, and may be refined by Council based on different needs/goals of the community/the municipality, if any. The Council Work Plan (2014-2018) identified the following 9 priority areas listed below:

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

The new Council Work Plan was approved on March 26, 2019 and includes the new Council's goals and objectives. The proposed 2019 budget was influenced by the CWP (2014-2018) as the starting point, and Council (for the December 2018 to November 2022 term) further shaped and refined the 2019 budget based on the needs/concerns of the community. These needs/concerns were consolidated in a new CWP and approved in March 2019.

### Corporate Strategic Plan (Team Caledon Plan)

As a direct result of the Council Work Plan, management rolled out a Corporate Strategic Plan (See Appendix B) in 2016 to obtain Town staff's input into the corporation's goals and a visioning exercise. This Corporate Strategic Plan provided a specific list of goals that were tied to Department's Business Plans and Department's 2019 goals.

# Overview of Budget Processes and Policies

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## BUDGET IMPACTS

### Base Annual Operating Budget Impacts

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

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

There are also sub-categories within each of the broad categories to organize and communicate, in a consistent manner, the increases and decreases to base operating budgets. All 2019 base operating budget increases and decreases are categorized into one of the following sub-categories by department (see table below). All departmental base budget increases/decreases are rolled-up for the Town, as a whole, to communicate the overall impact to the Town's Operating Budget in the same categories and sub-categories:

### Unavoidable Budget Changes

<b>Mandatory Legislation</b>	Includes new or a change in legislation that requires the department to incur additional costs to start a new service or change service levels.
<b>Employee Compensation</b>	This is directly linked to existing staffing and includes negotiated union contract adjustments for union staff, economic adjustments for non-union staff, job rate progression, and benefit adjustments such as statutory deductions (Canada Pension Plan, Employment Insurance) and pension rate adjustments related to the Ontario Municipal Employees Retirement System (OMERS).
<b>Annualization of New Staff</b>	If partial-year funding for a new hire was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
<b>Annualization of New Services</b>	If partial-year funding for new services was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
<b>Inflationary</b>	This section is used to identify budget increases due to rate increases for items such as maintenance supplies/services, insurance, winter maintenance salt. This section excludes utilities, which is specifically identified below.
<b>Utilities</b>	This section is used to identify utility changes; projected rate changes are provided from Finance and the volume changes are determined by the department responsible for the facility.
<b>Revenues</b>	This section is for departments to identify revenue adjustments based on volume only.
<b>Previously Approved Council Initiatives</b>	Council reports that have 2019 budget implications are included in the base 2019 budget as an unavoidable budget increase in this section.

# Overview of Budget Processes and Policies

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## Recommended Budget Reductions

<b>Service Delivery Efficiencies</b>	Departments are required to find base operating budget reductions without a reduction to service levels. That is, the same level of service as in 2018 but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.)
<b>New Fees/Revenues</b>	Incremental revenue impact of new fees or charges for the recovery of costs related to a product, service or program that the Town has not charged for in the past.
<b>Fee Rate Increases</b>	Incremental revenue impact of proposed cost recovery-related increases to existing fees in the fees by-law.

## Short-term Inflationary Factors

Each year major items are reviewed, and data is gathered on factors that could potentially influence the next year's budget. Short-term inflationary factors, such as rate changes for Town purchases, are projected and communicated to cost center managers for incorporate into the 2019 budget, if applicable.

## Budget Assumptions

Consumer Price Index used for the 2019 budget is 2.0% based on Bank of Canada statement release on April 2018.

Insurance = 6% increase on 2018 Actuals

### Utilities:

Natural Gas = 8% rate increase over historical average of consumption and 2018 actual and projected costs; In addition, staff were asked to adjust the budget up or down based on projected volume for 2019 for factors like historical actuals, new energy efficient equipment recently installed and building changes;

Water = 7.1% rate increase; adjusted for volume changes, if applicable.

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

- General Service accounts (most facilities): 5.7-5.8% increase
- Time of Use Accounts (smaller facilities and most fire halls): 3.1% increase
- Spot Market Accounts (Yards, Animal Shelter etc): 1.2% decrease due to savings associated with a global adjustment rebate
- Streetlights: Increase of 6%

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

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2018, new improved energy efficient equipment replacements in 2018 that will lower consumption/utility volumes in 2019. Staff were also provided with a utility worksheet that was prepared by the Town's Energy and Environment division using consumption history from the energy management software to project future costs. The projections for 2019 were based on a 4-year average volume consumption adjusted for known anomalies such as severe weather, equipment issues or changes to hours of operations.



# Overview of Budget Processes and Policies

## Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2019 budget implications are identified during the year and the 2019 budget implications are included in the base 2019 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2018 budget that now should be removed from the base in the 2019 operating budget.
3. Annualization of items approved in the 2018 budget.

The list below identifies previously approved council initiatives that have an impact on the 2019 budget:

### UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2019 BASE OPERATING BUDGET

Department	Description	Annualized Amount (\$)
<b>Removal of One-time Costs</b>		<b>(281,302)</b>
Corporate Accounts	Removal of one-time License costs related to Recreation Software Migration project - Staff Report 2017-87	(38,367)
Corporate Services	Removal of Operating costs for Enforcement Officer contract position relating to Sign By-Law - Staff Report 2017-56	(86,163)
Corporate Services/FIS	Removal of one time costs for Computers for new hires in 2018	(25,600)
Finance & Infrastructure	Removal of one-time furniture purchases for new staff	(25,250)
Strategic Initiative	Removal of Operating Revenue/Costs for CPL 150 Events in celebration of 150 years of public library services in Caledon - 2018 Change in Service Level #5	(8,650)
Community Services	Removal of backfill wages & benefits related to Recreation Software Migration project - Staff Report 2017-87	(39,000)
Community Services	Reverse one-time Data Management System (FIREHOUSE Software) upgrade less annual operating costs - 2018 Change in Service Level #9	(18,800)
Community Services	Removal of 6 months operating costs of contract Building Inspector, Enforcement - 2017 Change in Service Level #34	(39,472)
<b>Unavoidable Costs</b>		<b>371,400</b>
Strategic Initiative	Share of operating costs of shared branch in R.F. Hall. As per 1995 joint use agreement, DPCDSB only recently opted to pursue shared costs	48,000
Corporate Accounts	2018 OMPF Grant reduction and projected 2019 Grant funding reduction - Staff Report 2017-138	323,400

# Overview of Budget Processes and Policies

## UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2019 BASE OPERATING BUDGET

Department	Description	Annualized Amount (\$)
<b>Annualized Salaries and Benefits</b>		<b>54,600</b>
Community Services	Annualization of salaries & benefits of Volunteer Firefighters on call - 2018 Change in Service Level #12	54,600
<b>Operating Impact of Council Approved Capital Projects</b>		<b>1,129,767</b>
Corporate Accounts	Operating impact of Capital Project 18-067 - IT Infrastructure Maintenance & Upgrade	2,625
Corporate Accounts	Operating impact of Capital Project 18-068 - Amanda	14,800
Corporate Accounts	Operating impact of Capital Project 18-069 - MS Enterprise Agreement	275,000
Finance & Infrastructure	Phase in of funding required for the Debt Servicing costs of 2017 Enhanced Roads Program - Capital Project #17-038	275,000
Strategic Initiative	Phase in of the Library's Operating Budget in the New Community Centre in Southfields - 2018 Change in Service Level #13	149,059
Community Services	Operating Costs for Fire Training Facility (6 months) - Capital Project 17-129	14,800
Community Services	Operating impact of Capital Project 18-101 - Lighting the Challenger Baseball Diamond	5,000
Community Services	Operating impact of Capital Project 18-142 - Humberview School Turf Field Facility	33,500
Community Services	Operating costs impact of Capital Project 18-095 - Bolton Gateway Park	6,000
Community Services	Operating impact of Capital Project 18-096 - Alton Park Multipurpose Track	6,000
Community Services	Operating impact of Capital Project 18-110 - Caledon Trailway Brush Clearing	20,000
Community Services	Year two of a three-year phase in of New Community Centre in Southfields - 2018 Change in Service Level #13	328,668
Community Services	Knox Cemetery Maintenance - Staff Report 2018-42	7,000
Community Services	Operating impact of Capital Project 18-097 - Palgrave Community Trail Phase 2	6,000
Community Services	Operating Costs savings of CCRW Boiler replacement - Capital Project 18-102	(7,500)
Community Services	Reduce Energy Reserve contribution for fully paid MRC-Infrared camera for Ice Pad (PW-2015-047), net of MRC Arena Changeroom area LED Retrofit (Staff Report 2018-32).	(6,185)
<b>Net result of Unavoidable Budget Increases to be included in 2019 Budget</b>		<b>1,274,465</b>

# Overview of Budget Processes and Policies

## BUDGET PROCESS

In June 2018, in preparation for the 2019 Budget, budget templates were available on the Town's Corporate Intranet and parameters were provided to the departments with instructions of how to complete the templates. A Financial Analyst was assigned to each department to provide budget assistance, including researching historical actuals beyond what was provided in templates and to provide general financial/budget advice for new managers. The instructions included discussion of Town-wide goals and objectives, budgeting guidelines for the operating and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The budget directives and instructions distributed were designed to assist the departments in preparing all budget requests and forms. The budget templates provided to the departments include the following:

### Operating Budget Template

The Operating Budget worksheet is intended to develop the Town's Base Operating Budget in a focused, transparent and understandable manner. The worksheet is pre-populated with 2017 actuals, 2017 budget, current year 2018 budget which is considered the base budget, as well as 2018 year-to-date actual figures. Columns are also provided for departments to account for the annual budget impacts mentioned on the previous page, e.g. unavoidable budget increases/decreases and recommended budget reductions. Since all increases/decreases to the 2019 budget are consistently entered into specific columns, communication of operating budget pressures facing the Town, overall, and specific to departments is consistent and easy to understand.

Each departmental business plan includes a summary of the base operating budget and proposed 2019 Budget.

A sample of the 2019 Operating Budget template is shown below and is also available in Appendix C.

#### TOWN OF CALEDON 2019 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

Revenue or Expense	2018 Budget (A)	2018 Budget Changes (B)	2019 Base Budget (C) = (A)+(B)	UNAVOIDABLE BUDGET INCREASES/(DECREASES)									2019 Adjusted Base Budget (L) = (C) TO (K)
				Mandatory - Legislation (D)	Employee Compensation (E)	Annualization - New Staff (F)	Annualization - Services (G)	Inflationary (H)	Utilities (I)	Revenues (J)	Previously Approved Council Initiatives (K)		
Revenues			\$0										\$0
Expenses			\$0										\$0
Net Exp./(Rev.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies (M)	New Fees/Revenues (N)	Fee Rate Increases (O)	Total Base Budget Reductions (P) = (M) to (O)	2019 Budget to be presented to Council (excl. Unmet Needs) (Q) = (L)+(P)	
			\$0		\$0
			\$0		\$0
\$0	\$0	\$0	\$0		\$0
Tax Increase/(Decrease) compared to "base budget" (C)				#DIV/0!	
% Increase/(Decrease)				#DIV/0!	

# Overview of Budget Processes and Policies

## Change in Service Levels Template

Increase in service levels, additional staffing, or new programs that are not part of the base operating budget from the previous year are documented on the 2019 Service Level Changes template. The Senior Management Team (SMT) reviews all service level change requests and then categorizes the requests between Urgent Service Level changes and Other Service Level changes. All proposed service level changes are presented for Council consideration, however, given other budget pressures only Urgent Service Level changes are recommended to be approved by Council. Other Service Level changes are presented for Council review and consideration for inclusion in the budget should there be sufficient funds. Council, upon reviewing all service level changes, may direct staff to move a submission from the funded list to the unfunded service level change list or vice versa.

Below is a sample of the form used by staff:

TOWN OF CALEDON 2019 OPERATING BUDGET		APPENDIX 5 - CHANGES IN SERVICE LEVELS											
		Number <input type="text"/>											
2019 CHANGES IN SERVICE LEVELS		Council Work Plan Priority <input type="text"/>											
Department <input type="text"/>		Division/Facility <input type="text"/>											
1 - Purpose of Expenditure <input type="text"/>													
2 - Need <input type="text"/>													
3 - Benefit of the Investment <input type="text"/>													
4 - Risk Assessment <input type="text"/>													
5 - Financial Impact													
One-time request for 2019 Budget only? <input type="text" value="No"/>		Salary Pay Grade if Applicable <input type="text"/>											
	2019 Budget	# Months in 2019	Annualized Budget Impact (12 months)	# of Staff	GL Account								
Revenues		0	\$0										
Total Revenues	\$0		\$0										
Expenses				0.0									
Salary	\$0	0											
Benefits (use 30% for full time staff & 12% for contract/part time)	\$0	0											
Training/Seminars													
Memberships/Dues													
Uniforms/Protective clothing													
Mileage													
Furniture/Fixtures					01-09-155-43050-365-62378								
Computer					01-01-335-43080-365-62303								
Fleet Vehicle					Capital request required								
Total Expenses	\$0		\$0	0.0									
Net Expense/(Revenue)	\$0		\$0										
				<table border="1"> <thead> <tr> <th></th> <th style="text-align: right;"><i>Estimated Cost</i></th> </tr> </thead> <tbody> <tr> <td>Furniture/Fixtures Required for new staff?</td> <td>No \$2,500</td> </tr> <tr> <td>Computer Required for new staff?</td> <td>No \$4,000</td> </tr> <tr> <td>Fleet Vehicle Required for new staff?</td> <td>No \$40,000</td> </tr> </tbody> </table>			<i>Estimated Cost</i>	Furniture/Fixtures Required for new staff?	No \$2,500	Computer Required for new staff?	No \$4,000	Fleet Vehicle Required for new staff?	No \$40,000
	<i>Estimated Cost</i>												
Furniture/Fixtures Required for new staff?	No \$2,500												
Computer Required for new staff?	No \$4,000												
Fleet Vehicle Required for new staff?	No \$40,000												

# Overview of Budget Processes and Policies

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## Fee By-law Template

A Town-wide user fees review was conducted in 2015 to better align fees with the Town's cost associated with each fee. The objective was to set fees at a level that recovers direct (e.g. labour time, copies, courier costs and materials) and indirect costs (e.g. training, mileage, and other costs associated with the department). The review excluded Parks and Recreation, Library Services and Building Services. For Recreation a subsidy level calculation and benchmarking was conducted. Further, Building Services Division fees were reviewed to ensure full cost recovery including corporate overhead costs, as required by the Ontario *Building Code Act*. The *Building Code Act* requires that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act. All fees were then further reviewed by staff for any needed adjustment as part of the 2019 budget process.

The revenue impact of fee rate increases are calculated by multiplying the new rates by an annual average occurrence or volume of each fee from the past two years. Departments include the revenue impact of fee rate increases or decreases in the Operating Budget template under the heading (Column O – Fee Rate Increases). User fees allow for the Town to recover costs directly from the clients/users requesting and benefiting from the Town services rather than recovering from all taxpayers via property taxes.

The proposed 2019 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2019 Budget.

## Tax Subsidy

In 2018, a Tax Subsidy of 47% was approved for the Recreation Department based on comparing budgeted expenses to revenues and benchmarking with other municipalities. This means that 53% of the Recreation division's costs are recovered by user fees (ie, users of recreation facilities and programs) and the balance, 47% is subsidized by property taxpayers. This subsidy allows the Recreation Department the flexibility to cover any increases in expenses by reducing expenses in other areas, finding efficiencies within the budget or by increasing fees to maintain an overall tax subsidy of 47%. The 2019 Budget is within the Tax Subsidy approved by Council of 47%.

## Headcount Template

Departments are provided with the current year (2018) employee information to be reviewed for the 2019 budget consisting of the following details:

- Employee name and job title
- Hourly rate and/or annual salary
- Job Grade
- Wage increases based on Progression/cost of living adjustment
- Total cost of statutory and other deductions such as: pension, health and dental, disability, life insurance, Provincial Employer Health Tax, Worker's Compensation and provincial and federal statutory deductions.

# Overview of Budget Processes and Policies

## Capital Budget Template

Capital Budget templates are provided to departments to submit capital projects to be considered in the 2019 Capital Budget.

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

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

As part of the Capital Budget Template it is identified if there will be a future operating budget impact upon completion of the capital project. Below is a sample of the Capital Budget Template:

TOWN OF CALEDON						
Capital Projects						
Project	<input type="text" value="19-XXX"/>					
Department	<input type="text"/>					
Version	<input type="text"/>	Year	<input type="text" value="2019"/>			
Description						
PROJECT DESCRIPTION						
REASON FOR PROJECT						
Budget						
	Total	2019	2020	2021	2022	2023
<i>Expenditures</i>						
<i>Expenditures Total</i>						
<i>Funding</i>						
Tax Levy Funding/Other Funding						
<i>Funding Total</i>						
Operating Impact						
	2019	Annualized	FT Staff	PT Staff		
Operational Savings						
<i>Total</i>						
Attributes						
Attribute	Value	Comment				
DC Related Information						
DC Study Project Description						
Year in DC Study						
% of DC Funding Allowed in DC						
Study Attributes						
Department						
Division						
General Manager						
Council Work Plan Priorities						

# Overview of Budget Processes and Policies

## Assessment Growth

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

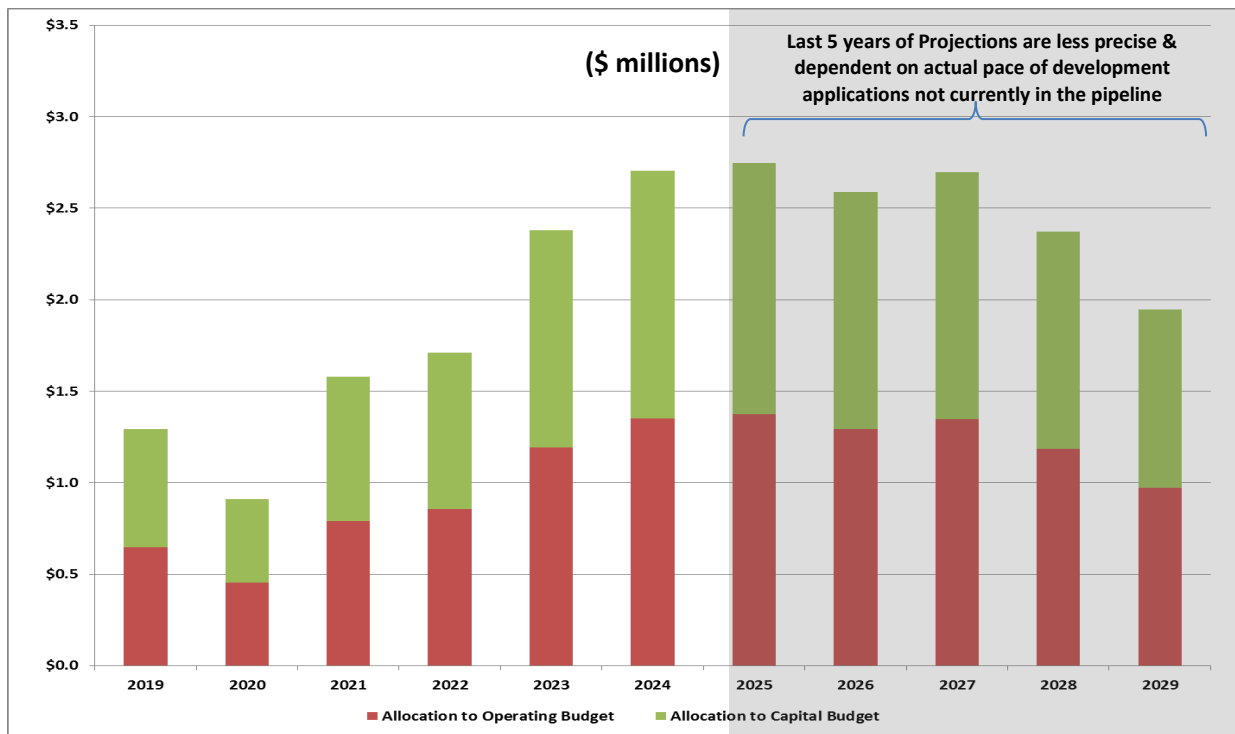
Incremental tax revenues from assessment growth is to be allocated to the tax levy funded Capital program annually equal to the greater of:

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

For 2019 the Town allocated 50% of assessment growth to fund capital projects.

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

**Assessment Growth Projection**



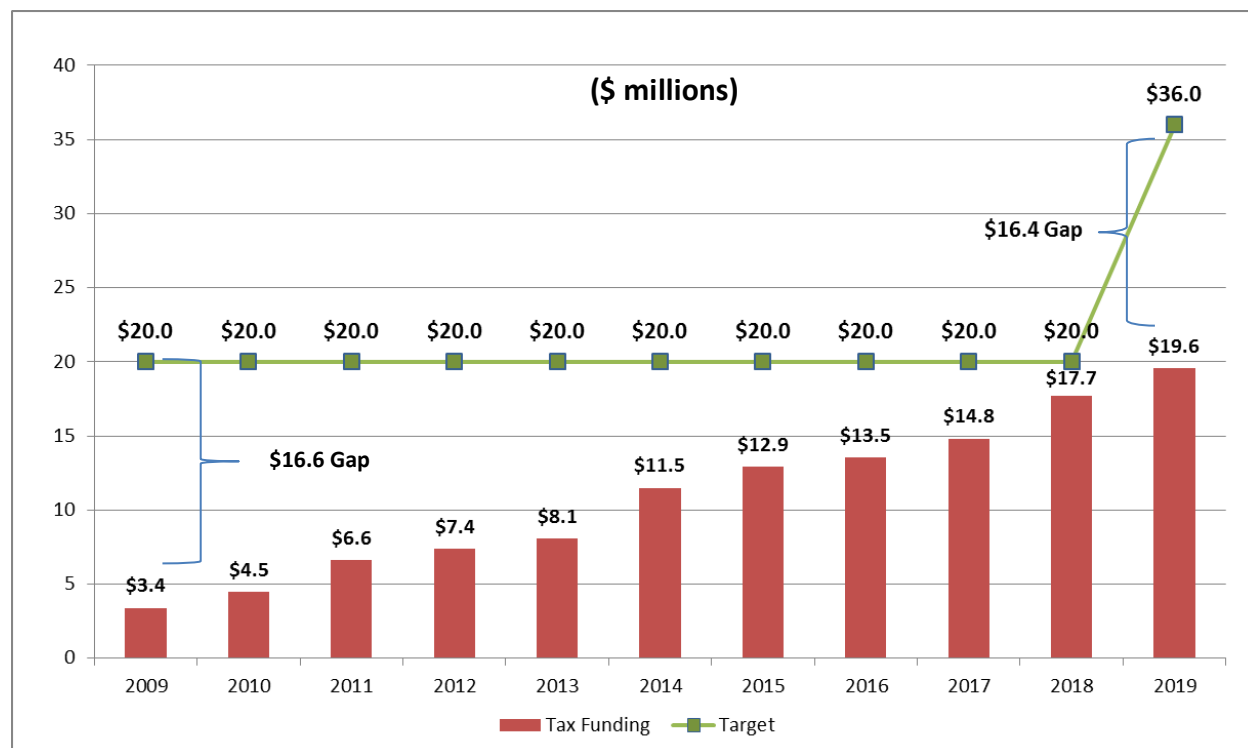
# Overview of Budget Processes and Policies

The Town is working towards bridging the gap between the Tax Funded Capital Program and a new preliminary target of \$36 million for the renewal and reinvestment of existing infrastructure (based on recent work on the Town's Asset Management Plan). The below chart shows the history of the tax funded capital program and the Town's goal for funding capital infrastructure.

In 2008 / 2009 the Town's Tax funded capital program was \$3.4 million and the Town amortization was \$20 million. At the time, no Asset Management Plan existed so amortization was used as a proxy for the amount of sustainable funding the Town should set aside for infrastructure repairs, maintenance and replacement. A goal of bringing the Town's tax funded capital program to \$20 million was established. The capital infrastructure funding gap in the 2008 capital program was \$16.6 million the gap has been reduced in the 2019 capital budget to \$16.4 million as shown in the chart below. 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.

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.





# Overview of Budget Processes and Policies

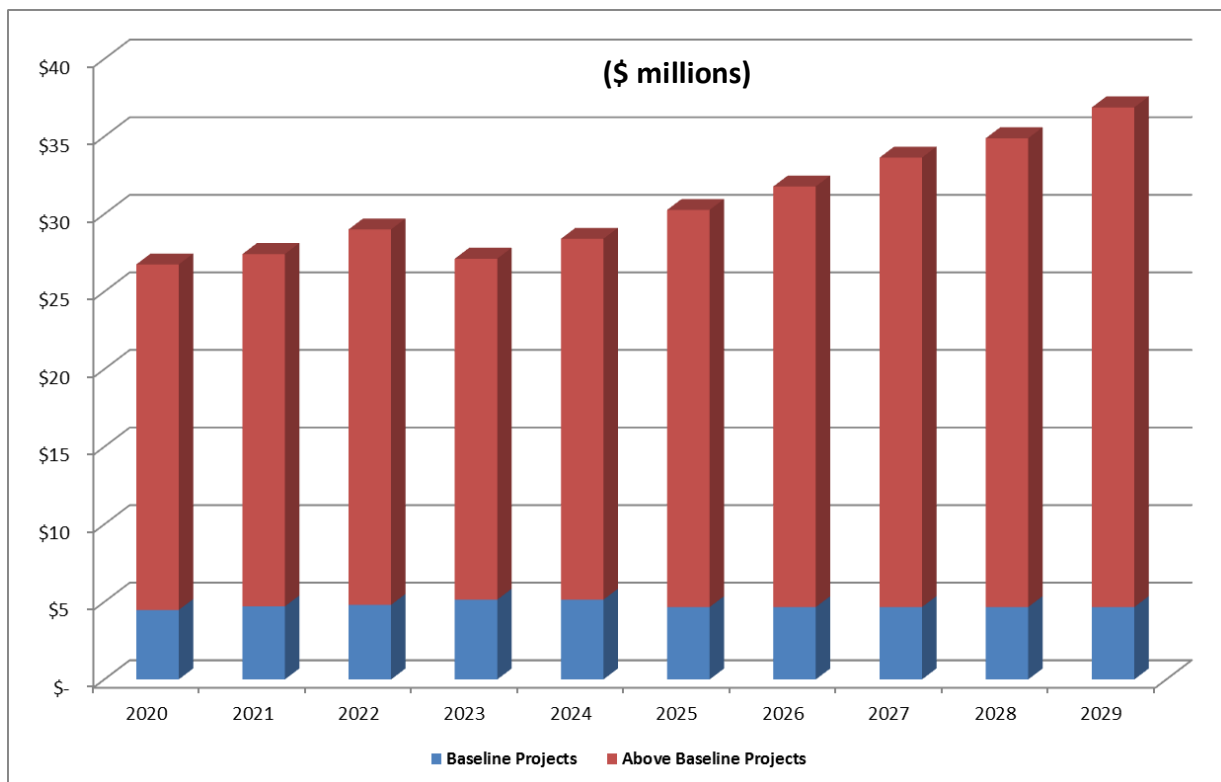
## 10-Year Capital Forecast Template

Departments were also provided the 10-year Capital forecast used in the 2018 Budget to:

- Update their capital requirements for an additional year (e.g. 10<sup>th</sup> year of the capital projection needs to be added annually);
- Update based on changes in priorities, new costing information;
- Obtain preliminary information to prepare the 2019 Capital Budget templates (e.g. capital requests for 2019)

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

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



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

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

# Overview of Budget Processes and Policies

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- The capital asset replacement reserve fund was used to fund important projects focused on replacing existing infrastructure in years there was not sufficient tax funding available.
- It was assumed the debt for the Enhanced Roads program would be phased out over the 2019-2023 term of council so that it will be funded solely by tax in 2023.

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

## 2019 Budget Timelines

In June, departments were provided the 2019 headcount information that relates to salaries and benefits for all staff. Managers were required to return the headcount information to Finance by August 10<sup>th</sup>, 2018, with any changes or corrections. The Operating and Capital templates were available on our budget software with a final deadline for input by departments set for September 14, 2018.

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

Following all budget adjustments, a consolidated summary was prepared by the Finance Division for review by the Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Treasurer and the Senior Management Team to suggest additional strategies for the 2019 Operating Budget and other recommended target reductions.

The 2019 proposed Operating and Capital Budgets was presented to Council and the public on December 18, 2018. The schedule of the Town's 2019 Budget process for Council following Town staff's internal budget preparation is outlined below:

### 2019 Budget Timeline

Dec 11 <sup>th</sup> – Jan 9 <sup>th</sup>	Online Budget Survey ~ Have your Say!
Dec 11 <sup>th</sup>	2019 Budget Binders distributed to Council and posted on the Town's website – <a href="http://caledon.ca/budget">caledon.ca/budget</a>
Dec 18 <sup>th</sup> 1:00PM	Budget Introduction, Budget Presentation
Jan 9 <sup>th</sup> 7:00PM	Budget Drop in Open House ~ Have your Say!
Jan 15 <sup>th</sup> 9:30AM	General Committee Meeting 2019 Proposed Budget Deliberations
Jan 22 <sup>nd</sup> 7:00PM	Council Budget Meeting Final Consideration of 2019 Proposed Budget and 2019 Proposed Fees By-Law

A Town Council meeting was scheduled for December 18, 2018 in the Council Chambers. At that meeting Town staff provided Council and the public with an overview of the Operating and Capital Budgets, including increases or changes to service levels (new services, additional service levels, and additional staff) that were recommended to be funded. An evening Public Open House was held on January 9<sup>th</sup> for the public to meet with staff and ask questions regarding the 2019 Budget. Budget deliberations was held at the General Committee meeting on January 15<sup>th</sup> with the finalization and approval of the 2019 Budget at the Council meeting on January 22<sup>nd</sup>. All meetings were open to the public.

# Overview of Budget Processes and Policies

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## Communications and Engagement in the 2019 Budget Process

### Feedback from Taxpayers

An Open House regarding the 2019 budget at Town Hall is scheduled for January 9<sup>th</sup>, 2019 for public questions and input in the budget process in advance of Council deliberations. An online survey was used again this year to ask residents to identify priority infrastructure projects that their tax dollars should be allocated to.

### Social Media used to engage the Public

Social Media was used to engage and inform the public on the budget process; budget information was relayed, and short on-line (Twitter) polls were piloted this year to obtain feedback from stakeholders who may not have the time to complete a full survey.

## BUDGET ROLES AND RESPONSIBILITIES

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

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

# Overview of Budget Processes and Policies

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## **BUDGET POLICIES ON AMENDMENTS AFTER ADOPTION**

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

### **Increase to Capital Budgets**

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

### **Increase to Operating Budgets**

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

# Overview of Budget Processes and Policies

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## BUDGET ACCOUNTING POLICY

As in prior years, the Town of Caledon's 2019 Budget was completed on the fund basis of accounting. However, per *Ontario Regulation 284-09*, the Town of Caledon must disclose the impact on the 2019 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2019 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2019 Operating Budget.

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

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

# Overview of Budget Processes and Policies

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

The following table below outlines the high-level adjustments made that converts the balanced 2018 Budget prepared on the fund basis of accounting to an estimated \$22.5M surplus which will increase to the Town's accumulated surplus when preparing the 2019 financial statements in accordance with PSAB.

	<u>\$ Millions</u>	
<b>2019 Proposed Budget - Fund Accounting</b>		
2019 Proposed Operating Budget Revenues	\$100.5	
2019 Proposed Operating Budget Expenses	<u>(\$100.5)</u>	
2019 Operating Budget Surplus/(Shortfall) - Fund Accounting		\$0.0
Proposed 2019 Tangible Capital Asset Amortization	(\$17.2)	
2019 Proposed Budget Tax Levy Funded Capital Program	\$19.6	
2019 Proposed Capital Budget Items not considered TCA	(\$3.6)	
2019 Proposed Budget Transfer from Reserves considered		
Deferred Revenues & Other external Funding (e.g. grants)	<u>\$19.8</u>	
		<u>\$18.6</u>
<b>Revised surplus after accounting for TCA</b>		<b>\$18.6</b>
<b>Other Full Accrual Adjustments</b>		
Net 2019 Budget Transfers to Reserves not considered as		
Expenses	\$0.5	
Long Term debt Principle Payment (External)	<u>\$3.4</u>	
		<u>\$3.9</u>
<b>Estimated Impact on the ending 2019 Accumulated Surplus</b>		<b><u><u>\$22.5</u></u></b>

As shown in the table above, the Tax Levy Funded Capital and Transfers from Reserves are the main drivers of the projected full accrual surplus. TCA amortization, at \$17.2M is a significant full accrual adjustment that historically has resulted in a full accrual budget deficit. For 2019 there are more transfers from reserves which is causing a \$22.5M projected surplus and an overall increase to the Town's accumulated surplus.

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

# Town of Caledon 2019 Operating Budget Summary

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A summary of the 2019 Net Operating Budget Expense (Expenses less Revenue) by department is listed below with a comparison to the 2017 and 2018 Budget.

<b>DEPARTMENT</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>
<b>Strategic Initiatives</b>	\$ 6,200,766	\$ 6,619,698	\$ 7,253,440
<b>Community Services</b>	\$ 16,652,260	\$ 17,964,050	\$ 19,187,997
<b>Corporate Services</b>	\$ 5,042,363	\$ 5,394,952	\$ 5,670,210
<b>Finance &amp; Infrastructure Services</b>	\$ 17,556,723	\$ 18,005,414	\$ 19,076,193
<b>Corporate Accounts</b>	\$ (45,452,112)	\$ (47,984,114)	\$ (51,187,840)
<b>Total</b>	\$ -	\$ -	\$ -

As outlined in the previous section, the Town of Caledon prepares a base operating budget to support existing approved service levels and identifies incremental costs for improved service levels through “Changes in Service Levels” requests. The figures listed above include the approved base operating budget and approved Changes in Service Levels for 2019.














A summary of the 2019 approved Changes in Service Levels is listed on the next three pages. For the 2019 budget, the Change in Service Levels were organized into Council Work Plan Priorities – Changes in Service Levels that relate to the objectives in the Council Work plan.

## 2019 Funded Changes in Service Levels







Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.						
Priorities	Department	Division	Ref #	Description	2019 Net Budget \$	Full Time Headcount
Customer Service 	Corporate Services	Regulatory Services	1	Municipal Law Enforcement Officer	\$97,347	
Customer Service 	Corporate Services	Regulatory Services	2	To produce and distribute a Community Guide	\$16,000	
Customer Service 	Strategic Initiatives	Caledon Public Library	4	Expanded Service at Caledon East Library with Public Service Coordinator (part-time)	\$29,788	
Customer Service 	Strategic Initiatives	Caledon Public Library	5	Digital Literacy and Innovation Coordinator	\$95,954	
Customer Service 	Strategic Initiatives	Service Caledon	6	Service Caledon Associate	\$79,281	
Customer Service 	Strategic Initiatives	Strategic Initiatives	7	Business Analyst	\$74,522	
Customer Service 	Finance & Infrastructure Services	Finance	11	POA Financial Analyst	\$37,245	
Customer Service 	Finance & Infrastructure Services	FIS Administration	13	School crossing guards (8 part-time)	\$58,780	
Customer Service 	Finance & Infrastructure Services	Transportation	15	Sustainable Transportation Coordinator	\$67,493	
Customer Service 	Finance & Infrastructure Services	Transportation	37	Beautifying Village Cores - snowflakes	\$110,000	
Customer Service 	Community Services	Planning & Development	24	Development Coordinator	\$81,380	





## 2019 Funded Changes in Service Levels

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.						
Priorities	Department	Division	Ref #	Description	2019 Net Budget \$	Full Time Headcount
Customer Service 	Community Services	Fire & Emergency Services	28	Uniforms for Volunteer Firefighters	\$56,000	
Customer Service 	Community Services	Building	23	Building Coordinator and Building Inspector	\$0	
Customer Service 	Community Services	Parks	25	Parks Operator	\$60,400	
Customer Service 	Community Services	Parks	32	Additional boulevard mowing services	\$25,000	
Customer Service 	Corporate Services	Legislative Services	39	Adjustment to Council Remuneration due to elimination of the one-third income tax exemption	\$78,000	
Communications 	Strategic Initiatives	Communications	8	Enhanced Digital Communications Position	\$25,549	
Protection of Rural Environment 	Finance & Infrastructure Services	Corporate/Energy & Environment	9	Community Green Fund and Municipal Agricultural and Community Grant (MACG) increase	\$16,000	
Seniors' Housing 	Finance & Infrastructure Services	Corporate Accounts	10	Tax assistance grant indexing	\$3,250	
Infrastructure 	Finance & Infrastructure Services	Roads & Fleet	12	Project Manager (Contract) for Four-Year Unassumed Subdivision Project	\$8,475	
Infrastructure 	Finance & Infrastructure Services	Transportation	14	Phasing-in of public transit services	\$320,000	

## 2019 Funded Changes in Service Levels

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.						
Priorities	Department	Division	Ref #	Description	2019 Net Budget \$	Full Time Headcount
Infrastructure 	Finance & Infrastructure Services	Transportation	16	Transportation Engineering Analyst, Co-op Student	\$32,336	
Tourism & Sports 	Community Services	Policy & Sustainability	18	200th Settlement Area Bi-Centennial Celebrations	\$10,000	
Tourism & Sports 	Community Services	Recreation	22	Caledon Sport Hall of Fame annual induction ceremonies.	\$5,000	
Growth 	Community Services	Building & Planning	17	Development Engineering Coordinator (Contract), Landscape Architect (Contract) and Building Services Associate (Full-time) due to growth in Mayfield West Phase 2	\$166,812	
Growth 	Community Services	Policy & Sustainability	21	Increase in Heritage Grants	\$15,000	
<b>Total Funded Changes in Service Levels</b>					<b>\$1,569,611</b>	

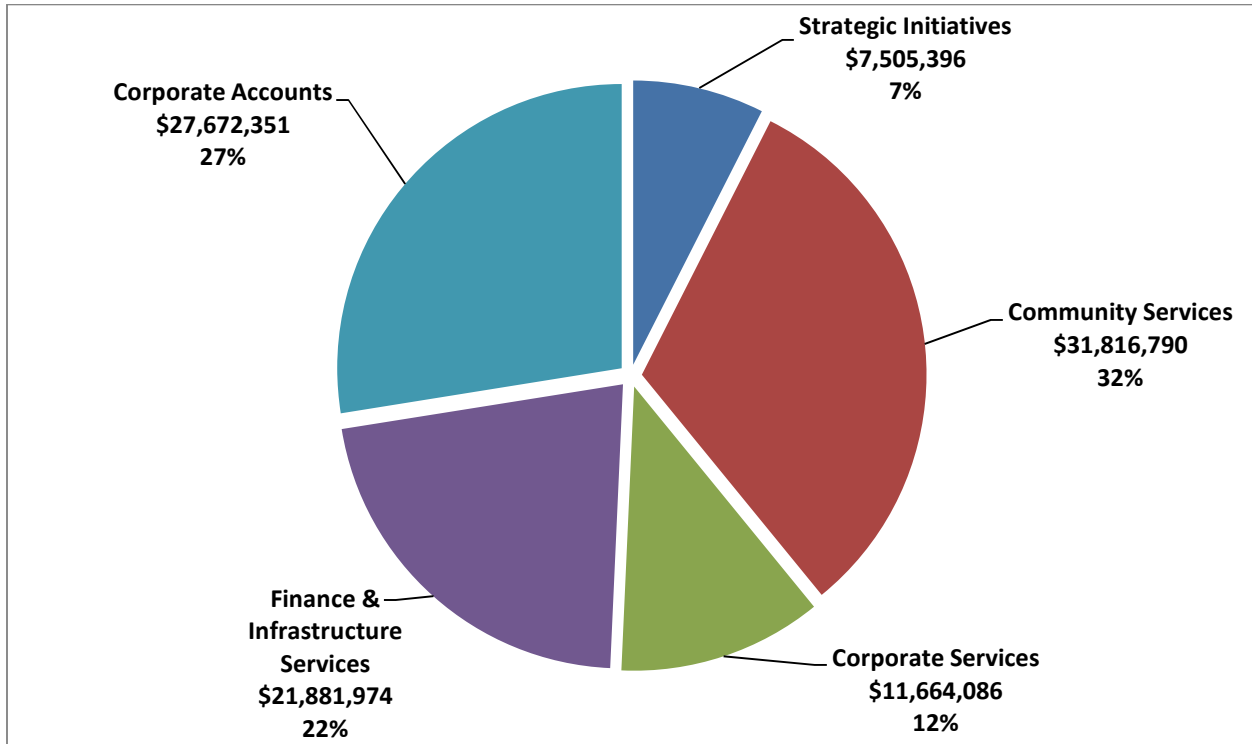
New Full-Time Headcount  9

Conversion from Contract or Part-Time to Full-Time Headcount  3

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

# 2019 Operating Budget

## Expenditures by Department

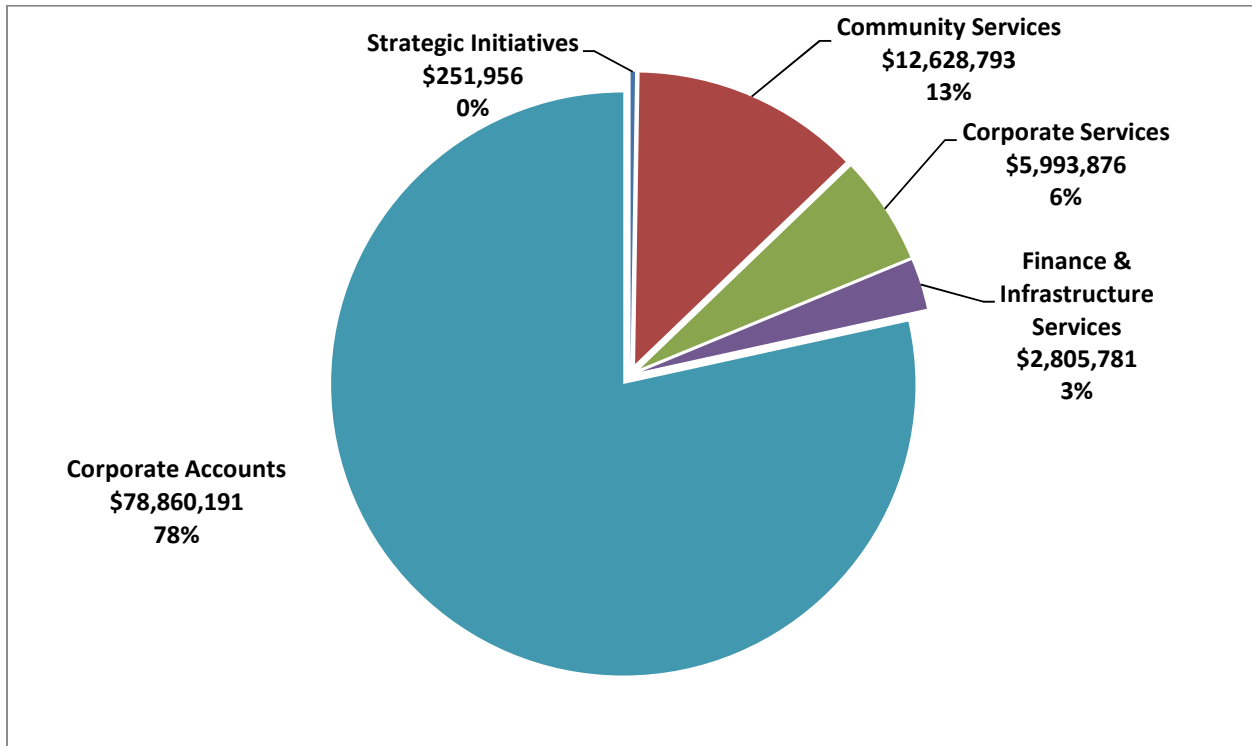


### Expenditures by Category

	2017 Approved Budget	2018 Approved Budget	2019 Approved Budget
Salaries, Wages & Benefits	43,388,656	45,789,697	48,990,981
Transfer to Reserves/Capital	18,269,894	21,059,416	22,577,514
Services and Rents	7,447,027	8,049,004	8,828,678
Materials, Equipment & Supplies	4,733,753	5,051,512	5,452,976
Utilities	2,693,340	2,676,889	2,660,251
Other	10,107,010	10,940,245	12,030,197
<b>Expenditures Total</b>	<b>\$86,639,680</b>	<b>\$93,566,763</b>	<b>\$100,540,597</b>

# 2019 Operating Budget

## Revenues by Department



Revenue By Source	2017 Approved Budget	2018 Approved Budget	2019 Approved Budget
Tax Revenue	59,532,318	65,165,461	70,315,958
Fines and Penalties	5,336,484	5,322,370	5,422,340
User Fees/Rentals	12,532,957	13,114,793	14,271,578
Transfer from Reserves	2,926,473	3,068,651	3,048,406
Interest	1,669,757	2,012,143	2,518,143
Grants	1,357,057	1,372,957	1,069,341
Sales	221,680	210,730	201,550
Other	3,062,954	3,299,658	3,693,281
<b>Revenue Total</b>	<b>\$86,639,680</b>	<b>\$93,566,763</b>	<b>\$100,540,597</b>

# Major Revenue Sources and Trends

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## **Tax Revenue - \$70,315,958**

This is the largest funding source for the Town of Caledon and it funds both operating and capital expenditures. The funding requirements of the Town are determined through the budget process and the tax rate is set on these requirements. The tax rate is determined by dividing the funding requirement by the property assessment base. The assessment base for 2019 is projected to increase by approximately 2.0%. The estimated projection added to the tax base is \$1,292,862 of assessment growth which will be split to fund the capital program and change in service level requests in the operating budget. The 2019 Budget required an additional \$3.7 million of funding to balance the budget. This includes change in service levels for new services, new service levels or new staffing and additional capital funding sources.

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

## **Fines and Penalties - \$5,422,340**

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

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

## **User Fees/Rentals - \$14,271,578**

This is the second largest revenue source for the Town of Caledon and is reviewed and updated annually. Each year all departments will adjust their user fees for cost of living increases. Some examples of user fees include fees charged for recreation programs, facility rentals, development applications, building permits and licenses. The operating budget is adjusted for changes to the user fees through the budget process. In conjunction with the adoption of the budget the fee by-law is also approved by Council on a yearly basis.

## **Transfer from Reserves - \$3,048,406**

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

## **Interest - \$2,518,143**

Interest revenue included in the Operating Budget is projected to increase in 2019 due to proactive cash management and investment strategies implemented in recent years. Incremental interest earned from higher cash balances in recent years related to obligatory reserve funds are allocated to those reserve funds.

# Major Revenue Sources and Trends

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## **Grants - \$1,069,341**

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

## **Sales - \$201,550**

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

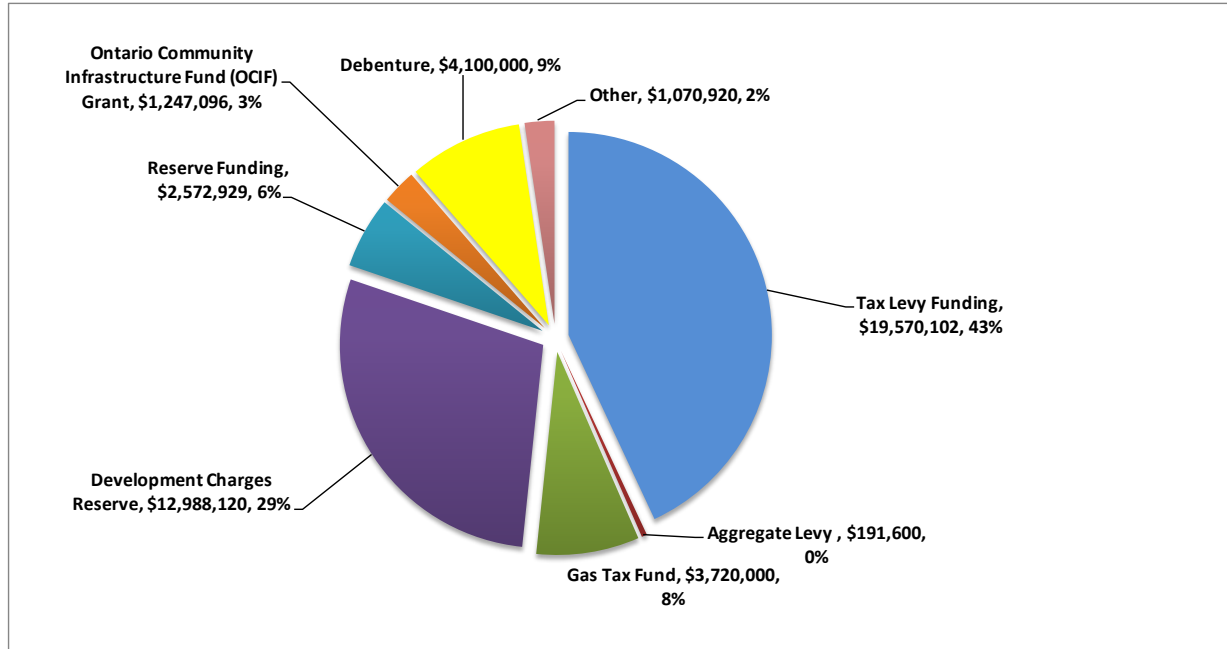
## **Other – \$3,693,281**

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

# Town of Caledon 2019 Capital Budget Summary

The 2019 Capital budget totals \$45,460,767 and is funded from the following sources:

Tax Levy Funding	Aggregate Levy	Gas Tax Fund	Development Charges Reserve	Reserve Funding	Ontario Community Infrastructure Fund (OCIF) Grant	Debenture	Other	Total
\$19,570,102	\$191,600	\$3,720,000	\$12,988,120	\$2,572,929	\$1,247,096	\$4,100,000	\$1,070,920	\$45,460,767



The 2019 Capital budget will result in the estimated future unavoidable operating budget impact for 2020 as follows:

## 2020 Projected Unavoidable Operating Budget Increases/ (Decreases) related to Proposed 2019 Capital Projects

Projects	Project Details	Expense Type	2020 - \$
19-036	Albion Bolton Branch Refurbishment/Improvements	Room Rental	4,500
19-037	Wireless Public Print Management System	Licence and Maintenance Cost	4,320
19-061	Albion Bolton Union Community Centre - Lighting Retrofit	Energy Consumption Savings	(18,000)
19-085	Assumption of Outstanding Developments	Project Manager	1,975
19-089	Caledon East Community Complex - Phase 3 Expansion	Operating Cost to be Phased in	315,000
19-103	Johnston Sports Park Phase 3	Maintenance Costs Offset by Rental Revenue	6,000
19-112	Sports Field Improvements	Utility Cost	500
19-132	IT - AMANDA	Licence and Maintenance Cost	18,700
19-135	Application Enhancement Maintenance & Upgrades	Licence and Maintenance Cost	600
19-136	Broadband Internet	Licence and Maintenance Cost	67,800
19-142	Time Entry Management System Enhancements	Licence and Maintenance Cost	5,000
<b>Total</b>			<b>\$ 406,395</b>

## 2019 APPROVED CAPITAL BUDGET

The total approved capital budget for 2019 is \$45,460,767. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment
Community Services	Emergency Operations & Fire Suppression	19-021	Alton Fire Station Parking Lot Rehabilitation	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-025	Tanker Replacement (1997)	\$ 620,000	\$ 620,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-026	Personal Protective Equipment	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	Fire Equipment Reserve
		19-027	Large Fire Equipment Replacement	\$ 70,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	Fire Equipment Reserve
		19-028	Deputy Chief Vehicle (2)	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-030	Joint Fire Communications Center - Capital Equipment Replacement	\$ 32,000	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Recreation	19-043	Mayfield Recreation Centre - Pool Starting Block Replacement	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-044	Recreation - Facility Road Sign Program	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-045	Caledon Centre for Recreation and Wellness/Mayfield Recreation Centre Pool Improvements	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-046	Mayfield Recreation Centre - Change Room Flooring Repairs	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-049	Recreation - Furniture / Fixtures / Equipment	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-050	Recreation - Accessibility	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-051	Mayfield Recreation Centre - Self-operated Pool Lift	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-052	Caledon Centre for Recreation and Wellness - Fitness Equipment Revitalization	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -	Fitness Equipment Reserve
		19-054	Mayfield Recreation Centre - Condensor Water Tank and Pump	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-055	Mayfield Recreation Centre - Exterior Structural Review	\$ 86,300	\$ 86,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-057	Lloyd Wilson Centennial Arena - Exhaust Fan Replacement	\$ 27,000	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-058	Inglewood Community Centre - Domestic Water and Fixture Replacement	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-059	Inglewood Community Centre - Window Replacement	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-060	Margaret Dunn - Asphalt Paving Repairs	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-061	Albion Bolton Union Community Centre - Lighting Retrofit	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-062	Albion Bolton Union Community Centre - Caledon Parent Child Centre - Washroom Upgrades	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-063	Albion Bolton Union Community Centre - Exterior Stair Replacement	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-064	Caledon Centre for Recreation and Wellness - HVAC Replacement	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-067	Caledon Centre for Recreation and Wellness - Building Automation System Replacement/Upgrade	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-068	Caledon Centre for Recreation and Wellness - Change Room Upgrades	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-088	Alton Library and Community Room - Concrete Walkways	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-089	Caledon East Community Complex - Phase 3 Expansion	\$ 2,806,252	\$ 556,532	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,249,720	\$ -
19-090	Caledon East Community Complex - Repairs to Compressor Room and Water Heaters	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
19-095	Victoria Parks Community Centre - Upgrades	\$ 16,500	\$ 16,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
19-118	Caledon East Community Complex - Renovation of Caledon Arts and Crafts for Youth and Community Room	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	Region of Peel	



## 2019 APPROVED CAPITAL BUDGET

The total approved capital budget for 2019 is \$45,460,767. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment
Community Services	Parks Operations	19-041	Humberview Secondary School Turf and Track	\$ 55,466	\$ 10,539	\$ -	\$ -	\$ -	\$ -	\$ 44,927	\$ -	DC Parkland Development
		19-103	Johnston Sports Park Phase 3	\$ 1,800,000	\$ 342,000	\$ -	\$ -	\$ -	\$ -	\$ 1,458,000	\$ -	DC Parkland Development
		19-104	Rubber Playground Surfacing Replacements at Keith McCreary and North Hill Park	\$ 82,400	\$ 82,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-105	Caledon Trailway Structure Replacement/Rehabilitation	\$ 103,000	\$ 103,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-106	Palgrave Tennis Court # 4 Resurfacing	\$ 51,500	\$ 26,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	Palgrave Tennis Club Cost Share
		19-107	Street Tree Replacements/Planting	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-108	Playground Structure Replacements	\$ 103,000	\$ 103,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-109	Ted Houston Park Fencing	\$ 15,000	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	Bolton Brewers Baseball Club Cost Share
		19-110	North Hill Park Path Replacement	\$ 82,400	\$ 82,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-111	Fibar Playground Surfacing Top-Ups at Multiple Parks	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-112	Sports Field Improvements	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-113	Caledon East Park Playground Surfacing Replacement	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-115	Lina Marino Park Playground Surfacing Improvements	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-117	Park Sign Replacements	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	19-125	Terra Cotta Trailway Parking/Rest Area Design	\$ 35,000	\$ 8,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,775	DC Parkland Development	
	19-126	Etobicoke Creek Trail Paving	\$ 80,000	\$ 18,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,200	DC Parkland Development	
Policy & Sustainability	19-143	Heritage Designation Studies	\$ 20,000	\$ 6,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,500	DC Studies	
	19-153	Official Plan Review 2041	\$ 1,000,000	\$ 302,875	\$ -	\$ -	\$ -	\$ -	\$ 142,500	\$ 554,625	\$ -	Tax Funded Capital Contingency Reserve and DC Studies
<b>Community Services Total</b>				<b>\$ 9,617,818</b>	<b>\$ 4,364,071</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 312,500</b>	<b>\$ 4,408,747</b>	<b>\$ 532,500</b>	
Corporate Services	Animal Services	19-023	Animal Shelter Shed Replacement	\$ 58,000	\$ -	\$ -	\$ -	\$ -	\$ 58,000	\$ -	\$ -	Animal Shelter Reserve
	Information Technology	19-130	IT - Computer Refresh	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-131	IT - Infrastructure Maintenance & Upgrades	\$ 150,000	\$ 145,650	\$ -	\$ -	\$ -	\$ 4,350	\$ -	\$ -	Building Permit Stabilization Reserve
		19-135	IT - Application Enhancement Maintenance & Upgrades	\$ 51,100	\$ 51,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-136	IT - Broadband Internet	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	Broadband Levy
		19-138	IT - Amanda Enhancements	\$ 210,600	\$ 180,575	\$ -	\$ -	\$ -	\$ -	\$ 30,025	\$ -	\$ -
<b>Corporate Services Total</b>				<b>\$ 1,269,700</b>	<b>\$ 877,325</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 92,375</b>	<b>\$ -</b>	<b>\$ 300,000</b>	

## 2019 APPROVED CAPITAL BUDGET

The total approved capital budget for 2019 is \$45,460,767. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment
Finance & Infrastructure Services	Capital Project & Property Management	19-013	OPP Equipment	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	Region of Peel
		19-014	Yard 2 Fuel System Replacement and Fleet Tools	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-015	Facility Energy Reduction	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-018	Kinsmen Building Rehabilitation	\$ 131,378	\$ -	\$ -	\$ -	\$ -	\$ 131,378	\$ -	\$ -	Facility Repairs and Reinvestment
		19-019	Town Hall Improvements	\$ 475,732	\$ 410,732	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	Facility Repairs and Reinvestment
	Road & Fleet Services	19-001	Replacement of One Roadside Brush Chipper	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	Fleet Equipment Reserve
		19-003	Surface Treatment Program	\$ 850,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	Tax Funded Capital Contingency Reserve
		19-004	Gravel Resurfacing Program	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-005	Sidewalk Repair & Rehabilitation Program	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-009	Gravel Retriever	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	Fleet Equipment Reserve
		19-010	Replacement of Two Tri-Axle Dump Trucks	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	Fleet Equipment Reserve
		19-011	Purchase of By-Law Vehicles (2)	\$ 128,000	\$ 128,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-082	Town Hall Tractor Replacement	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	Fleet Equipment Reserve
		19-083	Parks Equipment (Trails and Parks)	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	Fleet Equipment Reserve
		19-085	Assumption of Outstanding Developments	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-086	Asphalt Walkways Program	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-155	Topographic Survey Inglewood and Alton	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Finance	19-071	Transit Development Charges Study	\$ 80,000	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000	\$ -	DC Studies
	Purchasing & Risk Management	19-152	Update Construction Documents and Contracts	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Energy & Environment	19-124	Low Emissions Vehicle Strategy	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-128	Energy and Environment Projects	\$ 116,000	\$ 116,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Traffic	19-119	Traffic Data Collection Program	\$ 82,000	\$ 82,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-120	Traffic Calming Program	\$ 56,000	\$ 56,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
19-121		Road Safety Program	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
19-122		Cycling Program	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
19-123		Columbia Way Environmental Assessment	\$ 370,000	\$ 246,297	\$ -	\$ -	\$ -	\$ -	\$ 123,703	\$ -	DC Roads	

## 2019 APPROVED CAPITAL BUDGET

The total approved capital budget for 2019 is \$45,460,767. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment
Finance & Infrastructure Services	Engineering Services	19-072	Enhanced Roads Program	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	Debenture
		19-073	Growth-related Roads Program	\$ 9,263,865	\$ 1,522,353	\$ 1,720,000	\$ -	\$ -	\$ -	\$ 6,021,512	\$ -	DC Roads
		19-074	Road Engineering Design and Environmental Assessment	\$ 1,942,592	\$ 291,389	\$ -	\$ -	\$ -	\$ -	\$ 1,651,203	\$ -	DC Roads
		19-075	Crack Sealing Program	\$ 191,600	\$ -	\$ -	\$ 191,600	\$ -	\$ -	\$ -	\$ -	Aggregate Levy
		19-076	Bridge & Culvert Design Program	\$ 356,328	\$ 13,206	\$ -	\$ -	\$ -	\$ 343,122	\$ -	\$ -	Bridge Replacement Reserve
		19-077	Bridge & Culvert Construction Program	\$ 2,064,011	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 64,011	\$ -	\$ -	Bridge Replacement Reserve
		19-078	Stormwater Management Program	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-079	Mayfield West Comprehensive Adaptive Management Plan (C.A.M.P.)	\$ 34,543	\$ -	\$ -	\$ -	\$ -	\$ 34,543	\$ -	\$ -	Comprehensive Adaptive Management Plan Reserve
		19-087	Tormina Acoustic Fence Replacement Phase 3 to 7	\$ 1,239,900	\$ 1,239,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-098	Mississauga Road Stabilization Works	\$ 1,598,000	\$ 350,904	\$ -	\$ -	\$ 1,247,096	\$ -	\$ -	\$ -	
		19-129	Albion Vaughan Acoustic Fence Replacement - Detailed Design	\$ 297,000	\$ 29,700	\$ -	\$ -	\$ -	\$ -	\$ 267,300	\$ -	DC Roads
		19-156	Reconstruction of Mississauga Road	\$ 3,800,000	\$ 3,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-157	Major Repairs and Rehabilitation of Asphalt Roads	\$ 1,042,500	\$ 1,042,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Finance &amp; Infrastructure Total</b>				<b>\$ 33,304,449</b>	<b>\$ 13,627,981</b>	<b>\$ 3,720,000</b>	<b>\$ 191,600</b>	<b>\$ 1,247,096</b>	<b>\$ 2,168,054</b>	<b>\$ 8,099,718</b>	<b>\$ 4,250,000</b>	
Strategic Initiatives	Corporate Communications	19-127	Village Entrance Signage	\$ 118,000	\$ 29,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,420	Main Street Revitalization Fund
	Lending Services	19-032	Library Collections and Materials	\$ 450,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-033	Library IT Equipment	\$ 76,000	\$ 76,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-034	Library Furnishing Replacement	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-036	Albion Bolton Branch Refurbishment/Improvements	\$ 561,000	\$ 81,345	\$ -	\$ -	\$ -	\$ -	\$ 479,655	\$ -	DC Library
		19-037	Wireless Public Print Management System	\$ 12,800	\$ 12,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-038	Library IT Audit and Network Assessment	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		19-039	Library Community Outreach Kits	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Strategic Initiatives Total</b>				<b>\$ 1,268,800</b>	<b>\$ 700,725</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 479,655</b>	<b>\$ 88,420</b>		
<b>Grand Total Town of Caledon 2019</b>				<b>\$ 45,460,767</b>	<b>\$ 19,570,102</b>	<b>\$ 3,720,000</b>	<b>\$ 191,600</b>	<b>\$ 1,247,096</b>	<b>\$ 2,572,929</b>	<b>\$ 12,988,120</b>	<b>\$ 5,170,920</b>	

# Town of Caledon Details of Major Capital Projects for 2019

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The total 2019 capital budget for the Town of Caledon is \$45,460,767. Additional details regarding some of the significant projects to be undertaken are as follows:

## Community Services

### **Project 19-089 – Caledon East Community Complex – Phase 3 Expansion** **Budget \$2,806,252**

This is Year 1 of the funding allocation for the term of council Caledon East Community Centre expansion. Design costs were approved in 2018. Construction is estimated to be \$10.7 million funded over 2019-2022 with construction to commence in 2019. The expansion will include a gymnasium, fitness centre walking track, community room and replacement of Banquet Hall divider wall.

### **Project 19-118 – Caledon East Community Complex – Renovation of Caledon arts and Crafts for Youth and Community Room** **Budget \$500,000**

Renovation of Caledon Arts and Crafts for Youth (CACY) and Community Rooms to provide enhanced preschool programs, mainly through a lease agreement with the Caledon Parent Child Centre. The Region of Peel is providing funding for this project as it relates to the provision of Early-ON services. The Town of Caledon will also continue to use this space for preschool programs when not occupied by the Caledon Parent Child Centre.

### **Project 19-025 – Tanker Replacement** **Budget \$620,000**

Tanker will replace a 1997 tanker; this replacement apparatus is a multi-role fire apparatus capable of operating effectively and efficiently at fires, rescues and medical emergencies. Ensures timely retirement and replacement of obsolete fire apparatus with multi-role fire apparatus, capable of operating in all conditions and at all emergencies. This vehicle is a planned purchase in accordance with the Fire Fleet Replacement Schedule in order to maintain the Town's Fire Protection Grading with Fire Underwriters Survey.

### **Project 19-103 – Johnston Sports Park Phase 3** **Budget \$1,800,000**

This Project is the third phase of an ongoing six phase commitment to build-out the Johnston Sports Park. This phase will include the addition of one full-size, lit, soccer pitch, parking area # 7, a shade structure, active water service from the existing well and irrigation system for the new and existing fields.

### **Project 19-153 – Official Plan Review 2041** **Budget \$1,000,000**

The Town is required to undertake an Official Plan Review and Provincial Conformity exercise in accordance with the Planning Act. The Town's current Official Plan allocates growth to 2031 and requires updating to allocate growth to 2041.

## Corporate Services

### **Various Projects – Information Technology Capital Request** **Budget \$1,211,700**

I.T. Capital Projects are established to implement, upgrade and integrate new and existing technologies as outlined in the I.T. Strategic Plan and the Community Based Strategic Plan. Some of the projects outlined for 2019 are:

- Personal Computer Refresh
- Infrastructure Maintenance and Upgrades
- AMANDA
- Application Maintenance and Upgrades
- Broadband Internet / Library Internet Hotspot Lending Program

# Town of Caledon Details of Major Capital Projects for 2019

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## Finance & Infrastructure Services

### **Project 19-077 - Bridge & Culvert Construction Program**

**Budget \$2,064,011**

The objective of the Bridge & Culvert Construction Program is to ensure that the Town's bridges and culverts both Ontario Structures Inspection Manual (OSIM) and Non-OSIM Structures are maintained and operating in a state of good repair so as to uphold usability and safety for all users. The Town has a full inventory of Bridges and Culverts as per legislated requirements, most of which are in need of minor maintenance, rehabilitation, or in some cases complete replacement. Through a qualified consultant as well as in house work, Engineering undertakes a bi-annual inspection of these structures as required under law and within best practices. The results of these inspections lead to the Bridge & Culvert Design Program, and ultimately to construction costs such as contract administration, project management fees, maintenance and inspection. The following structures are to be rehabilitated/reconstructed in 2019:

- Culverts – Centreville Creek 0.35km south of Finnerty Sideroad, Chinguacousy 0.45km, 0.96km and 1.1km south of Old School Road

### **Project 19-078 – Stormwater Management Program**

**Budget \$2,000,000**

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

- Columbia Way Pond Retro-fit
- Cranston Drive Ponds Retro-fit Studies & Investigation
- Closed Circuit TV (CCTV) of Storm Sewers
- Driveway Culvert Cleanout/Replacements & Roadside Ditching
- Cleanout and sediment removal of Silvervalley Drive, Giles Road and Queensgate Boulevard
- \*\*Provisional if favourable tender pricing – Cleanout at Castelli Court and Stormwater Pond Operation & Maintenance

### **Project 19-072 – Enhanced Roads Program**

**Budget \$4,100,000**

The Enhanced Roads Program is based on the results of the roads condition assessment completed in the Summer of 2018 as well as other factors included into the 5 year roads forecast. The focus of this program is to rehabilitate the roadways by making minor structural improvements that are part of the resurfacing methodology. Staff identify roadways through the Pavement Condition Index (PCI) in coordination with other factors such as traffic volumes, cost, and long term roadway strategic goals. From there, resurfacing treatments are selected to maximize efficiency and prolong the asset life span. Some of these treatments include:

1. Pulverization or Full Depth Reclamation - Improves pavement profile and removes major pavement distresses while improving overall road structure & recycles many materials within the process.
2. "Shave & Pave" (Where there is sufficient asphalt present).
3. Surface Treatment for low volume rural roadways.

Below is the list of roads for the 2019 enhanced program which includes an allocated \$500,000 towards "small roads" that are less than 300 Average Daily Traffic (ADT) and typically generated from residential traffic. The list includes additional roads that Engineering intends to address should the Town receive favourable tender pricing. Provisional roads are included in the detailed listing. The Provisional roads are dependent upon tender prices for nonprovisional roads on the list.

The full list of roads is listed below:

## Town of Caledon Details of Major Capital Projects for 2019

Street Name	From Location	To Location
Horseshoe Hill Rd	Beech Grove Side Rd	Charleston Side Rd
Industrial Rd	Highway 50	Albion Vaughan TL
Horseshoe Hill Rd	Beech Grove Side Rd	690m N of Beech Grove Side Rd
Horseshoe Hill Rd	Elite Rd	650m S of Elite Rd
Simpson Rd	Healey Rd	Marconi Crt
Simpson Rd	Marconi Crt	Wheeler Dr
Kennedy Rd	Charleston Side Rd	McCort Dr
Kennedy Rd	McCort Dr	1250m S of McCort Dr
Mccauley Dr	Golfway Crt	End
Mccauley Dr	Golfway Crt	Creekside Crt
Mccauley Dr	Creekside Crt	Clubhouse Crt
Mccauley Dr	Clubhouse Crt	Golfdale Crt
Mccauley Dr	Golfdale Crt	Hwy 50
<b>Small Roads</b>		
Rayburn Crt	Havencrest Dr	End
Betomat Crt	Humber Station Rd	End
Autumn Oak Crt	Ashbury Cres	Fifth Sdrd
Golfway Crt	McCauley Dr	End
Sneath Rd	King St E	Old King Rd
Bond St	Sunkist Valley Rd	Old King Rd
Autumn Oak Crt	Fifth Sdrd	End
Leavens Crt	Ellwood Dr E	Leavens Crt
Autumn Oak Crt	Southbury Manor Dr	Ashbury Cres
Golfdale Crt	McCauley Dr	End
Creekside Crt	McCauley Dr	End
<b>Provisional</b>		
Piercey Rd	Holland Dr	Polenta Cres
Piercey Rd	Polenta Cres	Healey Rd

### **Project 19-073 – Growth-related Roads Program**

**Budget \$9,263,865**

This program is comprised of the Town's roads to be upgraded and rehabilitated in 2019 that are not debt funded, but have a growth funding component. The program consists of design engineering, where required and upgrading severely deficient roadways in conjunction with their associated Pavement Condition Index, traffic volumes, and in coordination with Regional water/wastewater projects. The roads included in this program in 2019 are below:

- The Grange Sideroad from Heart Lake Road to Horseshoe Hill
- The Grange Sideroad from Kennedy Road to Heart Lake Road
- The Grange Sideroad from McLaren Road to McLaughlin Road
- Heart Lake Road from McGregor Drive to Castlewood Court
- Heart Lake Road from Beech Grove Sideroad to 1500m North of Beech Grove Sideroad
- Heart Lake Road from Highpoint Sideroad to McGregor Drive
- Heart Lake Road from Castlewood Court to 650m South of Castlewood Court
- Heart Lake Road from Highway 9 to High Point Sideroad
- Chinguacousy Road from Boston Mills Road to Old Pavilion Road

## Town of Caledon Details of Major Capital Projects for 2019

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- Chinguacousy Road from Old Pavilion Road to Budak Trail
- Chinguacousy Road from Budak Trail to 560m South of Budak Trail
- Chinguacousy Road from Station Road to 730m North of Station Road
- Chinguacousy Road from Station Road King Street

### **Project 19-003 – Surface Treatment Program**

**Budget \$850,000**

In 2018, a surface treatment pilot was conducted on Boston Mills Road, between Mississauga Road and Creditview Road, to determine if a good quality and properly applied surface treatment would hold up to the Caledon winter weather (e.g. the freeze thaw cycles experience in Caledon). A report to Council on the results of the pilot will be provided in 2019. If the pilot is successful, the Surface Treatment program would allow the town to increase the amount of low volume roads being resurfaced at a fraction of the cost of asphaltting of low volume roads in Caledon. The road sections to be completed are as follows:

- Duffy's Lane (Patterson Side Road to Northern Pavement Change), 2.4km
- Humber Station Road (Highway 9 to Patterson Sideroad), 5.5km
- Torbram Road from King Street to Mayfield Road

### **Project 19-087 Tormina Acoustic Fence Replacement**

**Budget \$1,239,900**

Tormina Acoustic Fence in Bolton has failed in sections and this project will replace phases 3 to 7 and potentially complete construction in 2019.

### **Project 19-157 Major Repairs and Rehabilitation of Asphalt Roads**

**Budget \$1,042,500**

The scope of this project is to make more substantive asphalt repairs to various roads that is more than patch repairs but short of an engineering design & total reconstruction.

- Albion-Vaughan Road, from Nunnville to Industrial Road
- Mount Pleasant, from Castleberg Sideroad to Old Church Road
- Mount Hope, from Highway 9 to Dr Reynar Road
- Mill Lane, from The Gore to Humber Station Road

### **Project 19-098 Mississauga Road Stabilization Works**

**Budget \$1,598,900**

This project includes the stabilization of Mississauga Road for approximately 580m in length with the project location around 2.3km south of Charleston Sideroad. Work includes platform widening, hotmix paving, retaining walls, curb and gutter, drainage improvements and extensive clearing and grubbing/tree removal. This project is funded by the Ontario Community Infrastructure Fund (OCIF) grant that is formula based funding provided to the Town annually.

### **Project 19-156 Reconstruction of Mississauga Road**

**Budget \$3,800,000**

Reconstruction of Mississauga Road from Charleston to Beech Grove Sideroad; pavement condition index is 3 (out of a possible score of 100), full reconstruction to the Engineered design, including base improvements and two lifts of asphalt, paved shoulders for active transportation.

## **Strategic Initiatives**

### **Project 19-032 – Library Collections and Materials**

**Budget \$450,000**

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

## Town of Caledon Details of Major Capital Projects for 2019

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### **Project 19-036 – Albion Bolton Branch Refurbishment/Improvements**

**Budget \$561,000**

A comprehensive renovation and refresh of the Albion Bolton Branch will improve the Library's ability to meet the needs of a growing Caledon and shifting demands in library services. This supports the Library Board's strategic vision of Caledon Public Library (CPL) as a "vital service and vibrant community space".

Anticipated improvements include the relocation and redesign of the service desk, creation of additional meeting space, and consolidation of staff space in order to provide more effective and efficient customer service. Fixtures, finishes and furnishings will be updated and public spaces reconfigured to offer a more welcoming space where residents, including students, seniors and small business owners, will feel comfortable learning, innovating, and connecting.



**2020-2029 Tax Levy Baseline & Above Baseline Capital Expenditure Forecast**

As part of the 2019 budget process, the Town has developed a ten year capital forecast. The portion of the capital expenditure to be tax funded is summarized by department as follows:

Baseline	Department	Term of Council			Term of Council				Term of Council			Grand Total
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Baseline	Community Services	\$ 1,936,500	\$ 1,936,500	\$ 2,036,500	\$ 2,036,500	\$ 2,036,500	\$ 2,061,500	\$ 2,061,500	\$ 2,061,500	\$ 2,061,500	\$ 2,061,500	\$ 20,290,000
	Corporate Services	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000
	Finance & Infrastructure Services	\$ 989,805	\$ 1,221,992	\$ 1,221,992	\$ 1,554,180	\$ 1,554,180	\$ 1,054,180	\$ 1,054,180	\$ 1,054,180	\$ 1,054,180	\$ 1,054,180	\$ 11,813,049
	Strategic Initiatives	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 5,500,000
<b>Baseline Total</b>		<b>\$ 4,476,305</b>	<b>\$ 4,708,492</b>	<b>\$ 4,808,492</b>	<b>\$ 5,140,680</b>	<b>\$ 5,140,680</b>	<b>\$ 4,665,680</b>	<b>\$ 4,665,680</b>	<b>\$ 4,665,680</b>	<b>\$ 4,665,680</b>	<b>\$ 4,665,680</b>	<b>\$ 47,603,049</b>
<b>Above Baseline</b>	Community Services	\$ 2,771,040	\$ 2,602,360	\$ 3,055,968	\$ 6,775,174	\$ 6,781,355	\$ 9,423,299	\$ 10,906,164	\$ 8,383,984	\$ 8,394,299	\$ 9,573,218	\$ 68,666,862
	Corporate Services	\$ 949,667	\$ 1,122,667	\$ 955,667	\$ 940,688	\$ 940,688	\$ 940,688	\$ 940,688				\$ 6,790,750
	Finance & Infrastructure Services	\$ 18,146,785	\$ 18,585,964	\$ 20,060,964	\$ 13,646,757	\$ 15,024,257	\$ 14,733,403	\$ 14,670,960	\$ 19,213,000	\$ 20,437,000	\$ 21,265,298	\$ 175,784,390
	Strategic Initiatives	\$ 403,750	\$ 400,000	\$ 125,000	\$ 617,938	\$ 515,688	\$ 501,938	\$ 593,188	\$ 1,371,250	\$ 1,385,000	\$ 1,371,250	\$ 7,285,000
<b>Above Baseline Total</b>		<b>\$ 22,271,242</b>	<b>\$ 22,710,991</b>	<b>\$ 24,197,599</b>	<b>\$ 21,980,557</b>	<b>\$ 23,261,988</b>	<b>\$ 25,599,327</b>	<b>\$ 27,111,000</b>	<b>\$ 28,968,234</b>	<b>\$ 30,216,299</b>	<b>\$ 32,209,766</b>	<b>\$ 258,527,002</b>
<b>Grand Total</b>		<b>\$ 26,747,547</b>	<b>\$ 27,419,483</b>	<b>\$ 29,006,091</b>	<b>\$ 27,121,237</b>	<b>\$ 28,402,668</b>	<b>\$ 30,265,007</b>	<b>\$ 31,776,680</b>	<b>\$ 33,633,914</b>	<b>\$ 34,881,979</b>	<b>\$ 36,875,446</b>	<b>\$ 306,130,051</b>

Assumptions:

This 10-year capital forecast was prepared in advance of the (2019) DC Background Study & By-Law update. The approved 2019 DC Background study may adjust the proportionate growth and non-growth shares noted in this forecast.

Gas Tax 2020-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels. Future Aggregate Levy is projected using 2018 funding.

Ontario Community Infrastructure Fund confirmed to 2020, OCIF funding beyond 2020 based on 2020 levels. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council.

**TOWN OF CALEDON**  
**2020-2029 Total Capital Forecast**

Department	Funding Sources	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total	
Community Services	Tax Funding	\$ 4,707,540	\$ 4,538,860	\$ 5,092,468	\$ 8,811,674	\$ 8,817,855	\$ 11,484,799	\$ 12,967,664	\$ 10,445,484	\$ 10,455,799	\$ 11,634,718	\$ 88,956,862	
	Development Charges	\$ 6,211,570	\$ 5,971,966	\$ 5,856,094	\$ 17,010,053	\$ 12,299,003	\$ 10,979,018	\$ 13,470,128	\$ 18,238,643	\$ 17,041,643	\$ 115,875	\$ 107,193,990	
	Reserve Funds	\$ 1,160,886	\$ 400,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,860,886
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Community Services Total</b>		<b>\$ 12,079,996</b>	<b>\$ 10,910,827</b>	<b>\$ 10,948,562</b>	<b>\$ 26,121,727</b>	<b>\$ 21,116,858</b>	<b>\$ 22,463,817</b>	<b>\$ 26,437,792</b>	<b>\$ 28,684,127</b>	<b>\$ 27,497,442</b>	<b>\$ 11,750,593</b>	<b>\$ 198,011,738</b>	
Corporate Services	Tax Funding	\$ 1,949,667	\$ 2,122,667	\$ 1,955,667	\$ 1,940,688	\$ 1,940,688	\$ 1,940,688	\$ 1,940,688	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 16,790,750	
	Development Charges	\$ 777,000	\$ 804,000	\$ 831,000	\$ 146,813	\$ 146,813	\$ 146,813	\$ 146,813	\$ -	\$ -	\$ -	\$ 2,999,250	
	Reserve Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Corporate Services Total</b>		<b>\$ 2,726,667</b>	<b>\$ 2,926,667</b>	<b>\$ 2,786,667</b>	<b>\$ 2,087,500</b>	<b>\$ 2,087,500</b>	<b>\$ 2,087,500</b>	<b>\$ 2,087,500</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 19,790,000</b>	
Finance & Infrastructure Services	Tax Funding	\$ 19,136,590	\$ 19,807,956	\$ 21,282,956	\$ 15,200,937	\$ 16,578,437	\$ 15,787,583	\$ 15,725,140	\$ 20,267,180	\$ 21,491,180	\$ 22,319,478	\$ 187,597,439	
	Development Charges	\$ 6,703,890	\$ 6,601,602	\$ 6,517,560	\$ 13,072,994	\$ 14,422,626	\$ 14,168,381	\$ 14,177,066	\$ 19,829,951	\$ 21,784,224	\$ 22,870,729	\$ 140,149,024	
	Reserve Funds	\$ 585,000	\$ 1,465,000	\$ 1,465,000	\$ 1,465,000	\$ 1,465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 8,770,000	
	Gas Tax	\$ 3,691,879	\$ 3,859,692	\$ 3,859,692	\$ 4,027,504	\$ 4,027,504	\$ 4,027,504	\$ 4,027,504	\$ 4,027,504	\$ 4,027,504	\$ 4,027,504	\$ 39,603,791	
	Debentures	\$ 2,050,000	\$ 1,025,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,075,000	
	Other	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 1,743,316	\$ 17,283,160	
<b>Finance &amp; Infrastructure Services Total</b>		<b>\$ 33,910,675</b>	<b>\$ 34,502,567</b>	<b>\$ 34,868,525</b>	<b>\$ 35,509,752</b>	<b>\$ 38,236,883</b>	<b>\$ 36,191,784</b>	<b>\$ 36,138,026</b>	<b>\$ 46,332,951</b>	<b>\$ 49,511,224</b>	<b>\$ 51,276,027</b>	<b>\$ 396,478,414</b>	
Strategic Initiatives	Tax Funding	\$ 953,750	\$ 950,000	\$ 675,000	\$ 1,167,938	\$ 1,065,688	\$ 1,051,938	\$ 1,143,188	\$ 1,921,250	\$ 1,935,000	\$ 1,921,250	\$ 12,785,000	
	Development Charges	\$ 11,250	\$ -	\$ -	\$ 2,169,563	\$ 1,496,813	\$ 1,485,563	\$ 1,519,313	\$ 607,500	\$ 618,750	\$ -	\$ 7,908,750	
	Reserve Funds	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Strategic Initiatives Total</b>		<b>\$ 1,265,000</b>	<b>\$ 950,000</b>	<b>\$ 675,000</b>	<b>\$ 3,637,500</b>	<b>\$ 2,562,500</b>	<b>\$ 2,537,500</b>	<b>\$ 2,662,500</b>	<b>\$ 2,528,750</b>	<b>\$ 2,553,750</b>	<b>\$ 1,921,250</b>	<b>\$ 21,293,750</b>	
<b>Grand Total</b>		<b>\$ 49,982,337</b>	<b>\$ 49,290,060</b>	<b>\$ 49,278,753</b>	<b>\$ 67,356,478</b>	<b>\$ 64,003,741</b>	<b>\$ 63,280,601</b>	<b>\$ 67,325,818</b>	<b>\$ 78,545,827</b>	<b>\$ 80,562,416</b>	<b>\$ 65,947,870</b>	<b>\$ 635,573,902</b>	
<b>Total Tax Funding</b>		<b>\$ 26,747,547</b>	<b>\$ 27,419,483</b>	<b>\$ 29,006,091</b>	<b>\$ 27,121,237</b>	<b>\$ 28,402,668</b>	<b>\$ 30,265,007</b>	<b>\$ 31,776,680</b>	<b>\$ 33,633,914</b>	<b>\$ 34,881,979</b>	<b>\$ 36,875,446</b>	<b>\$ 306,130,051</b>	
<b>Total Development Charges</b>		<b>\$ 13,703,709</b>	<b>\$ 13,377,569</b>	<b>\$ 13,204,654</b>	<b>\$ 32,399,422</b>	<b>\$ 28,365,254</b>	<b>\$ 26,779,774</b>	<b>\$ 29,313,319</b>	<b>\$ 38,676,093</b>	<b>\$ 39,444,617</b>	<b>\$ 22,986,604</b>	<b>\$ 258,251,014</b>	
<b>Total Reserve Funds</b>		<b>\$ 2,045,886</b>	<b>\$ 1,865,000</b>	<b>\$ 1,465,000</b>	<b>\$ 2,065,000</b>	<b>\$ 1,465,000</b>	<b>\$ 465,000</b>	<b>\$ 465,000</b>	<b>\$ 465,000</b>	<b>\$ 465,000</b>	<b>\$ 465,000</b>	<b>\$ 11,230,886</b>	
<b>Total Gas Tax</b>		<b>\$ 3,691,879</b>	<b>\$ 3,859,692</b>	<b>\$ 3,859,692</b>	<b>\$ 4,027,504</b>	<b>\$ 4,027,504</b>	<b>\$ 4,027,504</b>	<b>\$ 4,027,504</b>	<b>\$ 4,027,504</b>	<b>\$ 4,027,504</b>	<b>\$ 4,027,504</b>	<b>\$ 39,603,791</b>	
<b>Total Debentures</b>		<b>\$ 2,050,000</b>	<b>\$ 1,025,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,075,000</b>	
<b>Total Other</b>		<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,743,316</b>	<b>\$ 1,593,316</b>	<b>\$ 17,283,160</b>	
<b>Grand Total of all Funding Sources</b>		<b>\$ 49,982,337</b>	<b>\$ 49,290,060</b>	<b>\$ 49,278,753</b>	<b>\$ 67,356,478</b>	<b>\$ 64,003,741</b>	<b>\$ 63,280,601</b>	<b>\$ 67,325,818</b>	<b>\$ 78,545,827</b>	<b>\$ 80,562,416</b>	<b>\$ 65,947,870</b>	<b>\$ 635,573,902</b>	

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

Assumptions:

This 10-year capital forecast was prepared in advance of the (2019) DC Background Study & By-Law update. The approved 2019 DC Background study may adjust the proportionate growth and non-growth shares noted in this forecast.

Gas Tax 2020-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels. Future Aggregate Levy is projected using 2018 funding.

Ontario Community Infrastructure Fund confirmed to 2020, OCIF funding beyond 2020 based on 2020 levels. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council.

## Town of Caledon Debt and Long-Term Debt Limit

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

In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25% of net revenues. The Province provides an annual statement for municipalities known as the Annual Repayment Limit statement, outlining the revenue and debt servicing calculations. The Town of Caledon's 2018 Annual Repayment Limit statement from the Province states that the Town is utilizing 3.81% of net revenues to service debt.

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

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

1. The purchase of hydro assets outside the former Village of Bolton from Ontario Hydro.
2. The completion of the Bolton Arterial Route (BAR) – Phase 3 on Coleraine Drive
3. Caledon East Concrete Road
4. The 2011 Fire Aerial Apparatus purchase.
5. The completion of the 2014-2016 Enhanced Road Programs.

The chart below shows the balance of outstanding debt:

	<b>2018 estimated</b>	<b>2017</b>
Hydro Debenture, 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	4,793,000
BAR and Caledon East Concrete Road 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:	4,475,849	4,603,824
Fire Aerial Apparatus sinking fund debenture net of sinking fund. 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:	446,131	476,154
Road Enhancement Program debenture, 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:	2,480,000	2,790,000
Road Enhancement Program debenture, 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:	7,000,000	-
<b>Net long-term liabilities</b>	<b>16,874,980</b>	<b>12,662,978</b>

# Town of Caledon Debt and Long-Term Debt Limit

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## **Hydro Debenture (1999)**

In 1999, the Town issued debt for the purchase of hydro assets. The hydro assets were subsequently sold and a portion of the funds were transferred the Region of Peel to setup a Debt Retirement Fund. Semi-annual payments of principal and interest for the Hydro debenture are funded from a Debt Retirement Fund. When the Debt Retirement fund was established, projections on the initial investment and interest to be earned indicated that the Debt Retirement Fund would have sufficient funds to meet the semi-annual interest payments and annual principal payments to maturity, December 2019. Due to past and current economic conditions, projections on interest income for the Debt Retirement Fund have been revised downwards in recent years and there is a 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 plans to use an existing internal reserve fund that has accumulated sufficient funds to cover the projected 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 is held and managed by the Region of Peel, for the purposes of extinguishing the debt at maturity.

The annual sinking fund contributions and the interest income to be earned on the investments of the sinking fund over 30 years are projected to fully cover the principal payment due at maturity. Since the BAR was transferred to the Region of Peel the Town of Caledon, the Region has assumed the debt servicing costs. However, due to the fact that the debenture was issued for the Town of Caledon the debenture will continue to be reported on the Town of Caledon books with an offsetting payment from the Region of Peel until maturity at 2041.

## **Caledon East Concrete Road (2010)**

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

## **Road Enhancement 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.

# Town of Caledon Debt and Long-Term Debt Limit

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## **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 of \$7.0 million. The ten-year debenture was issued in 2018 and requires annual debt repayments of \$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.

## **Non-Material Leases**

These are fixed payments over a term that the Town has agreements with which includes leases for the 2018 temporary space for the Community Centre located in Southfields and photocopiers. These are financing agreements that the Town has entered into which are calculated as part of the ARL.

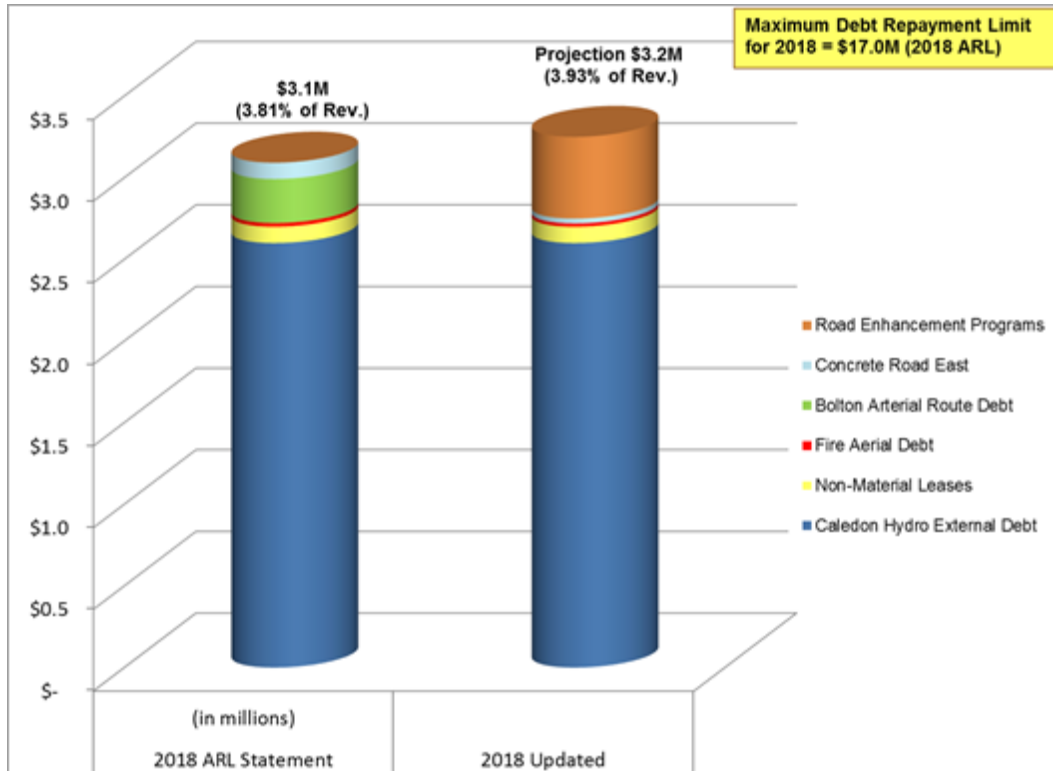
## **Annual Repayment Limit (ARL)**

Provincial policy allows municipalities to incur debt charges equivalent to 25% of their net revenues without prior approval of the Ontario Municipal Board. On an annual basis, the Province provides each municipality with an Annual Repayment Limit (ARL) statement that outlines the maximum debt charges allowed (25% of net revenues), the debt charges reported, and the remaining debt repayment limit. Further, in 2011 Council adopted a debt policy where the Town may issue debt to a maximum projected debt servicing charges (principal and interest payments) of 10% of net revenues.

The Province provides each municipality with an Annual Repayment Limit (ARL) statement, in accordance with Regulation 403/02 of Section 401 of the *Municipal Act 2001*, outlining the percentage of net revenues the municipality is currently using to service debt. The calculation of the ARL for a municipality in 2018 is based on its analysis of data contained in the 2016 Financial Information Return (FIR). The Town of Caledon's 2018 ARL statement report indicates that the Town has net debt charges of \$3.1 million or approximately 3.81% of the Town's net revenues. This leaves a balance of 21.19% (25% - 3.81%) or approximately \$17.0 million of the ARL available.

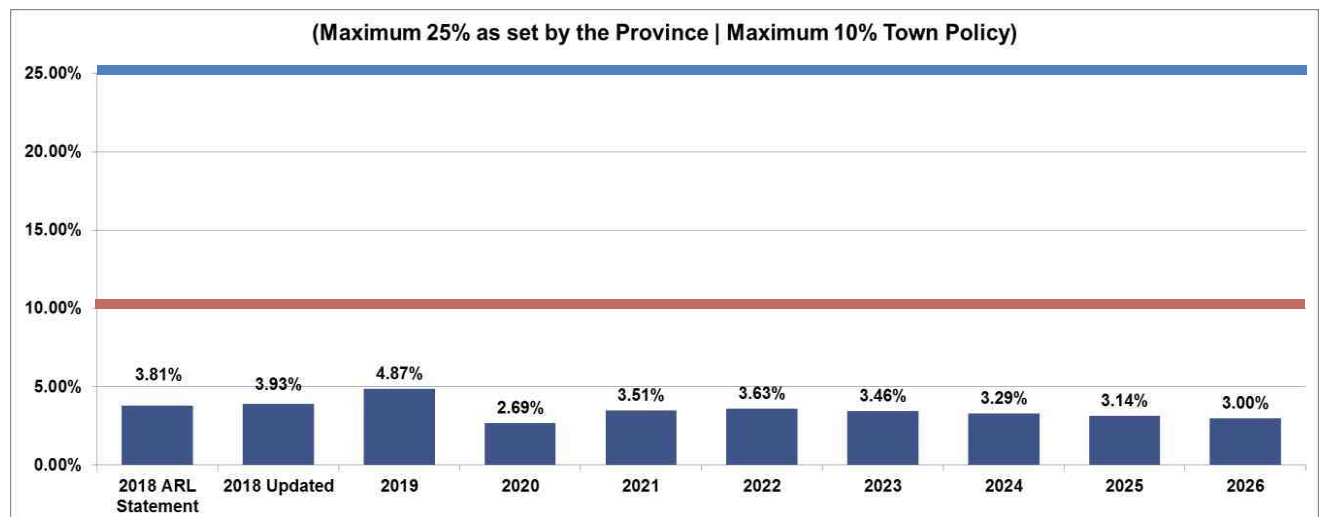
The Treasurer is required to calculate an updated ARL and disclose it to Council in order to assist Council in decisions regarding capital programs and debt. An update of the ARL/debt servicing costs as a percentage of net revenues based on the recommended debentures and projections are included in the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

# Town of Caledon Debt and Long-Term Debt Limit



The chart below shows an updated 2018 ARL and forecasts debt repayments as a percentage of Net revenues based on updates/assumptions such as:

- Photocopier lease costs;
- Temporary Community Centre Space Lease;
- Future debentures assumed: 2017 - 2019 Enhanced Road Project \$4.1 million each year beginning in 2019
- Maturity of Caledon Hydro Debenture in 2019
- Assessment growth revenue projections for 2019 to 2026 based on the same assumptions used in the 2019 budget



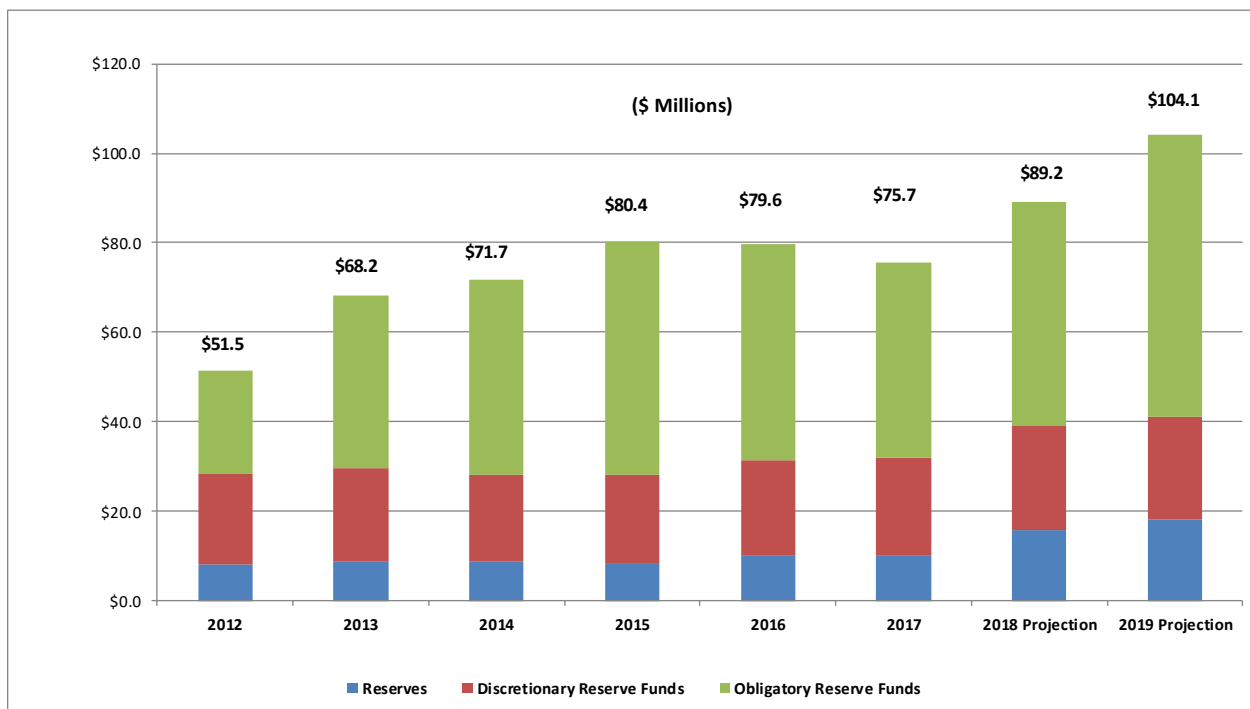
As noted in the chart above, there is a projected increase in debt servicing costs from 2018 to 2019 due to projected debt related to the Town's enhanced road program of \$4.1 million per year. However, as shown in the chart above, the Town is projected to be below both the Town's debt policy of debt payments not exceeding 10% of net revenues and the Provincial ARL of 25% of net revenues.

# Reserves and Reserve Funds

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

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

The chart below shows the history of the Town's uncommitted (does not include reserve balances Committed to Active Capital Works Projects) reserve balances and a reserve projection for 2018 and 2019 to be used for budgeting purposes.



## RESERVES

- a) **Description:**  
Reserves are an appropriation from net revenue at the discretion of Council, after the provision for all known expenditures. It has no reference to any specific asset and does not require the physical segregation of money or assets. Reserves cannot have a revenue or expense of itself.
- b) **Purpose:**  
While reserves may be established for any municipal purpose, the most common are:
- Reserve for Working Funds
  - Reserve for Contingencies
  - Reserve for Facility Repairs and Restoration

# Reserves and Reserve Funds

As of **December 31, 2017**, the Town had available the following reserves for operating and capital budget allocation:

<u>Reserves</u>	<u>2017</u>
Working Funds	\$1,299,647
Contingencies	\$4,529,624
Equipment	\$687,045
Accessibility (previously tax rate stabilization)	\$36,400
Corporate Energy	\$179,005
Capital Tax Levy	\$3,029,602
Bridge Replacement	\$0
GO Transit	\$72,803
Animal Shelter	\$90,187
Animal Shelter Facility	\$28,395
Fitness Equipment Replacement	\$83,702
<b>Reserves Total</b>	<b>\$10,036,411</b>

## Reserve for Working Funds

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

## Reserve for Contingencies

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

Contingency Reserve	Purpose	Balance (2017)
Operating Contingency	To be used to stabilize the tax rate	\$2,168,545
Fire Equipment	To be used for Fire Equipment	\$3,592
Facility Repairs & Reinvestment	To provide funding for equipment replacement	\$243,290
Self-Insured Loss	To offset major insurance claims	\$928,126
Surplus Land Sales	Purchase of Town properties	\$751,117
Economic Development	To encourage economic development	\$47,148
Ice Resurfacer	To provide funding for Recreation Equipment	\$87,932
Animal Shelter	Animal Shelter Donations	\$62,364
Records Management	For software purchase	\$40,010
Election	To finance future elections	\$197,500
<b>Total</b>		<b>\$4,529,624</b>



# Reserves and Reserve Funds

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## **Equipment Reserve**

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

## **Caledon Community Development Fund Reserve**

Established in 2007 to provide support for eligible community events.

## **Accessibility Reserve**

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

## **Corporate Energy Reserve**

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

## **Capital Tax Levy Reserve**

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

## **GO Transit Reserve**

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

## **Animal Shelter Reserve**

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

## **Arlington Homes Culvert Maintenance Reserve**

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

## **RESERVE FUNDS**

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

## **Discretionary Reserve Funds**

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

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

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

# Reserves and Reserve Funds

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There are two major advantages to discretionary reserve funds:

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

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

As at **December 31, 2017**, the balances in the Town's discretionary reserve funds are as follows:

<b><u>Discretionary Reserve Funds</u></b>	<b><u>2017</u></b>
Winter Maintenance	\$1,624,257
Cash in Lieu of Parking	\$97,500
Capital Asset Replacement Fund (previously Caledon Hydro)	\$16,192,254
Community Improvement Plan	\$374,811
Debt Retirement	\$0
Roads Capital	\$81,313
CAMP Agreement	\$137,518
Development Approvals Stabilization	\$3,171,118
Group Benefit Stabilization	\$645,947
Development Charge Exemptions & Discounts	\$102,834
Northwest Caledon Indoor Recreation Facility	\$514,105
Broadband Levy	\$13,405
<b>Discretionary Reserve Funds Total</b>	<b><u>\$22,955,061</u></b>

## **Winter Maintenance Reserve Fund**

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

## **Cash in Lieu of Parking Reserve Fund**

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

## **Capital Asset Replacement Reserve Fund (Formerly the Caledon Hydro Reserve Fund)**

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

## **Community Improvement Plan Reserve Fund**

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

## **Debt Retirement Reserve Fund**

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

## **Roads Capital Reserve Fund**

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

# Reserves and Reserve Funds

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## **Comprehensive Adaptive Management Plan (CAMP) Agreement Reserve Fund**

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

## **Development Approvals Stabilization Reserve Fund**

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

## **Group Benefit Stabilization Reserve Fund**

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

## **Development Charge Exemptions & Discounts Reserve Fund**

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

## **Northwest Caledon Indoor Recreation Facility Reserve Fund**

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

## **Fitness Equipment Replacement Reserve**

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

## **Broadband Levy Reserve**

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

## **Obligatory Reserve Funds**

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

Examples of obligatory reserve funds are:

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

# Reserves and Reserve Funds

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

As at **December 31, 2017**, the balances in the following accounts are:

<b><u>Obligatory Reserve Funds</u></b>	<b><u>2017</u></b>
Federal Gas Tax	\$3,861,795
Building Permit Stabilization	\$3,011,354
Payment In Lieu of Parkland	\$4,981,842
Development Charges	\$73,160,946
Heritage Property	\$1,824
<b>Obligatory Reserve Funds Total</b>	<b><u>\$85,017,762</u></b>
<b>Less: Balance Committed to Active Capital Works Projects</b>	<b><u>(\$38,357,007)</u></b>
<b>Obligatory Reserve Funds Remaining</b>	<b><u>\$46,660,755</u></b>

## **Federal Gas Tax Rebate Reserve Fund**

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

A list of eligible project categories from the program includes:

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

## **Building Permit Stabilization Reserve Fund**

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

## **Payment-in-lieu of Parkland Reserve Fund**

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

# Reserves and Reserve Funds

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**Development Charges**

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

Animal Control	\$	26,170
Fire	\$	2,907,826
Library	\$	3,738,121
POA Court Facilities	\$	431,588
Works Department	\$	1,396,062
Recreation	\$	20,990,521
Roads & Related	\$	42,202,962
Studies	\$	1,044,782
Storm Water Pond	\$	422,914
<b>Total Development Charges</b>	<b>\$</b>	<b>73,160,946</b>
Less: Balance Committed to Active Capital Works	\$	(38,357,007)
<b>Revised 2017 Balance after Commitments</b>	<b>\$</b>	<b>34,803,939</b>

**Heritage Property Reserve Fund**

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

ANNUAL BUDGET FISCAL YEAR 2019

# Community Services

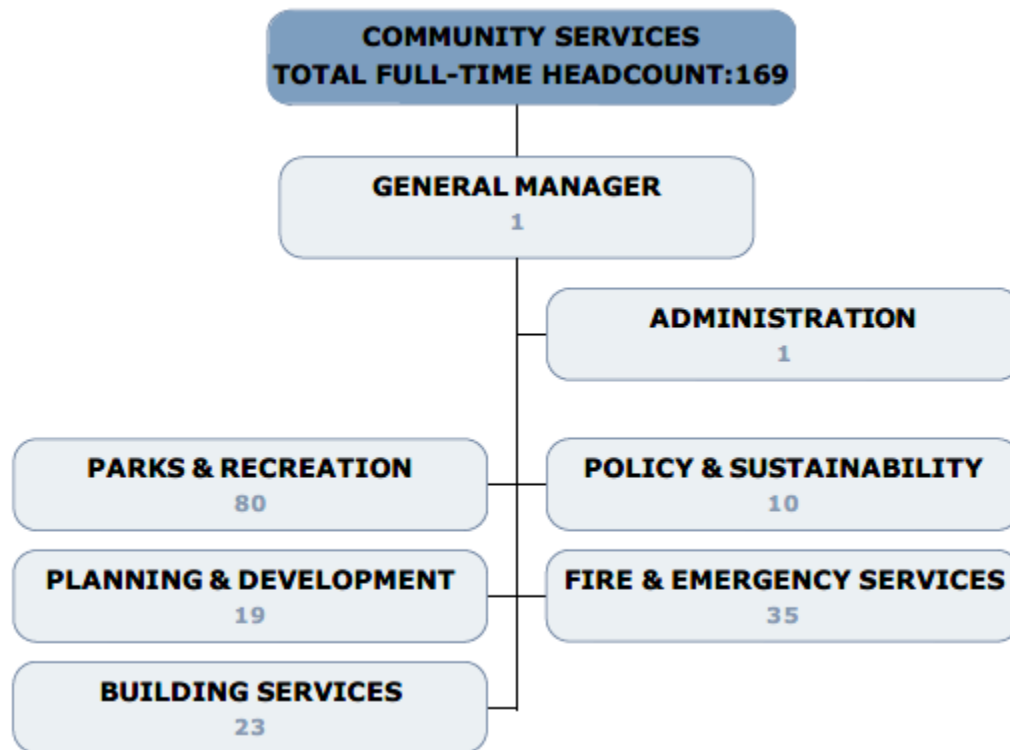
2019



# 2019 Business Plan – Community Services

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## 1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



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

### Building Services

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

#### Building Administration and Plans Review

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

# 2019 Business Plan – Community Services

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## **Building Inspections**

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

## **Fire & Emergency Services**

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

### **Fire Administration**

- Provides the support necessary to operate the nine fire stations responding to emergencies and conducting fire safety inspections annually in accordance with mandatory legislation including the *Fire Protection and Prevention Act*, *Occupational Health & Safety Act* and *Emergency Management and Civil Protection Act*.

### **Emergency Operations**

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

### **Support Services**

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



# 2019 Business Plan – Community Services

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## **Parks & Recreation**

### **Parks Operations**

- Parks and trails are a key and integral component to the high quality of life experienced in Caledon. This division ensures all parks and trails are developed and maintained to enrich the quality of life in Caledon through creative partnerships with the community, protection and enhancement of the natural environment to meet Council directives and approved service levels.
- Ensuring public safety regarding parks, sports fields and their amenities (e.g. playground equipment meets CSA standards, sports turf meets minimum maintenance standards).
- Ensuring public safety regarding sidewalk winter control in accordance with Council directed and approved service levels.

### **Open Space Design**

- Ensures that the design and construction of new developments in the Town meets the needs of the residents and businesses of the Town of Caledon and the requirements of all applicable policies, guidelines, by-laws, and regulations of the Town. Ensuring all open spaces and trails are designed and constructed in accordance with standard landscape construction practices.

### **Recreation Facilities**

This division is responsible for the overall operations and administration of the Town's recreation facilities with the collaborative goal of delivering quality customer service and amenities for the community to enjoy.

- Provide safe, well maintained and efficient facilities and amenities to the community.
- The planning, development and implementation of facility maintenance programs.
- Provide day-to-day operations, maintenance and administration for 13 Town-owned recreation facilities, representing approximately 350,000 square feet of indoor program and rental space.
- Delivery of facility based capital projects.
- Provide exceptional customer service and quality assurance.
- Asset and life cycle management to protect and preserve Town's facility-related assets.

### **Recreation Services**

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

- Encourage and promote active, accessible recreation and leisure opportunities resulting in healthy lifestyle choices throughout the community.
- Deliver Town-wide programming including planning, delivery and consistency for all life stages and abilities.
- Support twenty-two affiliated groups who offer resident services using town indoor and outdoor facilities.
- Implement major community events such as WinterFest, Celebrate Caledon.
- Oversee and support department initiatives focused on centralizing, strengthening, and seeking community, stakeholder and corporate partnerships.
- Supporting local non-profit and resident groups to increase their service delivery capacity.
- Indoor and outdoor facility rentals; one stop shop for event bookings.
- On-line program registration system; business analytics (dashboards).
- Marketing all department programs, services and events town-wide.
- Develop and manage public property leases and joint-use agreements; recruit both non-profit and commercial community hub partners.

# 2019 Business Plan – Community Services

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## **Planning & Development**

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

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

- Coordination of the DART process (Development Application Review Team - Pre-consultation).
- Preliminary Meetings.
- Engineering review services.
- Preparation of community improvement plans.
- Processing all development applications:
  - Official Plan amendments;
  - Zoning by-law amendments & temporary use by-laws;
  - Site plan control;
  - Draft plans of subdivision and condominium;
  - Part lot control;
  - Telecommunication towers.
- Committee of Adjustment (minor variance and consent).
- Providing comments on Development Applications as circulated from adjacent municipalities, and for Niagara Escarpment development permit and amendments.
- Managing the Town's Comprehensive Zoning By-law 2006-50 including maintaining updates
- Administer the Cash-in-Lieu of Parkland.
- Administer the Town's Municipal Numbering By-law.

### **Policy & Sustainability**

The role of the Policy & Sustainability division is to set the long-term policy framework to assist Town Council through studies, policy development for Caledon through the Town's Official Plan. This work directs future land use changes and how land is protected, managed and developed. The division also undertakes projects on growth management, planning policy issues, and conducts research and policy analysis.

Policy & Sustainability is also responsible for the preparation of secondary plans for individual communities and growth area zoning by-laws, as well as the undertaking of other land use studies in agriculture, transportation, cultural and natural heritage, mineral aggregate resource, and housing policy. Preparation of Urban Design studies and related materials as well as the provision of urban design review of development applications.

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. The coordination of Heritage Caledon, a Council appointed committee, is also a part of the division's mandate.

These are the major areas of focus for the Team:

- Town of Caledon Official Plan updates and policy interpretations.
- Achieving policy conformity with the Provincial Policy Statement, Peel Region Official Plan and other Provincial Plans.
- Growth management & population analysis.
- Community Planning.
- Secondary Plans / Village Studies.
- Special planning studies, i.e. intensification, housing, special policy area, urban design.
- Policy interpretation for agricultural areas and cultural and natural heritage resources.
- Urban Design Review.
- Cultural heritage preservation, i.e. listing and designating heritage properties.
- Aggregate Resource Planning and Management.

# 2019 Business Plan – Community Services

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- Long Range transportation policy planning and environmental assessment (roads).
- Intergovernmental planning initiatives, i.e. the “GTA West Corridor”, Growth Plan and Provincial Plan review, climate change, affordable housing, and transit planning.
- Liaising with the Region in service planning (water, wastewater and transportation) and growth management.

## 2. MAJOR CUSTOMERS OR CLIENTS

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

## 3. 2018 ACHIEVEMENTS

### **Building Services**

- Maintained service levels, sustained review times and increased reduction in the number of resubmissions processed.
- Implemented employee work plans, streamlining employee training and development experience.
- Reviewed current state of open permits on record, and developed an action plan to eradicate the issue going forward.
- Worked with IT to improve AMANDA functionality to reduce permit processing times, accurately convey pertinent information electronically within file folders, and update business rules in preparation for a future web portal.

### **Fire & Emergency Services**

#### **Fire Administration**

- Commenced the Annualized Comprehensive Training Plan.
- Continued construction for the new Bolton Fire Station.
- Completed the design phase and site plan process for the Fire Training Facility.

#### **Emergency Operations**

- Response to approximately 2,700 emergency incidents.
- Reduced the volunteer firefighter turnout times.
- Increased staffing levels on initial and secondary responding apparatus.

# 2019 Business Plan – Community Services

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- Achieved renewal of Fire Underwriters Survey Tanker Shuttle Accreditation to the Residential Rating.
- Recruited and trained 24 volunteer firefighters and promoted 10 volunteer firefighters to officer positions.
- Continued to monitor the authorized changes to Initial Apparatus Dispatch Assignments.
- Completed approximately 3,000 hours (180 weeks) of additional Fire/Rescue/Medical training beyond regular bi-weekly skills maintenance training required to conduct fire/rescue/medical emergency operations.
- Implemented Full Time Platoon Daily Assignment Schedule, schedule on duty training and on-line operations planner and scheduler.
- Implemented Full Time Platoon Electronic Time and Education Request Form eliminating multiple paper copies and reducing time for processing.

## **Fire Support Services**

- All 9 Fire Stations participated in Fire Prevention Week.
- Increased the on-line burn permit system with 80% on residents now purchasing burn permits on-line.
- Performed annual inspections as per Fire Marshal Directive 2014-002 “Fire Drill Observations and Fire Safety Inspection of vulnerable occupancies”.
- Home Safe Home Program – over 3,600 homes visited town-wide (all fire districts participated).
- Restructure the Training Division into three commands.
- Commenced Live Fire Training.
- Commenced Officer Training to National Fire Protection Association (NFPA) Standards.

## **Parks & Recreation**

### **Parks**

- Partnered with Palgrave Rotary on Upgrades to Norma Banguy Park.
- Partnered with the TRCA in construction of the Palgrave Community Trail.
- Assist Support Services and School Board with construction of Humberview Turf Field
- Construction of the Bolton Gateway Park.
- Replacement of about 200 urban street trees removed in 2017 and 2018.
- Reconstruction of the Caledon East Tennis Courts.

### **Recreation Facilities**

- Continued with accessibility improvements in recreation facilities.
- Successful delivery of various capital projects such as:
  - Continued construction of New Community Centre in Southfields.
  - Initiate design of Caledon East Community Complex (CECC) Phase 3 expansion.
  - Initiate preliminary design for Rotary Place expansion.
  - Mayfield arena foundation repairs and front entrance improvements.
  - Caledon Community Complex – replacement of arena heaters, flooring and HVAC.
  - Inglewood Community Centre and Margaret Dunn roof replacement.
  - Purchased the Town’s first Electric Ice Resurfacer.
  - Albion Bolton Union Community Centre – design and roll-out of auditorium refresh.
  - Opening of Temporary Storefront space in Southfields to deliver new community programming.

# 2019 Business Plan – Community Services

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## Recreation Services

- Implemented *Friday Night Fusion*, a free youth drop in program with over 150 participants weekly.
- Summer camp registrations increased by another 7% in 2018 with almost 4,500 participants served in nine weeks.
- Hosted twelve community events and assisted with 58 indoor and outdoor events. Aquatic registrations increased significantly to over 9,300 registrants.
- Launched Celebrate Caledon, encompassing Cheers Caledon: Craft Beer and Cider Festival Velocity, cycling ride for seniors and Caledon Day, a free all-ages event. Secured provincial enhancement funding through Celebrate Ontario.
- Secured a replacement to the Recreation System Management Software Solution; conducted three phases of configuration to be ready for implementation Spring of 2019.
- Secured five stakeholders to lease space in the new community centre in Southfields; and established lease rates based on industry standards.
- Successfully negotiated construction and design agreement for the Humberview School artificial turf and track.
- Implemented advanced on-line resident only registration to meet the growing demand for Caledon residents as identified in the Recreation & Parks Master Plan.
- Hosting Ontario Sport and Recreation Communities Fund (OSRCF) Board Boot Camp. Helped to build knowledge and capacity to 19 affiliated not-for-profit organizations by hosting 3 workshops on best practices.

## Planning & Development

- Continued processing of Mayfield West Phase 2 development applications and Mayfield West Employment Areas.
- Continued work on revised and new development process manuals.
- Processing of high profile development applications in the Coleraine West Employment Areas.
- Assisted with review and update of the Palgrave Estate Policies.

## Policy & Sustainability

- Released April, 2018 Town of Caledon Official Plan Consolidation.
- Preparation of a comprehensive Official Plan Review (2041) Work Plan and participated in Peel Region's Official Plan review and growth management discussions.
- Completed a Cultural Heritage Landscapes-Community Awareness & Engagement Strategy
- Held a Public Information Centre – Environmental Assessment Hwy 410 and Future Spine Road (Mayfield West Phase 2).
- Initiation of the Mayfield West Phase 2, Stage 2 Local Official Plan Amendment.
- Provided Council with various memorandums on Provincial Plan updates e.g. Agricultural & Natural Heritage Systems and Inclusionary Zoning.
- Release of the Town of Caledon Housing Study.
- Commenced the Aggregate Rehabilitation Master Plan Study within Caledon Village area.
- Hosted a forum on Excess Soils and held a Public Meeting on the applicable policy review.
- Palgrave Estate Residential Community Policy Review – Discussion Paper released and held the associated Public Information Meeting.
- Allocation of the 2018 Designated Heritage Property Grant Funding to 17 properties.
- Designated and listed properties under the *Ontario Heritage Act*.
- Updated the 2009 Built Heritage Resource Inventory.
- Completed Greenbelt Plan Key Natural Heritage Feature & Key Hydrological Feature mapping.
- Presented two property owners with Heritage Caledon Awards and held a Speaker Series event to showcase a designated property.

# 2019 Business Plan – Community Services

## 4. SIGNIFICANT TRENDS AND CHALLENGES

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2018 and beyond are as follows:

### Building Services

Trends	Challenges
<ul style="list-style-type: none"> <li>• New edition of the Code was put on hold in 2018, with an expected potential release in 2019; changes will include updates to residential construction and energy efficiency requirements.</li> <li>• <i>Ontario Clean Water Act</i> – the proposed sewage maintenance program on all on-site sewage systems was tabled in 2017, however, septic systems affected through the <i>Ontario Clean Water Act</i> are still subject to mandatory maintenance inspections. The Town, in partnership with the Region, must develop and implement an internal re-inspection program, including staff training and developments, prior to deadline of 2020.</li> <li>• Referred to as the Silver Tsunami, 50% of the current industry workforce will be eligible for retirement by 2020. Talent is in high demand. The knowledge base of a Building Official varies in proportion to their experience in the field, causing variations in how the Building Code is applied, interpreted and enforced. The Building Officials Association has been working toward a solution to address this gap, by administering a revamped mandatory training and certification, which will include a post-secondary training program that teaches the fundamental skills needed for the role.</li> </ul>	<ul style="list-style-type: none"> <li>• Staying current and communicating to external clients any changes to the Ontario Building Code as they are implemented by the Ministry.</li> <li>• Mobile application of AMANDA and associated hardware for inspections staff to eliminate the requirement for paper record of inspection and order notes and updates.</li> <li>• Work to improve AMANDA functionality to reduce permit processing times, accurately convey pertinent information electronically within file folders, and update business rules in preparation for a future web portal, including an immediate need for the creation of Sign Variance, functional Certified Model, and Sewage Maintenance Folders.</li> <li>• Maintaining service levels with limited resources and varied experience levels, while seeking to acquire qualitative skills.</li> <li>• Developing staff retention strategies to retain talent within a high demand, low supply, and competitive industry.</li> <li>• Preparing for growth, ensuring the Division is ready to manage mandated priorities without sacrificing public health and safety.</li> </ul>

### Fire & Emergency Services

Trends	Challenges
<p><b>Fire Administration</b></p> <ul style="list-style-type: none"> <li>• Records management database using an interdepartmental system of record keeping of training and documentation.</li> </ul> <p><b>Emergency Operations</b></p> <ul style="list-style-type: none"> <li>• Ensuring compliance with the <i>Occupational Health and Safety Act</i> and to meet the National Fire Protection</li> </ul>	<p><b>Fire Administration</b></p> <ul style="list-style-type: none"> <li>• Outdated data management system – move to an automated system to be more efficient.</li> </ul> <p><b>Emergency Operations</b></p> <ul style="list-style-type: none"> <li>• Ensuring safe staffing levels during emergency responses, Emergency Response Performance Measures, National</li> </ul>

# 2019 Business Plan – Community Services

<p>Association (NFPA) Job Performance Requirements.</p> <ul style="list-style-type: none"> <li>• Firefighters must be proficient and competent in modern firefighting operations, rescue and emergency medical care, as well as Community Emergency Management Program.</li> <li>• Required skill sets are constantly evolving and present challenges from initial training programs delivery, through maintenance and development, from basic to advanced levels.</li> <li>• Technological change in building materials and systems, motor vehicle construction, and safety systems.</li> <li>• Daytime availability continues to be a challenge for volunteer emergency responses throughout the Town requiring Caledon to draw upon neighbouring resources on an occasional basis.</li> </ul> <p><b>Support Services</b></p> <ul style="list-style-type: none"> <li>• Recent legislation Compliance for Fire Prevention:             <ul style="list-style-type: none"> <li>• Federal Marihuana Medical Access Regulation (Legalized Grow-ops) increased requirements of fire inspections.</li> <li>• Ontario Regulation 440/08 amendment to Ontario Regulation 211/01 Propane Storage and Handling; ongoing routine fire inspections and approval of Risk and Safety Management Plans.</li> <li>• <i>Retirement Homes Act, 2010</i>; require routine fire inspections.</li> <li>• Regulation 150/13 Fire Code Section 9.7 Buildings with a Care Occupancy or Retirement Home; require routine fire inspections, training and fire drill assessment.</li> </ul> </li> </ul>	<p>Fire Protection Association (NFPA 1720 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments).</p> <ul style="list-style-type: none"> <li>• Participating in a Mutual Aid System in Ontario, with neighbouring municipalities.</li> <li>• Maintaining training to comply with the minimum training requirements, maintenance of skill sets and developmental needs for Caledon firefighters.</li> <li>• Recruitment and retention of volunteer firefighters.</li> <li>• Mentoring and officer development programming.</li> </ul> <p><b>Support Services</b></p> <ul style="list-style-type: none"> <li>• Increased plan reviews, occupancy inspections and site visit requirements to meet legislated inspections.</li> <li>• The Community Emergency Response Plan and the Pandemic Plan must be reviewed annually.</li> <li>• As the statutory nature of the Community Emergency Management Program continues to evolve, additional resources will be required in order to ensure compliance with the <i>Emergency Management and Civil Protection Act</i>.</li> <li>• Increased volunteer recruitment and training to meet National Fire Protection Association (NFPA) standards.</li> </ul>
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## Parks & Recreation – Parks Division

Trends	Challenges
<ul style="list-style-type: none"> <li>• A higher service level expected for streetscape maintenance throughout all villages and communities in Caledon. Caledon is rather unique because it is comprised of several small downtowns whereas many other municipalities have one downtown to implement and maintain.</li> <li>• A large number of community groups are emerging. There are public interest groups emerging for every community in Caledon.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in community groups requires significant time demand on staffing resources.</li> <li>• Mayfield West and Caledon East with significant park and trail developments will require increased staff and funding resources for park, trail, and streetscape and sidewalk winter maintenance operations.</li> </ul>

# 2019 Business Plan – Community Services

<ul style="list-style-type: none"> <li>• Future development and population growth will require facilities to meet the needs of an expanding population. The Recreation and Parks Master Plan has made several recommendations for the quantity of outdoor facilities, and the Town will need to prioritize the funding accordingly.</li> <li>• Future development and population growth will require a significant increase in the length of sidewalk requiring winter maintenance.</li> <li>• Meeting parkland requirements in higher density development.</li> </ul>	<ul style="list-style-type: none"> <li>• There are limited staff and facility resources available to meet increased demands.</li> <li>• The Town of Caledon will need to assess resources to meet the demands or determine if the level of service should be changed.</li> <li>• Increased street tree inventory requires significant resources to mitigate, remove and replace tree loss due to environmental factors, disease and pests such as Emerald Ash Borer, Aphids and threat of Asian Long-Horned Beetle.</li> <li>• Accessibility requirements need significant resources to address accessibility deficiencies in parks in accordance with the accessibility audit reports.</li> </ul>
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## Recreation Facilities

Trends	Challenges
<ul style="list-style-type: none"> <li>• Multi-use facilities/Community Hubs that are designed with something for everybody (not singular use).</li> <li>• Improving accessibility through facility design and removing barriers.</li> <li>• Environmentally friendly facility design focusing on sustainability and energy efficiency.</li> <li>• Increased partnerships with focus on shared uses.</li> </ul>	<ul style="list-style-type: none"> <li>• Aging infrastructure and equipment and the need to align effective asset management programs to preserve the life-cycle of Town assets.</li> <li>• Meeting the growing community demand for facilities in the growing community areas.</li> <li>• Balancing risk management and liability challenges with customer-focused service and increased community led engagement and participation of Town facilities.</li> </ul>

## Recreation Support Services and Community Development

Trends	Challenges
<ul style="list-style-type: none"> <li>• Increased need for fully accessible direct program opportunities throughout the municipality.</li> <li>• Community Hub approach for partnering and delivering services to better meet resident needs.</li> <li>• Increased focus on youth, family and active seniors' programming.</li> <li>• Increased demand for accessible health, wellness and rehabilitation services.</li> <li>• Increase in collaborative impact model. Local organizations are joining forces to create systemic change. Example: collectively addressing isolation of youth by offering inexpensive programs across all organizations.</li> <li>• Increase in one time rental requests as well as regular use of space at a subsidized rate in our facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of qualified lifeguards to properly staff aquatic programming needs.</li> <li>• Aligning staff resources to increase delivery of programs and events in Village Centres.</li> <li>• Effective communication and marketing techniques which engage all Caledon residents regardless of geographic location.</li> <li>• Increasing demands (e.g. insurance) on renters, event organizers and user groups who have limited resources available.</li> <li>• Lack of progressive board governance in affiliate groups, due to lack of volunteer time and knowledge.</li> <li>• Lack of town owned property viable for sport fields to meet future demands.</li> <li>• Decline in volunteer commitment within affiliate organizations.</li> </ul>



# 2019 Business Plan – Community Services

## Planning & Development

Trends	Challenges
<ul style="list-style-type: none"> <li>• Mayfield West Phase 2, the Coleraine West Employment Area and the Bolton Residential Expansion Study (BRES) will increase development activity.</li> <li>• The changes to the <i>Planning Act</i> and changes to the four Provincial Plans and the Town's Official Plan update will affect the review of development applications.</li> </ul>	<ul style="list-style-type: none"> <li>• There is concern within existing communities regarding new mixed use, high density and intensification proposals.</li> <li>• There is a desire within existing communities to provide a variety of housing types to meet the needs of seniors and first time home buyers.</li> <li>• General increase in the complexity of planning applications due to multiple Provincial Plans, policies and guidelines.</li> <li>• Impacts on staff resources and timing of application review resulting from projected growth.</li> </ul>

## Policy & Sustainability

Trends	Challenges
<ul style="list-style-type: none"> <li>• The decisions rendered from the newly established Local Planning Appeal Tribunal will significantly affect land use planning in Ontario.</li> <li>• The interpretation and implementation of the 2017 Provincial Plans, including the Growth Plan, the Greenbelt Plan, the Niagara Escarpment Plan, and the Oak Ridge Moraine Conservation Plan continue to affect land use planning in Caledon.</li> <li>• The <i>Planning Act</i> requires the Town to review its Official Plan every five years from the date the plan came into effect to ensure it is consistent with the Provincial Policy Statement and conforms and/or does not conflict with Provincial Plans, as required. The five-year review is also to ensure the Official Plan continues to address local priorities and changing community needs.</li> <li>• The Province has cancelled significant climate change programs and laws like the <i>Green Energy Act</i>. The Province is working on a new "Made-in-Ontario" Climate Change Plan that may significantly affect land use planning in Caledon.</li> </ul>	<ul style="list-style-type: none"> <li>• The Province's current review of the Growth Plan and the uncertain outcome may influence future land use planning decisions in Caledon.</li> <li>• In February 2018, the Province announced that it would not proceed with an environmental assessment for a proposed highway in the GTA West corridor. The lack of uncertainty surrounding transportation options for the northwest GTA continues to affect land use planning in Caledon. The Province is committed to finding an alternative option through a non-EA process known as the Northwest GTA Corridor Identification Study. This corridor will significantly influence land use planning in the Town's "Whitebelt" area as to which lands can be developed.</li> <li>• Lack of Public Transit services will have an impact on future growth opportunities in Caledon</li> </ul>

# 2019 Business Plan – Community Services

## 5. 2019 PRIORITIES

The following is a list of the 2019 priorities that Community Services intends to undertake with the 2019 Operating and Capital Budget requested as part of this Business Plan:

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Customer Service	All Innovating Together	Managing Growth Strategically
<b>ADMINISTRATION</b>						
1	Develop training plans for supervisors, managers and future leaders to receive supervisory training focusing on employee morale, team building and staff support.	Base Operating Budget				
2	Annual updates with the full department to discuss changes in each division and communicate Town News.	Base Operating Budget				
<b>BUILDING SERVICES</b>						
1	Update building folders in AMANDA in preparation for future electronic application processes. Working on implementation of tablets for inspectors to provide efficiencies with inspections within Building Services.	Base Operating Budget				
2	Providing technical training and development for all staff, increasing knowledge/ experience to meet the service levels required of the Division.	Base Operating Budget				
<b>FIRE AND EMERGENCY SERVICES</b>						
1	FIRE ADMINISTRATION: Complete an implementation strategy of the operational recommendations contained within the Fire Master Plan to ensure we are properly positioned to meet the needs of the community in the future.	Base Operating Budget				
2	FIRE ADMINISTRATION: Implement an Annual Training Program.	Base Operating Budget				
3	FIRE ADMINISTRATION: Replace aging fire apparatus, vehicles and equipment.	Capital Budget				
4	FIRE ADMINISTRATION: Continue to recruit and train Volunteer Firefighters to replace existing vacancies.	Base Operating Budget				

## 2019 Business Plan – Community Services

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Customer Service	All Innovating Together	Managing Growth Strategically
5	EMERGENCY OPERATIONS: Complete a multi-disciplined fire training facility.	Capital Budget				
6	EMERGENCY OPERATIONS: Respond to requests for emergency assistance and mutual aid in an effective, efficient, safe and professional manner.	Base Operating Budget				
7	SUPPORT SERVICES: Respond to requests for and delivery of public education programs and community outreach.	Base Operating Budget				
8	SUPPORT SERVICES: Respond to all requests/complaints for fire safety inspections as required by Fire Protection and Prevention Act (FPPA)	Base Operating Budget				
9	SUPPORT SERVICES: Complete required fire and life safety reviews of vulnerable occupancies as required by the Fire Protection and Prevention Act (FPPA)	Base Operating Budget				
10	SUPPORT SERVICES: Implement a life cycle for the Fire Inspection and Public Education Programs.	Base Operating Budget				
PARKS AND RECREATION						
1	ADMINISTRATION: Ongoing implementation of Vision Plan, Recreation and Parks Master Plan and the Facility Needs Assessment.	Base Operating Budget				
2	PARKS: Meet user group demand for an artificial turf service level through strategic partnerships.	Base Operating and Capital Budget				
3	PARKS: Urban Forestry Sustainability – Continue with Emerald Ash Borer (EAB) mitigation strategy and focus efforts on sustaining the urban canopy throughout Caledon.	Capital Budget				
4	RECREATION PROGRAMS & FACILITIES: Construction of new Community Centre in Southfields is well under way with completion targeted in 2019.	Capital Budget				
5	RECREATION PROGRAMS & FACILITIES: Designs for Caledon East Community Complex Phase 3 and preliminary design for Rotary Place Expansion are ongoing.	Capital Budget				

# 2019 Business Plan – Community Services

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Customer Service	All Innovating Together	Managing Growth Strategically
6	RECREATION PROGRAMS & FACILITIES: Enhance the Community Hub model through collaborative opportunities and leveraging the expertise of community groups and other partners to better service the community.	Base Operating and Capital Budget				
7	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Lead the replacement of the CLASS software to Perfect Mind, including the build, development, training and implement of the new recreation software system.	Base Operating and Capital Budget				
8	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Negotiate and complete lease agreements for five diverse stakeholders to offer services in the New Community Centre in Southfields.	Base Operating Budget				
9	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Host Celebrate Caledon annual event which combines (Cheers Caledon and Caledon Day).	Base Operating Budget				
10	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Work with affiliates to increase their capacity to host provincial tournaments creating larger economic impact to the community.	Base Operating Budget				
11	RECREATION & SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Build on community relationships between key stakeholders in the 55+ demographic.	Base Operating Budget				
12	RECREATION & SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Secure a partnership for an artificial turf and construct the turf for early 2019	Base Operating Budget				
PLANNING AND DEVELOPMENT						
1	Ongoing update of Comprehensive Zoning By-law 2006-50.	Capital Budget				
2	Identified areas of growth for additional resources in community planning.	Base Operating Budget				

## 2019 Business Plan – Community Services

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Customer Service	All Innovating Together	Managing Growth Strategically
3	Completion and update of manuals to enhance customer service to internal and external clients.	Base Operating Budget				
4	Complete prequalifying control architect procedure.	Base Operating Budget				
5	Review of planning processes within the AMANDA system to provide efficiencies and better workflow.	Base Operating Budget				
POLICY AND SUSTAINABILITY						
1	Review of the Town's Official Plan to conform to the <i>Planning Act</i> , the Provincial Policy Statement, and other Provincial Plans, as well as Peel Region Official Plan. Initiating Town-wide Employment Land Needs Study, Town-wide Commercial Policy Review, Caledon Area Transportation Needs Study; Implementing the Town-wide Archaeological Management Plan; Whitebelt Visioning, and completing Key Natural Heritage Feature and Key Hydrologic Feature Mapping.	Capital Budget				
2	Complete the Alton Heritage Conservation District Study.	Capital Budget				
3	Develop a "Preservation of Rural Community Character and Infill Policy Review" Discussion Paper.	Capital Budget				
4	Complete the Municipal Class Environmental Assessment Study for the Spine Road in Mayfield West Phase 2.	Capital Budget				
5	Initiate Secondary Plan for Mayfield West Phase 2, Stage 2 lands.	Capital Budget				
6	Representing the Town's interests at the Ontario Municipal Board regarding the Town's ROPA application for Bolton Residential Expansion Study (BRES).	Capital Budget				
7	Complete Bolton Queen Street Corridor Study to promote sustainable community building.	Capital Budget				
8	Complete the Commercial Fill Regulatory Framework.	Capital Budget				

**TOWN OF CALEDON**  
**2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES**

**SUMMARY**

<b>Division</b>	<b>2019 Budget</b>	<b>2018 Budget</b>	<b>2017 Budget</b>
Building Services	\$ -	\$ -	\$ -
Planning, Development, Policy & Sustainability	\$ 1,489,851	\$ 1,429,871	\$ 1,355,428
Fire & Emergency Services	\$ 8,667,185	\$ 8,323,768	\$ 8,052,218
Parks & Recreation	\$ 9,030,961	\$ 8,210,411	\$ 7,244,614
<b>Community Services Total</b>	<b>\$ 19,187,997</b>	<b>\$ 17,964,050</b>	<b>\$ 16,652,260</b>

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 BUILDING SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Building and Support Services	Building & Support Services	Revenue	01-11-145-44010-365-50522 Copy Fees	\$ (8,000)	\$ (8,000)	\$ (8,000)	
			01-11-145-44010-365-50608 Sign Variances	\$ (1,300)	\$ (1,300)	\$ (1,000)	
			01-11-145-44010-365-50670 Building Permits	\$ (3,118,556)	\$ (3,009,909)	\$ (3,053,958)	
			01-11-145-44010-365-50672 Pool Permits	\$ (14,000)	\$ (14,000)	\$ (6,000)	
			01-11-145-44010-365-50844 Compliance Letters/Inquiries	\$ (18,000)	\$ (18,000)	\$ (18,769)	
			01-11-145-44010-365-50986 Reserve Fund To Revenue	\$ (256,416)	\$ (84,881)	\$ -	
			<b>Revenue Total</b>		<b>\$ (3,416,272)</b>	<b>\$ (3,136,090)</b>	<b>\$ (3,087,727)</b>
		Expense	01-11-145-44010-365-61510 Salaries-Permanent	\$ 1,083,769	\$ 872,989	\$ 827,539	
			01-11-145-44010-365-61511 Overtime-Permanent	\$ -	\$ -	\$ 1,000	
			01-11-145-44010-365-61513 Benefits-Permanent	\$ 331,445	\$ 264,614	\$ 258,156	
			01-11-145-44010-365-62011 Office Supplies	\$ 3,500	\$ 3,500	\$ 2,500	
			01-11-145-44010-365-62014 Uniforms/Protective Clothing	\$ 850	\$ 500	\$ 300	
			01-11-145-44010-365-62306 Publications	\$ 6,000	\$ 6,000	\$ 2,500	
			01-11-145-44010-365-62310 Training/Development/Seminars	\$ 28,500	\$ 24,500	\$ 21,742	
			01-11-145-44010-365-62311 Memberships/Dues	\$ 7,687	\$ 6,687	\$ 5,200	
			01-11-145-44010-365-62314 Mileage	\$ 6,750	\$ 1,750	\$ 1,750	
			01-11-145-44010-365-62315 Printing & Advertising	\$ 4,000	\$ 4,000	\$ 4,000	
			01-11-145-44010-365-62322 Postage	\$ 162	\$ 162	\$ 162	
			01-11-145-44010-365-62335 Contracted Services	\$ 1,500	\$ 1,500	\$ 2,500	
			01-11-145-44010-365-62396 Mobile Phones / Pagers	\$ 600	\$ 600	\$ 500	
			01-11-145-44010-365-62416 Interdepartmental Charges	\$ 1,063,210	\$ 1,007,151	\$ 988,923	
			01-11-145-44010-365-62437 Contribution to Reserves	\$ -	\$ -	\$ 18,532	
				<b>Expense Total</b>	<b>\$ 2,537,973</b>	<b>\$ 2,193,953</b>	<b>\$ 2,135,304</b>
	<b>Building &amp; Support Services Total</b>	<b>\$ (878,299)</b>	<b>\$ (942,137)</b>	<b>\$ (952,423)</b>			
<b>Building and Support Services Total</b>				<b>\$ (878,299)</b>	<b>\$ (942,137)</b>	<b>\$ (952,423)</b>	
Regulatory Services	Building Inspectors	Expense	01-11-475-49020-365-61510 Salaries-Permanent	\$ 624,132	\$ 647,257	\$ 623,341	
			01-11-475-49020-365-61513 Benefits-Permanent	\$ 189,869	\$ 192,110	\$ 192,589	
			01-11-475-49020-365-61520 Wages-Casual Temporary	\$ -	\$ 32,965	\$ 65,931	
			01-11-475-49020-365-61523 Benefits-Casual Temporary	\$ -	\$ 4,032	\$ 7,912	
			01-11-475-49020-365-62014 Uniforms/Protective Clothing	\$ 3,375	\$ 3,600	\$ 3,650	
			01-11-475-49020-365-62015 Inspection Supplies	\$ 1,000	\$ 1,000	\$ 1,000	
			01-11-475-49020-365-62306 Publications	\$ 4,000	\$ 4,000	\$ 1,000	
			01-11-475-49020-365-62310 Training/ Development/ Seminars	\$ 12,250	\$ 12,250	\$ 10,000	
			01-11-475-49020-365-62311 Memberships/Dues	\$ 5,123	\$ 5,123	\$ 5,000	
			01-11-475-49020-365-62314 Mileage	\$ 35,000	\$ 37,250	\$ 39,500	
			01-11-475-49020-365-62396 Mobile Phones / Pagers	\$ 3,550	\$ 2,550	\$ 2,500	
				<b>Expense Total</b>	<b>\$ 878,299</b>	<b>\$ 942,137</b>	<b>\$ 952,423</b>
			<b>Building Inspectors Total</b>	<b>\$ 878,299</b>	<b>\$ 942,137</b>	<b>\$ 952,423</b>	
<b>Regulatory Services Total</b>				<b>\$ 878,299</b>	<b>\$ 942,137</b>	<b>\$ 952,423</b>	
<b>Building Services Total</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Administration	Administration	Revenue	01-02-115-40010-365-50050 Miscellaneous Revenue	\$ (17,500)	\$ (17,500)	\$ (17,500)	
			01-02-115-40010-365-50300 Internal Recoveries	\$ (17,580)	\$ (17,244)	\$ (17,037)	
			01-02-115-40010-365-50328 Engineering Fee	\$ (575,904)	\$ (479,508)	\$ (359,510)	
			01-02-115-40010-365-50355 Peer Review	\$ (4,000)	\$ (3,000)	\$ (3,000)	
			01-02-115-40010-365-50520 Document Sales	\$ (500)	\$ (500)	\$ (2,500)	
			01-02-115-40010-365-50826 Redlining	\$ (10,450)	\$ (10,250)	\$ (5,125)	
			01-02-115-40010-365-50827 Legal Non-Conforming Certificate	\$ (3,820)	\$ (1,746)	\$ (2,619)	
			01-02-115-40010-365-50828 Zoning Certificate	\$ (840)	\$ (615)	\$ (1,230)	
			01-02-115-40010-365-50830 Admin.Fees-Subdiv.&Condo	\$ (1,161,808)	\$ (1,142,218)	\$ (809,200)	
			01-02-115-40010-365-50831 Carrying Fee	\$ (7,900)	\$ (7,750)	\$ (7,750)	
			01-02-115-40010-365-50832 Appln Fees-Subdivision & Condo	\$ (134,980)	\$ (138,363)	\$ (436,938)	
			01-02-115-40010-365-50834 Part Lot Control Fees	\$ (29,055)	\$ (23,875)	\$ (23,875)	
			01-02-115-40010-365-50840 NEC Fees	\$ (14,516)	\$ (14,250)	\$ (7,875)	
			01-02-115-40010-365-50842 Site Plan Applicat. Fees	\$ (281,762)	\$ (256,060)	\$ (337,950)	
			01-02-115-40010-365-50843 Transfer Review Fee	\$ (5,500)	\$ -	\$ -	
			01-02-115-40010-365-50844 Compliance Letters/Inquiries	\$ (12,200)	\$ (16,200)	\$ (12,000)	
			01-02-115-40010-365-50850 Popa Fees	\$ (32,920)	\$ (16,138)	\$ (34,200)	
			01-02-115-40010-365-50855 Rezoning Application fee	\$ (106,305)	\$ (86,191)	\$ (131,893)	
			01-02-115-40010-365-50860 Inspections	\$ (3,160)	\$ (3,100)	\$ (4,030)	
			<b>Revenue Total</b>			\$ (2,420,700)	\$ (2,234,508)
		Expense	01-02-115-40010-365-61510 Salaries-Permanent	\$ 253,407	\$ 241,991	\$ 236,776	
			01-02-115-40010-365-61513 Benefits-Permanent	\$ 67,484	\$ 64,550	\$ 63,417	
			01-02-115-40010-365-61520 Wages-Casual Temporary	\$ 46,000	\$ 45,200	\$ 44,500	
			01-02-115-40010-365-61523 Benefits-Casual Temporary	\$ 5,716	\$ 5,529	\$ 5,523	
			01-02-115-40010-365-62011 Office Supplies	\$ 5,000	\$ 5,000	\$ 5,000	
			01-02-115-40010-365-62310 Training/Development/Seminars	\$ 6,000	\$ 6,000	\$ 6,000	
			01-02-115-40010-365-62311 Memberships/Dues	\$ 1,100	\$ 1,100	\$ 1,100	
			01-02-115-40010-365-62314 Mileage	\$ 1,000	\$ 1,000	\$ 1,000	
			01-02-115-40010-365-62315 Printing & Advertising	\$ -	\$ 2,000	\$ 2,000	
			01-02-115-40010-365-62375 Meeting Expenses	\$ 758	\$ 758	\$ 758	
			01-02-115-40010-365-62396 Mobile Phones / Pagers	\$ 400	\$ 400	\$ 400	
			01-02-115-40010-365-62412 Special Charges	\$ 1,500	\$ 1,500	\$ 1,500	
			01-02-115-40010-365-62418 Debt Repayment	\$ 97,700	\$ 97,700	\$ 97,700	
<b>Expense Total</b>			\$ 486,065	\$ 472,728	\$ 465,674		
<b>Administration Total</b>			\$ (1,934,635)	\$ (1,761,780)	\$ (1,748,558)		
<b>Administration Total</b>			\$ (1,934,635)	\$ (1,761,780)	\$ (1,748,558)		
Administration Total			\$ (1,934,635)	\$ (1,761,780)	\$ (1,748,558)		
Development	Development - East	Revenue	01-02-225-44020-365-50300 Internal Recoveries	\$ -	\$ -	\$ (34,851)	
		<b>Revenue Total</b>		\$ -	\$ -	\$ (34,851)	
	Expense	01-02-225-44020-365-61510 Salaries-Permanent	\$ 826,181	\$ 752,908	\$ 730,977		
		01-02-225-44020-365-61513 Benefits-Permanent	\$ 244,339	\$ 220,375	\$ 221,070		
		01-02-225-44020-365-62011 Office Supplies	\$ 750	\$ 750	\$ 750		
		01-02-225-44020-365-62014 Uniforms/Protective Clothing	\$ 400	\$ 400	\$ 400		
		01-02-225-44020-365-62310 Training/Development/Seminars	\$ 14,500	\$ 14,000	\$ 14,000		
		01-02-225-44020-365-62311 Memberships/Dues	\$ 6,800	\$ 5,800	\$ 5,800		
		01-02-225-44020-365-62314 Mileage	\$ 2,425	\$ 2,425	\$ 2,375		
		01-02-225-44020-365-62315 Printing & Advertising	\$ -	\$ -	\$ 100		
		01-02-225-44020-365-62346 Courier	\$ 525	\$ 525	\$ 500		
		01-02-225-44020-365-62396 Mobile Phones / Pagers	\$ 300	\$ 300	\$ 300		
		01-02-225-44020-365-62412 Special Charges	\$ 500	\$ 500	\$ 500		
		<b>Expense Total</b>			\$ 1,096,720	\$ 997,983	\$ 976,772
		<b>Development - East Total</b>			\$ 1,096,720	\$ 997,983	\$ 941,921
	Development - West	Expense	01-02-225-44025-365-61510 Salaries-Permanent	\$ 787,860	\$ 784,630	\$ 750,299	
			01-02-225-44025-365-61513 Benefits-Permanent	\$ 230,970	\$ 235,009	\$ 222,272	
			01-02-225-44025-365-61520 Wages-Casual Temporary	\$ 55,846	\$ -	\$ -	
			01-02-225-44025-365-61523 Benefits-Casual Temporary	\$ 6,701	\$ -	\$ -	
			01-02-225-44025-365-62011 Office Supplies	\$ 750	\$ 750	\$ 750	
			01-02-225-44025-365-62014 Uniforms/Protective Clothing	\$ 650	\$ 650	\$ 650	
			01-02-225-44025-365-62245 Studies/Consultants	\$ 10,000	\$ 10,000	\$ 10,000	
			01-02-225-44025-365-62310 Training/Development/Seminars	\$ 15,667	\$ 14,667	\$ 14,667	
01-02-225-44025-365-62311 Memberships/Dues			\$ 6,000	\$ 6,000	\$ 6,000		
01-02-225-44025-365-62314 Mileage			\$ 2,475	\$ 2,475	\$ 2,475		
01-02-225-44025-365-62315 Printing & Advertising			\$ 8,100	\$ 8,100	\$ 8,100		
01-02-225-44025-365-62346 Courier			\$ 500	\$ 500	\$ 500		
01-02-225-44025-365-62396 Mobile Phones / Pagers			\$ 600	\$ 600	\$ 300		
01-02-225-44025-365-62412 Special Charges	\$ 500	\$ 500	\$ 500				
<b>Expense Total</b>			\$ 1,126,619	\$ 1,063,881	\$ 1,016,513		
<b>Development - West Total</b>			\$ 1,126,619	\$ 1,063,881	\$ 1,016,513		



TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Development	Committee of Adjustment	Revenue	01-02-225-47150-365-50836 Committee of Adjustment Fees	\$ (154,071)	\$ (154,818)	\$ (134,609)	
		<b>Revenue Total</b>		<b>\$ (154,071)</b>	<b>\$ (154,818)</b>	<b>\$ (134,609)</b>	
		Expense	01-02-225-47150-365-62011 Office Supplies	\$ 700	\$ 700	\$ 700	
			01-02-225-47150-365-62310 Training/Development/Seminars	\$ 5,000	\$ 5,000	\$ 5,000	
			01-02-225-47150-365-62311 Memberships/Dues	\$ 1,180	\$ 1,180	\$ 1,180	
			01-02-225-47150-365-62314 Mileage	\$ 4,000	\$ 4,550	\$ 4,550	
			01-02-225-47150-365-62315 Printing & Advertising	\$ 500	\$ 500	\$ 500	
			01-02-225-47150-365-62376 Member's Remuneration	\$ 12,900	\$ 12,900	\$ 12,900	
		<b>Expense Total</b>		<b>\$ 24,280</b>	<b>\$ 24,830</b>	<b>\$ 24,830</b>	
		<b>Committee of Adjustment Total</b>		<b>\$ (129,791)</b>	<b>\$ (129,988)</b>	<b>\$ (109,779)</b>	
<b>Development Total</b>		<b>\$ 2,093,548</b>	<b>\$ 1,931,876</b>	<b>\$ 1,848,655</b>			
Policy & Sustainability	Heritage Committee	Revenue	01-02-405-44070-365-50765 Heritage Signage Programs	\$ (200)	\$ (200)	\$ (200)	
			01-02-405-44070-365-50779 Property Designation	\$ (1,000)	\$ (974)	\$ (474)	
		<b>Revenue Total</b>		<b>\$ (1,200)</b>	<b>\$ (1,174)</b>	<b>\$ (674)</b>	
		Expense	01-02-405-44070-365-62221 Heritage Special Events	\$ 10,000	\$ 2,000	\$ 2,000	
			01-02-405-44070-365-62319 Grants	\$ 65,000	\$ 50,000	\$ 50,000	
	01-02-405-44070-365-62353 Committee Expenses		\$ 5,000	\$ 3,000	\$ 3,000		
	<b>Expense Total</b>		<b>\$ 80,000</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>		
	<b>Heritage Committee Total</b>		<b>\$ 78,800</b>	<b>\$ 53,826</b>	<b>\$ 54,326</b>		
	Planning Policy	Expense	01-02-405-44080-365-61510 Salaries-Permanent	\$ 940,770	\$ 903,996	\$ 891,266	
			01-02-405-44080-365-61513 Benefits-Permanent	\$ 270,783	\$ 259,568	\$ 260,654	
			01-02-405-44080-365-62011 Office Supplies	\$ 1,500	\$ 750	\$ 750	
			01-02-405-44080-365-62310 Training/Development/Seminars	\$ 15,000	\$ 13,000	\$ 13,000	
			01-02-405-44080-365-62311 Memberships/Dues	\$ 8,000	\$ 7,800	\$ 7,800	
			01-02-405-44080-365-62314 Mileage	\$ 6,500	\$ 8,000	\$ 9,600	
			01-02-405-44080-365-62315 Printing & Advertising	\$ 6,400	\$ 10,000	\$ 15,000	
			01-02-405-44080-365-62346 Courier	\$ 150	\$ 500	\$ 600	
			01-02-405-44080-365-62375 Meeting Expenses	\$ 2,500	\$ 2,000	\$ 2,000	
			01-02-405-44080-365-62396 Mobile Phones / Pagers	\$ 535	\$ 335	\$ 335	
			<b>Expense Total</b>		<b>\$ 1,252,138</b>	<b>\$ 1,205,949</b>	<b>\$ 1,201,005</b>
			<b>Planning Policy Total</b>		<b>\$ 1,252,138</b>	<b>\$ 1,205,949</b>	<b>\$ 1,201,005</b>
<b>Policy &amp; Sustainability Total</b>				<b>\$ 1,330,938</b>	<b>\$ 1,259,775</b>	<b>\$ 1,255,331</b>	
<b>Planning , Development, Policy &amp; Sustainability Total</b>				<b>\$ 1,489,851</b>	<b>\$ 1,429,871</b>	<b>\$ 1,355,428</b>	

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
FIRE & EMERGENCY SERVICES

Location/ Asset Type	Cost Centre/Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
Alton Station #1	Fire Stations	Expense	01-04-245-46010-101-62111 Maintenance & Repairs-Grounds	\$ 3,570	\$ 3,400	\$ 3,400
			01-04-245-46010-101-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000
			01-04-245-46010-101-62215 Natural Gas	\$ 2,853	\$ 2,599	\$ 3,320
			01-04-245-46010-101-62216 Electricity	\$ 1,836	\$ 1,983	\$ 1,900
			01-04-245-46010-101-62217 Water/Waste Water	\$ 106	\$ 206	\$ 195
			01-04-245-46010-101-62312 Insurance	\$ 1,095	\$ 1,027	\$ 1,007
	<b>Expense Total</b>	<b>\$ 15,460</b>	<b>\$ 15,215</b>	<b>\$ 15,822</b>		
<b>Fire Stations Total</b>				<b>\$ 15,460</b>	<b>\$ 15,215</b>	<b>\$ 15,822</b>
<b>Alton Station #1 Total</b>				<b>\$ 15,460</b>	<b>\$ 15,215</b>	<b>\$ 15,822</b>
Bolton Station #2	Fire Stations	Expense	01-04-245-46010-102-62111 Maintenance & Repairs-Grounds	\$ 5,250	\$ 5,000	\$ 7,233
			01-04-245-46010-102-62114 Small Equip Repair/Purchase	\$ 14,970	\$ 14,970	\$ 11,637
			01-04-245-46010-102-62215 Natural Gas	\$ 12,500	\$ 12,500	\$ 11,467
			01-04-245-46010-102-62216 Electricity	\$ 23,500	\$ 23,500	\$ 28,250
			01-04-245-46010-102-62217 Water/Waste Water	\$ 1,500	\$ 1,500	\$ 2,736
			01-04-245-46010-102-62312 Insurance	\$ 4,326	\$ 4,074	\$ 15,414
	<b>Expense Total</b>	<b>\$ 62,046</b>	<b>\$ 61,544</b>	<b>\$ 76,737</b>		
<b>Fire Stations Total</b>				<b>\$ 62,046</b>	<b>\$ 61,544</b>	<b>\$ 76,737</b>
<b>Bolton Station #2 Total</b>				<b>\$ 62,046</b>	<b>\$ 61,544</b>	<b>\$ 76,737</b>
Caledon East Station #3	Fire Stations	Expense	01-04-245-46010-103-62111 Maintenance & Repairs-Grounds	\$ 2,625	\$ 3,300	\$ 3,300
			01-04-245-46010-103-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000
			01-04-245-46010-103-62215 Natural Gas	\$ 4,884	\$ 5,019	\$ 6,500
			01-04-245-46010-103-62216 Electricity	\$ 5,860	\$ 6,492	\$ 7,504
			01-04-245-46010-103-62217 Water/Waste Water	\$ 100	\$ 170	\$ 170
			01-04-245-46010-103-62312 Insurance	\$ 3,976	\$ 3,730	\$ 3,657
	<b>Expense Total</b>	<b>\$ 23,445</b>	<b>\$ 24,711</b>	<b>\$ 27,131</b>		
<b>Fire Stations Total</b>				<b>\$ 23,445</b>	<b>\$ 24,711</b>	<b>\$ 27,131</b>
<b>Caledon East Station #3 Total</b>				<b>\$ 23,445</b>	<b>\$ 24,711</b>	<b>\$ 27,131</b>
Cheltenham Station #4	Fire Stations	Expense	01-04-245-46010-104-62111 Maintenance & Repairs-Grounds	\$ 5,250	\$ 5,000	\$ 5,000
			01-04-245-46010-104-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000
			01-04-245-46010-104-62215 Natural Gas	\$ 2,506	\$ 2,524	\$ 3,200
			01-04-245-46010-104-62216 Electricity	\$ 2,146	\$ 3,682	\$ 5,550
			01-04-245-46010-104-62217 Water/Waste Water	\$ 332	\$ 132	\$ 125
			01-04-245-46010-104-62312 Insurance	\$ 3,197	\$ 3,055	\$ 2,995
			01-04-245-46010-104-62437 Contribution to Reserves	\$ 1,956	\$ -	\$ -
	<b>Expense Total</b>	<b>\$ 21,387</b>	<b>\$ 20,393</b>	<b>\$ 22,870</b>		
<b>Fire Stations Total</b>				<b>\$ 21,387</b>	<b>\$ 20,393</b>	<b>\$ 22,870</b>
<b>Cheltenham Station #4 Total</b>				<b>\$ 21,387</b>	<b>\$ 20,393</b>	<b>\$ 22,870</b>
Inglewood Station #5	Fire Stations	Expense	01-04-245-46010-105-62111 Maintenance & Repairs-Grounds	\$ 2,940	\$ 2,800	\$ 2,800
			01-04-245-46010-105-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000
			01-04-245-46010-105-62215 Natural Gas	\$ 2,387	\$ 2,785	\$ 3,600
			01-04-245-46010-105-62216 Electricity	\$ 3,041	\$ 3,075	\$ 3,250
			01-04-245-46010-105-62217 Water/Waste Water	\$ 150	\$ 150	\$ 142
			01-04-245-46010-105-62312 Insurance	\$ 1,932	\$ 1,813	\$ 1,777
	<b>Expense Total</b>	<b>\$ 16,450</b>	<b>\$ 16,623</b>	<b>\$ 17,569</b>		
<b>Fire Stations Total</b>				<b>\$ 16,450</b>	<b>\$ 16,623</b>	<b>\$ 17,569</b>
<b>Inglewood Station #5 Total</b>				<b>\$ 16,450</b>	<b>\$ 16,623</b>	<b>\$ 17,569</b>
Palgrave Station #6	Fire Stations	Expense	01-04-245-46010-106-62111 Maintenance & Repairs-Grounds	\$ 5,250	\$ 5,000	\$ 5,000
			01-04-245-46010-106-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000
			01-04-245-46010-106-62215 Natural Gas	\$ 3,016	\$ 3,003	\$ 4,200
			01-04-245-46010-106-62216 Electricity	\$ 1,819	\$ 1,882	\$ 2,250
			01-04-245-46010-106-62217 Water/Waste Water	\$ 132	\$ 132	\$ 125
			01-04-245-46010-106-62312 Insurance	\$ 816	\$ 766	\$ 751
	<b>Expense Total</b>	<b>\$ 17,033</b>	<b>\$ 16,783</b>	<b>\$ 18,326</b>		
<b>Fire Stations Total</b>				<b>\$ 17,033</b>	<b>\$ 16,783</b>	<b>\$ 18,326</b>
<b>Palgrave Station #6 Total</b>				<b>\$ 17,033</b>	<b>\$ 16,783</b>	<b>\$ 18,326</b>
Snelgrove Station #7	Fire Stations	Expense	01-04-245-46010-107-62111 Maintenance & Repairs-Grounds	\$ 15,540	\$ 14,800	\$ 14,800
			01-04-245-46010-107-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000
			01-04-245-46010-107-62215 Natural Gas	\$ 4,040	\$ 4,803	\$ 5,750
			01-04-245-46010-107-62216 Electricity	\$ 16,312	\$ 17,604	\$ 17,250
			01-04-245-46010-107-62217 Water/Waste Water	\$ 420	\$ 420	\$ 420
			01-04-245-46010-107-62312 Insurance	\$ 3,370	\$ 3,161	\$ 3,099
	<b>Expense Total</b>	<b>\$ 45,682</b>	<b>\$ 46,788</b>	<b>\$ 47,319</b>		
<b>Fire Stations Total</b>				<b>\$ 45,682</b>	<b>\$ 46,788</b>	<b>\$ 47,319</b>
<b>Snelgrove Station #7 Total</b>				<b>\$ 45,682</b>	<b>\$ 46,788</b>	<b>\$ 47,319</b>

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
FIRE & EMERGENCY SERVICES

Location/ Asset Type	Cost Centre/Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Mono Mills Station #8	Fire Stations	Expense	01-04-245-46010-108-62111 Maintenance & Repairs-Grounds	\$ 4,620	\$ 4,400	\$ 4,400	
			01-04-245-46010-108-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000	
			01-04-245-46010-108-62215 Natural Gas	\$ 2,553	\$ 2,526	\$ 3,600	
			01-04-245-46010-108-62216 Electricity	\$ 1,819	\$ 1,947	\$ 2,100	
			01-04-245-46010-108-62217 Water/Waste Water	\$ 105	\$ 105	\$ 105	
			01-04-245-46010-108-62312 Insurance	\$ 1,095	\$ 1,027	\$ 1,007	
	<b>Expense Total</b>	<b>\$ 16,192</b>	<b>\$ 16,005</b>	<b>\$ 17,212</b>			
<b>Fire Stations Total</b>				<b>\$ 16,192</b>	<b>\$ 16,005</b>	<b>\$ 17,212</b>	
<b>Mono Mills Station #8 Total</b>				<b>\$ 16,192</b>	<b>\$ 16,005</b>	<b>\$ 17,212</b>	
Caledon Station #9	Fire Stations	Expense	01-04-245-46010-109-62111 Maintenance & Repairs-Grounds	\$ 19,354	\$ 11,100	\$ 11,100	
			01-04-245-46010-109-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	\$ 6,000	
			01-04-245-46010-109-62215 Natural Gas	\$ 3,758	\$ 158	\$ 5,600	
			01-04-245-46010-109-62216 Electricity	\$ 10,340	\$ 1,140	\$ 12,700	
			01-04-245-46010-109-62217 Water/Waste Water	\$ 510	\$ 220	\$ 220	
			01-04-245-46010-109-62312 Insurance	\$ 5,606	\$ 2,914	\$ 2,857	
	<b>Expense Total</b>	<b>\$ 45,568</b>	<b>\$ 21,532</b>	<b>\$ 38,477</b>			
<b>Fire Stations Total</b>				<b>\$ 45,568</b>	<b>\$ 21,532</b>	<b>\$ 38,477</b>	
<b>Caledon Station #9 Total</b>				<b>\$ 45,568</b>	<b>\$ 21,532</b>	<b>\$ 38,477</b>	
Fire Administration	Administration	Revenue	01-04-115-40010-199-50310 External Cost Recovery - Admin	\$ (75,000)	\$ (20,000)	\$ (26,800)	
			01-04-115-40010-199-50531 Town of Mono	\$ (170,000)	\$ (160,000)	\$ (150,000)	
			01-04-115-40010-199-50535 Accident	\$ (84,300)	\$ (74,300)	\$ (77,000)	
			01-04-115-40010-199-50545 RofP Ambulance Rent	\$ (72,000)	\$ (72,000)	\$ (72,000)	
			01-04-115-40010-199-50550 Fire False Alarms	\$ (10,000)	\$ (7,500)	\$ (43,917)	
			01-04-115-40010-199-50655 Lease Revenue	\$ (20,500)	\$ -	\$ -	
			<b>Revenue Total</b>	<b>\$ (431,800)</b>	<b>\$ (333,800)</b>	<b>\$ (369,717)</b>	
			Expense	01-04-115-40010-199-61510 Salaries-Permanent	\$ 614,834	\$ 598,111	\$ 614,160
				01-04-115-40010-199-61513 Benefits-Permanent	\$ 169,968	\$ 164,786	\$ 170,921
				01-04-115-40010-199-62011 Office Supplies	\$ 4,500	\$ 4,500	\$ 4,500
	01-04-115-40010-199-62017 Caretaking Supplies	\$ 10,000		\$ 10,000	\$ 10,000		
	01-04-115-40010-199-62018 Operating Supplies	\$ 24,000		\$ 24,000	\$ 24,000		
	01-04-115-40010-199-62305 Computer Services	\$ 5,000		\$ 7,700	\$ 7,700		
	01-04-115-40010-199-62306 Publications	\$ 2,000		\$ 2,000	\$ 2,000		
	01-04-115-40010-199-62310 Training/Development/Seminars	\$ 10,000		\$ 10,000	\$ 10,000		
	01-04-115-40010-199-62311 Memberships/Dues	\$ 4,650		\$ 4,650	\$ 4,650		
	01-04-115-40010-199-62312 Insurance	\$ 4,732		\$ 4,440	\$ 4,353		
	01-04-115-40010-199-62314 Mileage	\$ 4,450		\$ 4,450	\$ 4,450		
	01-04-115-40010-199-62315 Printing & Advertising	\$ 5,750		\$ 5,750	\$ 5,750		
	01-04-115-40010-199-62346 Courier	\$ 1,200		\$ 1,200	\$ 1,200		
	01-04-115-40010-199-62396 Mobile Phones / Pagers	\$ 8,500	\$ 8,500	\$ 8,500			
	01-04-115-40010-199-62397 Telephone	\$ 23,000	\$ 23,000	\$ 23,000			
	<b>Expense Total</b>	<b>\$ 892,584</b>	<b>\$ 873,087</b>	<b>\$ 895,184</b>			
	<b>Administration Total</b>				<b>\$ 460,784</b>	<b>\$ 539,287</b>	<b>\$ 525,467</b>
	Fire Buildings	Expense	01-04-245-46060-199-62112 Maintenance & Repairs - Building	\$ 106,644	\$ 101,644	\$ 101,644	
	<b>Expense Total</b>				<b>\$ 106,644</b>	<b>\$ 101,644</b>	<b>\$ 101,644</b>
	<b>Fire Buildings Total</b>				<b>\$ 106,644</b>	<b>\$ 101,644</b>	<b>\$ 101,644</b>
	Fire Communications	Expense	01-04-245-46080-199-62127 Maintenance & Repairs - Radio	\$ 30,000	\$ 30,000	\$ 30,000	
			01-04-245-46080-199-62222 Dispatching Services	\$ 356,715	\$ 336,515	\$ 321,515	
	<b>Expense Total</b>				<b>\$ 386,715</b>	<b>\$ 366,515</b>	<b>\$ 351,515</b>
	<b>Fire Communications Total</b>				<b>\$ 386,715</b>	<b>\$ 366,515</b>	<b>\$ 351,515</b>
	Fire Emergency Management	Expense	01-04-310-46050-199-62219 Community Emergency Response Plan	\$ 20,200	\$ 20,200	\$ 20,200	
			<b>Expense Total</b>				<b>\$ 20,200</b>
<b>Fire Emergency Management Total</b>				<b>\$ 20,200</b>	<b>\$ 20,200</b>	<b>\$ 20,200</b>	
Fire Fleet	Revenue	01-04-245-46070-199-50986 Reserve Fund To Revenue		\$ (47,535)	\$ (47,535)	\$ (47,535)	
		<b>Revenue Total</b>				<b>\$ (47,535)</b>	<b>\$ (47,535)</b>
	Expense	01-04-245-46070-199-62013 Fuel	\$ 20,434	\$ 17,434	\$ 17,434		
		01-04-245-46070-199-62128 Maintenance & Repairs - Vehicle	\$ 94,700	\$ 94,700	\$ 94,700		
		01-04-245-46070-199-62312 Insurance	\$ 121,643	\$ 114,840	\$ 124,059		
		01-04-245-46070-199-62402 External Debt Repayment	\$ 47,535	\$ 47,535	\$ 47,535		
		01-04-245-46070-199-62416 Interdepartmental Charges	\$ 277,012	\$ 267,012	\$ 267,012		
		01-04-245-46070-199-62418 Debt Repayment	\$ 122,084	\$ 122,084	\$ 122,084		
		01-04-245-46070-199-62437 Contribution to Reserves	\$ 85,000	\$ 85,000	\$ 85,000		
		<b>Expense Total</b>	<b>\$ 768,408</b>	<b>\$ 748,605</b>	<b>\$ 757,824</b>		
<b>Fire Fleet Total</b>				<b>\$ 720,873</b>	<b>\$ 701,070</b>	<b>\$ 710,289</b>	

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
FIRE & EMERGENCY SERVICES

Location/ Asset Type	Cost Centre/Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Fire Administration	Fire Operations	Expense	01-04-245-46020-199-61520 Wages-Casual Temporary	\$ 2,138,719	\$ 1,952,876	\$ 1,737,300		
			01-04-245-46020-199-61523 Benefits-Casual Temporary	\$ 110,144	\$ 97,644	\$ 83,912		
			01-04-245-46020-199-61530 Wages-Fire Union	\$ 2,293,252	\$ 2,249,650	\$ 2,227,156		
			01-04-245-46020-199-61531 Overtime-Fire Union	\$ 65,600	\$ 65,600	\$ 65,600		
			01-04-245-46020-199-61533 Benefits-Fire Union	\$ 672,382	\$ 640,384	\$ 655,927		
			01-04-245-46020-199-62011 Office Supplies	\$ 1,000	\$ 3,000	\$ 3,000		
			01-04-245-46020-199-62014 Uniforms/Protective Clothing	\$ 120,767	\$ 62,767	\$ 62,767		
			01-04-245-46020-199-62126 Maintenance & Repairs - Equipment	\$ 73,348	\$ 73,348	\$ 73,348		
			01-04-245-46020-199-62334 Service Contracts	\$ 53,560	\$ 74,860	\$ 54,860		
			01-04-245-46020-199-62380 Occu Health & Safety Act Prog	\$ 35,000	\$ 36,930	\$ 23,330		
		01-04-245-46020-199-62412 Special Charges	\$ 52,000	\$ 53,000	\$ 53,000			
	<b>Expense Total</b>				<b>\$ 5,615,772</b>	<b>\$ 5,310,059</b>	<b>\$ 5,040,200</b>	
	<b>Fire Operations Total</b>				<b>\$ 5,615,772</b>	<b>\$ 5,310,059</b>	<b>\$ 5,040,200</b>	
	Fire Prevention	Revenue	01-04-310-46040-199-50345 Excavation	\$ (16,000)	\$ (16,000)	\$ (16,000)		
			01-04-310-46040-199-50347 Burn Permits	\$ (26,684)	\$ (76,684)	\$ (61,684)		
			01-04-310-46040-199-50860 Inspections	\$ (5,656)	\$ (5,656)	\$ (5,656)		
		<b>Revenue Total</b>				<b>\$ (48,340)</b>	<b>\$ (98,340)</b>	<b>\$ (83,340)</b>
		Expense	01-04-310-46040-199-61530 Wages-Fire Union	\$ 453,504	\$ 450,447	\$ 436,276		
			01-04-310-46040-199-61531 Overtime-Fire Union	\$ 8,000	\$ 8,000	\$ 8,000		
			01-04-310-46040-199-61533 Benefits-Fire Union	\$ 130,023	\$ 125,064	\$ 125,627		
			01-04-310-46040-199-62011 Office Supplies	\$ 1,500	\$ 3,000	\$ 3,000		
			01-04-310-46040-199-62014 Uniforms/Protective Clothing	\$ 3,975	\$ 3,975	\$ 3,975		
			01-04-310-46040-199-62018 Operating Supplies	\$ 5,550	\$ 5,550	\$ 5,550		
			01-04-310-46040-199-62020 E-Registration Fees	\$ 1,500	\$ 1,500	\$ 1,500		
			01-04-310-46040-199-62315 Printing & Advertising	\$ 3,000	\$ 4,000	\$ 4,000		
			01-04-310-46040-199-62391 Excavation Expense	\$ 4,600	\$ 4,600	\$ 4,600		
			01-04-310-46040-199-62441 Public Education	\$ 20,000	\$ 20,000	\$ 20,000		
		<b>Expense Total</b>				<b>\$ 631,652</b>	<b>\$ 626,136</b>	<b>\$ 612,528</b>
		<b>Fire Prevention Total</b>				<b>\$ 583,312</b>	<b>\$ 527,796</b>	<b>\$ 529,188</b>
	Fire Training	Expense	01-04-245-46030-199-61530 Wages - Fire Union	\$ 343,605	\$ 352,743	\$ 334,755		
			01-04-245-46030-199-61531 Overtime - Fire Union	\$ 5,000	\$ 5,000	\$ 5,000		
			01-04-245-46030-199-61533 Benefits - Fire Union	\$ 98,017	\$ 96,860	\$ 95,497		
			01-04-245-46030-199-62011 Office Supplies	\$ 1,500	\$ 1,500	\$ 1,500		
			01-04-245-46030-199-62014 Uniforms/ Protective Clothing	\$ 4,000	\$ 4,000	\$ 4,000		
			01-04-245-46030-199-62018 Operating Supplies	\$ 1,500	\$ 1,500	\$ 1,500		
			01-04-245-46030-199-62310 Training	\$ 56,000	\$ 56,000	\$ 50,000		
		<b>Expense Total</b>				<b>\$ 509,622</b>	<b>\$ 517,603</b>	<b>\$ 492,252</b>
	<b>Fire Training Total</b>				<b>\$ 509,622</b>	<b>\$ 517,603</b>	<b>\$ 492,252</b>	
	<b>Fire Administration Total</b>				<b>\$ 8,403,922</b>	<b>\$ 8,084,174</b>	<b>\$ 7,770,755</b>	
	<b>Fire &amp; Emergency Services Total</b>				<b>\$ 8,667,185</b>	<b>\$ 8,323,768</b>	<b>\$ 8,052,218</b>	

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
Facilities & Operations	Operations	Expense	01-08-465-73020-355-62114 Small Equip Repair/Purchase	\$ 4,000	\$ 4,000	\$ 4,000
			01-08-465-73020-355-62215 Natural Gas	\$ 3,919	\$ 3,859	\$ 4,869
			01-08-465-73020-355-62216 Electricity	\$ 8,194	\$ 12,369	\$ 11,722
			01-08-465-73020-355-62217 Water/Waste Water	\$ 2,383	\$ 2,225	\$ 596
			01-08-465-73020-355-62312 Insurance	\$ 6,525	\$ 6,156	\$ 3,741
			01-08-465-73020-405-61520 Wages-Casual Temporary	\$ 13,924	\$ 13,700	\$ 13,500
			01-08-465-73020-405-61523 Benefits-Casual Temporary	\$ 1,730	\$ 1,676	\$ 1,812
			01-08-465-73020-405-61540 Wages-CUPE	\$ 177,720	\$ 304,814	\$ 295,751
			01-08-465-73020-405-61543 Benefits-CUPE	\$ 58,033	\$ 97,310	\$ 98,482
			01-08-465-73020-405-62011 Office Supplies	\$ 500	\$ 500	\$ 500
			01-08-465-73020-405-62014 Uniforms/Protective Clothing	\$ 2,621	\$ 2,621	\$ 2,621
			01-08-465-73020-405-62017 Caretaking Supplies	\$ 7,313	\$ 7,313	\$ 7,313
			01-08-465-73020-405-62018 Operating Supplies	\$ 14,802	\$ 14,802	\$ 14,802
			01-08-465-73020-405-62112 Maintenance & Repairs-Building	\$ 27,126	\$ 27,126	\$ 27,126
			01-08-465-73020-405-62114 Small Equip Repair/Purchase	\$ 13,532	\$ 13,532	\$ 13,532
			01-08-465-73020-405-62215 Natural Gas	\$ 1,598	\$ 1,804	\$ 2,140
			01-08-465-73020-405-62216 Electricity	\$ 12,697	\$ 16,697	\$ 16,697
			01-08-465-73020-405-62217 Water/Waste Water	\$ -	\$ 3,224	\$ 3,224
			01-08-465-73020-405-62312 Insurance	\$ 34,901	\$ 32,919	\$ 32,274
			01-08-465-73020-405-62335 Contracted Services	\$ 22,123	\$ 22,123	\$ 22,123
			01-08-465-73020-405-62396 Mobile Phones / Pagers	\$ 67	\$ 67	\$ 67
			01-08-465-73020-405-62397 Telephone	\$ 550	\$ 550	\$ 550
			01-08-465-73020-405-62437 Contribution to Reserves	\$ 1,930	\$ 1,930	\$ 1,930
			01-08-465-73020-420-61510 Salaries-Permanent	\$ 81,732	\$ 80,326	\$ 79,145
			01-08-465-73020-420-61513 Benefits-Permanent	\$ 24,566	\$ 23,957	\$ 24,492
			01-08-465-73020-420-61520 Wages-Casual Temporary	\$ 43,106	\$ 42,002	\$ 41,200
			01-08-465-73020-420-61523 Benefits-Casual Temporary	\$ 5,356	\$ 5,138	\$ 5,114
			01-08-465-73020-420-61540 Wages-CUPE	\$ 422,933	\$ 293,212	\$ 294,135
			01-08-465-73020-420-61543 Benefits-CUPE	\$ 137,262	\$ 94,723	\$ 98,899
			01-08-465-73020-420-62014 Uniforms/Protective Clothing	\$ 3,200	\$ 3,200	\$ 3,200
			01-08-465-73020-420-62017 Caretaking Supplies	\$ 29,300	\$ 29,300	\$ 29,300
			01-08-465-73020-420-62018 Operating Supplies	\$ 38,100	\$ 38,100	\$ 38,100
			01-08-465-73020-420-62112 Maintenance & Repairs-Building	\$ 75,000	\$ 75,000	\$ 75,000
			01-08-465-73020-420-62114 Small Equip Repair/Purchase	\$ 30,000	\$ 30,000	\$ 30,000
			01-08-465-73020-420-62335 Contracted Services	\$ 69,700	\$ 69,700	\$ 69,700
			01-08-465-73020-430-61510 Salaries-Permanent	\$ 81,732	\$ 80,326	\$ 79,145
			01-08-465-73020-430-61513 Benefits-Permanent	\$ 24,566	\$ 23,957	\$ 24,492
			01-08-465-73020-430-61540 Wages-CUPE	\$ 391,198	\$ 346,584	\$ 342,123
			01-08-465-73020-430-61543 Benefits-CUPE	\$ 119,911	\$ 112,499	\$ 114,737
			01-08-465-73020-460-61510 Salaries-Permanent	\$ 81,732	\$ 80,331	\$ 79,145
			01-08-465-73020-460-61513 Benefits-Permanent	\$ 24,566	\$ 23,958	\$ 24,492
			01-08-465-73020-460-61520 Wages-Casual Temporary	\$ 7,721	\$ 7,610	\$ 7,500
			01-08-465-73020-460-61523 Benefits-Casual Temporary	\$ 960	\$ 931	\$ 931
			01-08-465-73020-460-61540 Wages-CUPE	\$ 410,072	\$ 416,358	\$ 404,301
			01-08-465-73020-460-61543 Benefits-CUPE	\$ 134,384	\$ 133,921	\$ 135,422
			01-08-465-73020-460-62017 Caretaking Supplies	\$ 11,388	\$ 11,388	\$ 11,388
			01-08-465-73020-460-62018 Operating Supplies	\$ 25,484	\$ 25,484	\$ 25,484
			01-08-465-73020-460-62112 Maintenance and Repairs - Building	\$ 9,000	\$ 8,807	\$ 8,807
			01-08-465-73020-460-62114 Small Equip Repair/Purchase	\$ 13,126	\$ 13,126	\$ 13,126
			01-08-465-73020-460-62335 Contracted Services	\$ 45,209	\$ 45,209	\$ 45,209
01-08-465-73020-466-61510 Salaries - Permanent	\$ 53,820	\$ 26,910	\$ -			
01-08-465-73020-466-61513 Benefits - Permanent	\$ 16,140	\$ 8,070	\$ -			
01-08-465-73020-466-61520 Casual Labour	\$ 20,000	\$ 10,000	\$ -			
01-08-465-73020-466-61523 Benefits - Casual Temporary	\$ 2,400	\$ 1,200	\$ -			
01-08-465-73020-466-61540 Wages - CUPE	\$ 261,862	\$ 130,931	\$ -			
01-08-465-73020-466-61543 Benefits - CUPE	\$ 78,558	\$ 39,279	\$ -			
01-08-465-73020-466-62014 Uniforms Protective Clothing	\$ 2,660	\$ 1,330	\$ -			
01-08-465-73020-466-62017 Caretaking Supplies	\$ 26,000	\$ 13,000	\$ -			
01-08-465-73020-466-62018 Operating Supplies	\$ 18,190	\$ 9,095	\$ -			
01-08-465-73020-466-62112 Maintenance & Repairs Building	\$ 12,026	\$ 6,013	\$ -			
01-08-465-73020-466-62114 Small Equipment Repair/Purchase	\$ 9,852	\$ 4,926	\$ -			
01-08-465-73020-466-62215 Natural Gas	\$ 28,000	\$ 14,000	\$ -			
01-08-465-73020-466-62216 Electricity	\$ 112,800	\$ 56,400	\$ -			
01-08-465-73020-466-62217 Water/ Waste Water	\$ 12,000	\$ 6,000	\$ -			
01-08-465-73020-466-62312 Insurance	\$ 8,000	\$ -	\$ -			
01-08-465-73020-466-62314 Mileage	\$ 932	\$ 400	\$ -			
01-08-465-73020-466-62335 Contracted Services	\$ 50,700	\$ 25,350	\$ -			
01-08-465-73020-466-62396 Mobile Communications	\$ 1,600	\$ 800	\$ -			
01-08-465-73020-470-62114 Small Equip Repair/Purchase	\$ 3,333	\$ 3,333	\$ -			

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Facilities & Operations	Operations	Expense	01-08-465-73020-470-62215 Natural Gas	\$ 2,939	\$ 2,939	\$ -	
			01-08-465-73020-470-62216 Electricity	\$ 11,446	\$ 11,446	\$ -	
			01-08-465-73020-470-62217 Water/Waste Water	\$ 1,731	\$ 1,731	\$ -	
			01-08-465-73020-470-62312 Insurance	\$ 3,118	\$ 3,118	\$ -	
			01-08-465-73020-470-62363 Winter Parking Lot Maint.	\$ 4,000	\$ 4,000	\$ -	
			<b>Expense Total</b>	<b>\$ 3,499,599</b>	<b>\$ 3,086,735</b>	<b>\$ 2,683,959</b>	
	<b>Operations Total</b>				<b>\$ 3,499,599</b>	<b>\$ 3,086,735</b>	<b>\$ 2,683,959</b>
	General Programs	Revenue	01-08-465-75500-325-50250 Program Registrations	\$ (1,250)	\$ (2,250)	\$ (2,250)	
		<b>Revenue Total</b>		<b>\$ (1,250)</b>	<b>\$ (2,250)</b>	<b>\$ (2,250)</b>	
	<b>General Programs Total</b>				<b>\$ (1,250)</b>	<b>\$ (2,250)</b>	<b>\$ (2,250)</b>
	Rentals	Revenue	01-08-465-77700-325-50060 Auditorium/Room Rentals	\$ (1,900)	\$ (4,400)	\$ (2,550)	
			01-08-465-77700-345-50060 Auditorium/Room Rentals	\$ (6,265)	\$ (2,265)	\$ (2,000)	
			01-08-465-77700-370-50060 Auditorium/Room Rentals	\$ (6,981)	\$ (6,981)	\$ (6,120)	
	<b>Revenue Total</b>				<b>\$ (15,146)</b>	<b>\$ (13,646)</b>	<b>\$ (10,670)</b>
	Expense		01-08-465-77700-325-61520 Wages-Casual Temporary	\$ 2,792	\$ 2,518	\$ 2,400	
			01-08-465-77700-325-61523 Benefits-Casual Temporary	\$ 347	\$ 308	\$ 298	
			01-08-465-77700-325-62018 Operating Supplies	\$ 200	\$ 200	\$ 200	
			01-08-465-77700-325-62112 Maintenance & Repairs-Building	\$ 1,000	\$ 1,000	\$ 1,000	
			01-08-465-77700-325-62216 Electricity	\$ 1,233	\$ 707	\$ 2,575	
			01-08-465-77700-325-62312 Insurance	\$ 1,069	\$ 1,021	\$ 1,001	
			01-08-465-77700-325-62335 Contracted Services	\$ 2,500	\$ 2,500	\$ 2,500	
			01-08-465-77700-325-62437 Contribution to Reserves	\$ 200	\$ 200	\$ 200	
			01-08-465-77700-345-61520 Wages-Casual Temporary	\$ 12,200	\$ 12,000	\$ 11,500	
			01-08-465-77700-345-61523 Benefits-Casual Temporary	\$ 1,517	\$ 1,468	\$ 1,427	
			01-08-465-77700-345-62011 Office Supplies	\$ 500	\$ 500	\$ 500	
		01-08-465-77700-345-62018 Operating Supplies	\$ 5,000	\$ 5,000	\$ 5,000		
		01-08-465-77700-345-62112 Maintenance & Repairs-Building	\$ 2,400	\$ 2,400	\$ 2,400		
		01-08-465-77700-345-62114 Small Equip Repair/Purchase	\$ 2,400	\$ 2,400	\$ 2,400		
		01-08-465-77700-345-62215 Natural Gas	\$ 4,815	\$ 4,815	\$ 4,815		
		01-08-465-77700-345-62216 Electricity	\$ 4,240	\$ 4,240	\$ 4,240		
		01-08-465-77700-345-62217 Water/Waste Water	\$ 1,712	\$ 1,712	\$ 1,712		
		01-08-465-77700-345-62312 Insurance	\$ 2,318	\$ 21,017	\$ 18,453		
		01-08-465-77700-345-62314 Mileage	\$ 1,400	\$ 1,400	\$ 1,400		
		01-08-465-77700-345-62335 Contracted Services	\$ 13,000	\$ 13,000	\$ 6,000		
		01-08-465-77700-345-62396 Mobile Phone/ Pagers	\$ 67	\$ 67	\$ 67		
		01-08-465-77700-370-61520 Wages-Casual Temporary	\$ 7,380	\$ 5,480	\$ 5,307		
		01-08-465-77700-370-61523 Benefits-Casual Temporary	\$ 917	\$ 670	\$ 663		
		01-08-465-77700-370-62014 Uniforms/Protective Clothing	\$ 100	\$ 100	\$ 100		
		01-08-465-77700-370-62018 Operating Supplies	\$ 200	\$ 200	\$ 200		
		01-08-465-77700-370-62112 Maintenance & Repairs-Building	\$ 2,000	\$ 2,000	\$ 2,000		
		01-08-465-77700-370-62114 Small Equip Repair/Purchase	\$ 200	\$ 200	\$ 200		
		01-08-465-77700-370-62215 Natural Gas	\$ 2,269	\$ 2,121	\$ 3,460		
		01-08-465-77700-370-62216 Electricity	\$ 1,593	\$ 1,549	\$ 2,036		
		01-08-465-77700-370-62217 Water/Waste Water	\$ 113	\$ 105	\$ 105		
		01-08-465-77700-370-62312 Insurance	\$ 2,404	\$ 2,254	\$ 2,210		
		01-08-465-77700-370-62335 Contracted Services	\$ 3,000	\$ 3,000	\$ 3,000		
		01-08-465-77700-370-62397 Telephone	\$ 550	\$ 400	\$ 400		
	01-08-465-77700-370-62437 Contribution to Reserves	\$ 400	\$ 400	\$ 400			
<b>Expense Total</b>				<b>\$ 82,036</b>	<b>\$ 96,952</b>	<b>\$ 90,169</b>	
<b>Rentals Total</b>				<b>\$ 66,890</b>	<b>\$ 83,306</b>	<b>\$ 79,499</b>	
<b>Facilities &amp; Operations Total</b>				<b>\$ 3,565,239</b>	<b>\$ 3,167,791</b>	<b>\$ 2,761,208</b>	
Parks Operations	Parks Operations	Revenue	01-08-385-71020-365-50308 Park Rentals	\$ (249,419)	\$ (277,419)	\$ (284,719)	
			01-08-385-71020-365-50319 Grants/Subsidies	\$ -	\$ -	\$ (10,000)	
			01-08-385-71020-365-50320 Peel Roadside Maintenance	\$ (53,000)	\$ (50,000)	\$ (100,000)	
	<b>Revenue Total</b>				<b>\$ (302,419)</b>	<b>\$ (327,419)</b>	<b>\$ (394,719)</b>
	Expense		01-08-385-71020-365-61510 Salaries-Permanent	\$ 390,326	\$ 291,477	\$ 283,489	
			01-08-385-71020-365-61512 Recovery-Salaries-Permanent	\$ (25,000)	\$ (20,000)	\$ (20,000)	
			01-08-385-71020-365-61513 Benefits-Permanent	\$ 110,540	\$ 81,396	\$ 80,980	
			01-08-385-71020-365-61520 Wages-Casual Temporary	\$ 111,114	\$ 126,194	\$ 123,700	
			01-08-385-71020-365-61523 Benefits-Casual Temporary	\$ 8,256	\$ 15,436	\$ 15,354	
			01-08-385-71020-365-61540 Wages-CUPE	\$ 954,056	\$ 895,642	\$ 877,509	
			01-08-385-71020-365-61541 Overtime-CUPE	\$ 20,075	\$ 20,075	\$ 20,075	
			01-08-385-71020-365-61543 Benefits-CUPE	\$ 246,661	\$ 215,709	\$ 220,737	
			01-08-385-71020-365-62014 Uniforms/Protective Clothing	\$ 18,732	\$ 19,332	\$ 18,907	
			01-08-385-71020-365-62216 Electricity	\$ 63,934	\$ 65,534	\$ 47,613	
			01-08-385-71020-365-62217 Water/Waste Water	\$ 77,075	\$ 62,628	\$ 57,467	
			01-08-385-71020-365-62239 Equipment	\$ 20,000	\$ 20,000	\$ 20,000	
			01-08-385-71020-365-62240 Vandalism	\$ -	\$ -	\$ 501	
		01-08-385-71020-365-62258 Sports - Contracts	\$ 10,000	\$ 10,000	\$ 10,000		
	01-08-385-71020-365-62300 Light Repairs - Parks	\$ 31,941	\$ 31,315	\$ 31,315			

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget			
Parks Operations	Parks Operations	Expense	01-08-385-71020-365-62310 Training/Development/Seminars	\$ 11,000	\$ 10,500	\$ 10,500			
			01-08-385-71020-365-62311 Memberships/Dues	\$ 3,300	\$ 3,300	\$ 3,300			
			01-08-385-71020-365-62312 Insurance	\$ 18,960	\$ 17,925	\$ 20,098			
			01-08-385-71020-365-62314 Mileage	\$ 4,550	\$ 4,550	\$ 4,550			
			01-08-385-71020-365-62325 Caledon Trailway Maintenance	\$ 6,605	\$ 6,475	\$ 6,475			
			01-08-385-71020-365-62335 Contracted Services	\$ 202,600	\$ 144,706	\$ 134,706			
			01-08-385-71020-365-62339 Communication Equipment	\$ -	\$ -	\$ 2,000			
			01-08-385-71020-365-62358 Materials	\$ 97,909	\$ 78,342	\$ 76,342			
			01-08-385-71020-365-62381 Tree Planting	\$ 24,622	\$ 26,247	\$ 26,247			
			01-08-385-71020-365-62396 Mobile Phones / Pagers	\$ 1,740	\$ 940	\$ 940			
			01-08-385-71020-365-62418 Debt Repayment	\$ 22,300	\$ 22,300	\$ 22,300			
			01-08-385-71020-365-62437 Contribution to Reserves	\$ 25,000	\$ -	\$ -			
			<b>Expense Total</b>	<b>\$ 2,456,296</b>	<b>\$ 2,150,023</b>	<b>\$ 2,095,105</b>			
			<b>Parks Operations Total</b>	<b>\$ 2,153,877</b>	<b>\$ 1,822,604</b>	<b>\$ 1,700,386</b>			
			Open Space Design	Revenue	01-08-385-71070-365-50860 Inspections	\$ (12,030)	\$ (12,030)	\$ (7,030)	
	<b>Revenue Total</b>	<b>\$ (12,030)</b>			<b>\$ (12,030)</b>	<b>\$ (7,030)</b>			
	Expense	01-08-385-71070-365-61510 Salaries-Permanent		\$ 359,456	\$ 355,984	\$ 241,331			
		01-08-385-71070-365-61513 Benefits-Permanent		\$ 90,202	\$ 104,319	\$ 74,345			
		01-08-385-71070-365-62011 Office Supplies		\$ 750	\$ 750	\$ 750			
		01-08-385-71070-365-62310 Training/Development/Seminars		\$ 8,000	\$ 7,000	\$ 6,000			
		01-08-385-71070-365-62311 Memberships/Dues		\$ 3,200	\$ 2,200	\$ 1,500			
		01-08-385-71070-365-62314 Mileage		\$ 2,850	\$ 1,050	\$ 750			
		01-08-385-71070-365-62396 Mobile Phones / Pagers		\$ 469	\$ 269	\$ 269			
		<b>Expense Total</b>		<b>\$ 464,927</b>	<b>\$ 471,572</b>	<b>\$ 324,945</b>			
		<b>Open Space Design Total</b>		<b>\$ 452,897</b>	<b>\$ 459,542</b>	<b>\$ 317,915</b>			
		<b>Parks Operations Total</b>		<b>\$ 2,606,774</b>	<b>\$ 2,282,146</b>	<b>\$ 2,018,301</b>			
		Programs & Community Development		Administration	Revenue	01-08-455-40010-460-50020 Ice Rentals	\$ (203,900)	\$ (232,000)	\$ (232,000)
						01-08-455-40010-460-50030 Arena Floor Rentals	\$ (9,571)	\$ (16,571)	\$ (16,571)
						01-08-455-40010-460-50060 Auditorium/Room Rentals	\$ (2,845)	\$ (2,845)	\$ (6,120)
	01-08-455-40010-460-50130 Ice Resurfacer Surcharge		\$ (6,210)			\$ (7,852)	\$ (7,698)		
	01-08-455-40010-465-50060 Auditorium/Room Rentals		\$ (20,400)			\$ (20,000)	\$ (10,000)		
	01-08-455-40010-465-50250 Program Registrations		\$ (5,100)			\$ (5,000)	\$ (5,000)		
	01-08-455-40010-466-50655 Lease Revenue		\$ (160,070)			\$ (80,035)	\$ -		
	<b>Revenue Total</b>		<b>\$ (408,096)</b>			<b>\$ (364,303)</b>	<b>\$ (277,389)</b>		
	Expense		01-08-455-40010-365-61510 Salaries-Permanent			\$ 329,723	\$ 312,386	\$ 298,397	
			01-08-455-40010-365-61512 Salary Recovery			\$ (40,000)	\$ (40,000)	\$ (40,000)	
			01-08-455-40010-365-61513 Benefits-Permanent			\$ 89,977	\$ 85,615	\$ 84,076	
			01-08-455-40010-365-62011 Office Supplies			\$ 750	\$ 750	\$ 750	
			01-08-455-40010-365-62310 Training/Development/Seminars			\$ 21,703	\$ 21,703	\$ 21,703	
			01-08-455-40010-365-62311 Memberships/Dues			\$ 6,750	\$ 6,750	\$ 6,750	
			01-08-455-40010-365-62314 Mileage			\$ 2,016	\$ 2,016	\$ 3,016	
			01-08-455-40010-365-62335 Contracted Services	\$ 269	\$ 269	\$ 269			
01-08-455-40010-365-62396 Mobile Phones / Pagers			\$ 600	\$ 600	\$ 600				
01-08-455-40010-405-61520 Wages-Casual Temporary			\$ 31,700	\$ 31,200	\$ 31,200				
01-08-455-40010-405-61523 Benefits-Casual Temporary			\$ 3,939	\$ 3,816	\$ 3,816				
01-08-455-40010-420-61510 Salaries-Permanent			\$ 266,790	\$ 161,649	\$ 160,165				
01-08-455-40010-420-61513 Benefits-Permanent			\$ 77,905	\$ 47,903	\$ 48,533				
01-08-455-40010-420-61520 Wages-Casual Temporary			\$ 230,466	\$ 225,325	\$ 215,800				
01-08-455-40010-420-61523 Benefits-Casual Temporary			\$ 28,634	\$ 27,562	\$ 40,975				
01-08-455-40010-420-62014 Uniforms/Protective Clothing			\$ 750	\$ 750	\$ 750				
01-08-455-40010-420-62018 Operating Supplies			\$ 12,400	\$ 12,400	\$ 12,400				
01-08-455-40010-420-62024 Pro Shop Supplies			\$ 15,000	\$ 15,000	\$ 15,000				
01-08-455-40010-420-62215 Natural Gas			\$ 74,510	\$ 72,939	\$ 80,000				
01-08-455-40010-420-62216 Electricity			\$ 207,432	\$ 229,932	\$ 218,136				
01-08-455-40010-420-62217 Water/Waste Water			\$ 26,647	\$ 24,881	\$ 23,584				
01-08-455-40010-420-62312 Insurance			\$ 32,716	\$ 30,864	\$ 40,411				
01-08-455-40010-420-62314 Mileage			\$ 5,146	\$ 5,146	\$ 5,146				
01-08-455-40010-420-62396 Mobile Phones / Pagers			\$ 2,283	\$ 2,283	\$ 2,283				
01-08-455-40010-420-62397 Telephone			\$ 4,000	\$ 4,000	\$ 5,000				
01-08-455-40010-420-62418 Debt Repayment			\$ 219,700	\$ 219,700	\$ 219,700				
01-08-455-40010-430-61510 Salaries-Permanent			\$ 163,492	\$ 154,768	\$ 153,803				
01-08-455-40010-430-61513 Benefits-Permanent	\$ 48,929		\$ 46,583	\$ 47,269					
01-08-455-40010-430-62396 Mobile Phones / Pagers	\$ 1,142		\$ 1,142	\$ 1,142					
01-08-455-40010-460-61510 Salaries-Permanent	\$ 163,282		\$ 154,363	\$ 145,018					
01-08-455-40010-460-61513 Benefits-Permanent	\$ 48,793		\$ 46,342	\$ 45,306					
01-08-455-40010-460-61520 Wages-Casual Temporary	\$ 64,938		\$ 63,041	\$ 54,900					
01-08-455-40010-460-61523 Benefits-Casual Temporary	\$ 8,068		\$ 7,711	\$ 6,814					
01-08-455-40010-460-62011 Office Supplies	\$ 3,000		\$ 3,000	\$ 3,000					
01-08-455-40010-460-62014 Uniforms/Protective Clothing	\$ 4,266	\$ 4,266	\$ 4,266						
01-08-455-40010-460-62215 Natural Gas	\$ 13,710	\$ 9,944	\$ 16,165						

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget				
Programs & Community Development	Administration	Expense	01-08-455-40010-460-62216 Electricity	\$ 92,610	\$ 97,121	\$ 79,870				
			01-08-455-40010-460-62217 Water/Waste Water	\$ 5,787	\$ 4,276	\$ 7,276				
			01-08-455-40010-460-62312 Insurance	\$ 20,651	\$ 19,482	\$ 20,512				
			01-08-455-40010-460-62314 Mileage	\$ 5,000	\$ 5,000	\$ 5,000				
			01-08-455-40010-460-62396 Mobile Phones / Pagers	\$ 1,478	\$ 1,478	\$ 1,478				
			01-08-455-40010-460-62397 Telephone	\$ 5,500	\$ 5,500	\$ 6,000				
			01-08-455-40010-460-62416 Interdepartmental Charges	\$ 1,000	\$ 1,000	\$ 1,000				
			01-08-455-40010-460-62437 Contribution to Reserves	\$ 16,477	\$ 19,952	\$ 17,203				
			01-08-455-40010-465-61520 Wages-Casual Temporary	\$ 25,800	\$ 25,375	\$ 25,000				
			01-08-455-40010-465-61523 Benefits-Casual Temporary	\$ 3,206	\$ 3,104	\$ 1,800				
			01-08-455-40010-465-62018 Operating Supplies	\$ 2,000	\$ 2,000	\$ 2,000				
			01-08-455-40010-465-62215 Natural Gas	\$ 2,000	\$ 2,000	\$ 2,000				
			01-08-455-40010-465-62216 Electricity	\$ 8,500	\$ 8,500	\$ 8,500				
			01-08-455-40010-465-62217 Water/Waste Water	\$ 200	\$ 200	\$ 200				
			01-08-455-40010-465-62312 Insurance	\$ 4,896	\$ 4,896	\$ 4,800				
			01-08-455-40010-465-62335 Contracted Services	\$ 27,000	\$ 27,000	\$ 27,000				
			01-08-455-40010-466-61510 Salaries - Permanent	\$ 44,492	\$ 22,246	\$ -				
			01-08-455-40010-466-61513 Benefits - Permanent	\$ 13,348	\$ 6,674	\$ -				
			01-08-455-40010-466-61520 Casual Labour	\$ 112,800	\$ 56,400	\$ -				
			01-08-455-40010-466-61523 Benefits - Casual Temporary	\$ 13,536	\$ 6,768	\$ -				
			01-08-455-40010-466-62011 Office Supplies	\$ 3,334	\$ 1,667	\$ -				
			01-08-455-40010-466-62014 Uniforms Protective Clothing	\$ 1,400	\$ 700	\$ -				
			01-08-455-40010-466-62018 Operating Supplies	\$ 5,000	\$ 2,500	\$ -				
			01-08-455-40010-466-62314 Mileage	\$ 1,334	\$ 667	\$ -				
			01-08-455-40010-466-62396 Mobile Communications	\$ 800	\$ 400	\$ -				
			01-08-455-40010-466-62397 Telephone	\$ 1,642	\$ 821	\$ -				
			<b>Expense Total</b>				<b>\$ 2,591,217</b>	<b>\$ 2,322,326</b>	<b>\$ 2,185,782</b>	
			<b>Administration Total</b>				<b>\$ 2,183,121</b>	<b>\$ 1,958,023</b>	<b>\$ 1,908,393</b>	
			Aquatics	Revenue		01-08-455-75200-420-50050 Miscellaneous	\$ (5,640)	\$ (5,508)	\$ (5,400)	
						01-08-455-75200-420-50070 Pool Rentals	\$ (5,000)	\$ -	\$ -	
						01-08-455-75200-420-50080 Public Swimming	\$ (15,000)	\$ (20,000)	\$ (20,000)	
						01-08-455-75200-420-50090 Swimming Lessons	\$ (375,340)	\$ (373,840)	\$ (373,840)	
						01-08-455-75200-420-50160 Memberships	\$ (36,000)	\$ (30,000)	\$ (30,000)	
	01-08-455-75200-420-50180 Pay As You Go	\$ (31,040)				\$ (25,040)	\$ (25,040)			
	01-08-455-75200-420-50243 Special Programs-taxable	\$ (65,280)				\$ (55,000)	\$ (43,340)			
	01-08-455-75200-460-50070 Pool Rentals	\$ (88,807)				\$ (83,807)	\$ (82,222)			
	01-08-455-75200-460-50080 Public Swimming	\$ (27,520)				\$ (27,520)	\$ (27,520)			
	01-08-455-75200-460-50090 Swimming Lessons	\$ (410,293)				\$ (367,890)	\$ (327,890)			
	01-08-455-75200-460-50160 Memberships	\$ (4,000)				\$ -	\$ -			
	01-08-455-75200-466-50160 Memberships	\$ (20,000)				\$ (10,000)	\$ -			
	01-08-455-75200-466-50180 Pay as you go	\$ (6,634)				\$ (3,317)	\$ -			
	01-08-455-75200-466-50243 Special Programs	\$ (13,334)				\$ (6,667)	\$ -			
	01-08-455-75200-466-50250 Program Registrations	\$ (136,566)				\$ (68,283)	\$ -			
	<b>Revenue Total</b>					<b>\$ (1,240,454)</b>	<b>\$ (1,076,872)</b>	<b>\$ (935,252)</b>		
	Expense						01-08-455-75200-420-61510 Salaries-Permanent	\$ 142,927	\$ 136,451	\$ 129,245
01-08-455-75200-420-61513 Benefits-Permanent							\$ 44,534	\$ 42,533	\$ 42,494	
01-08-455-75200-420-61520 Wages-Casual Temporary				\$ 301,657	\$ 289,049		\$ 262,136			
01-08-455-75200-420-61523 Benefits-Casual Temporary				\$ 37,478	\$ 35,356		\$ 32,518			
01-08-455-75200-420-62014 Uniforms/Protective Clothing				\$ 1,900	\$ 1,900		\$ 1,900			
01-08-455-75200-420-62021 Program Supplies				\$ 8,000	\$ 8,000		\$ 6,000			
01-08-455-75200-420-62414 Special Programs				\$ 20,000	\$ 20,000		\$ 18,000			
01-08-455-75200-425-62437 Contribution to Reserves				\$ 124,799	\$ 124,799		\$ 124,799			
01-08-455-75200-460-61510 Salaries-Permanent				\$ 146,615	\$ 77,487		\$ 73,401			
01-08-455-75200-460-61513 Benefits-Permanent				\$ 45,359	\$ 23,325		\$ 23,208			
01-08-455-75200-460-61520 Wages-Casual Temporary				\$ 233,785	\$ 223,696		\$ 200,793			
01-08-455-75200-460-61523 Benefits-Casual Temporary				\$ 29,046	\$ 27,362		\$ 24,922			
01-08-455-75200-460-62021 Program Supplies				\$ 9,380	\$ 9,380		\$ 9,380			
01-08-455-75200-460-62215 Natural Gas				\$ 20,566	\$ 24,255		\$ 24,255			
01-08-455-75200-460-62216 Electricity				\$ 138,660	\$ 136,160		\$ 116,160			
01-08-455-75200-460-62217 Water/Waste Water				\$ 8,632	\$ 8,914		\$ 10,914			
01-08-455-75200-466-61520 Casual Labour				\$ 101,284	\$ 50,642		\$ -			
01-08-455-75200-466-61523 Benefits - Casual Temporary			\$ 11,676	\$ 5,838	\$ -					
01-08-455-75200-466-62014 Uniforms Protective Clothing			\$ 3,800	\$ 1,900	\$ -					
01-08-455-75200-466-62018 Operating Supplies			\$ 10,000	\$ 5,000	\$ -					
01-08-455-75200-466-62021 Program Supplies			\$ 15,936	\$ 7,968	\$ -					
01-08-455-75200-466-62114 Small Equipment Repair / Purchase			\$ 2,484	\$ 1,242	\$ -					
01-08-455-75200-466-62314 Mileage			\$ 666	\$ 333	\$ -					
01-08-455-75200-466-62396 Mobile communications			\$ 800	\$ 400	\$ -					
<b>Expense Total</b>				<b>\$ 1,459,984</b>	<b>\$ 1,261,990</b>		<b>\$ 1,100,125</b>			
<b>Aquatics Total</b>				<b>\$ 219,530</b>	<b>\$ 185,118</b>		<b>\$ 164,873</b>			



TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Programs & Community Development	Concessions	Revenue	01-08-455-75300-405-50010 Snack Bar Sales	\$ (12,000)	\$ (12,000)	\$ (20,000)	
			01-08-455-75300-420-50050 Miscellaneous	\$ (10,000)	\$ (10,000)	\$ (20,000)	
			01-08-455-75300-420-50060 Auditorium/Room Rentals	\$ (52,452)	\$ (43,432)	\$ (29,580)	
			01-08-455-75300-420-50120 Pro Shop Sales	\$ (20,000)	\$ (25,000)	\$ (25,000)	
			01-08-455-75300-420-50135 Treatment Room	\$ (1,770)	\$ (1,770)	\$ (1,770)	
			01-08-455-75300-420-50231 Racquet/Equipmt Rental	\$ (1,200)	\$ (2,000)	\$ (2,000)	
			01-08-455-75300-420-50655 Lease Revenue	\$ (22,203)	\$ (21,878)	\$ (21,878)	
			01-08-455-75300-460-50010 Snack Bar Sales	\$ (20,000)	\$ (20,000)	\$ (30,000)	
			01-08-455-75300-460-50100 Vending Machine Sales	\$ (5,000)	\$ (8,000)	\$ (8,000)	
			01-08-455-75300-466-50100 Vending Machine Sales	\$ (2,666)	\$ (1,333)	\$ -	
			01-08-455-75300-466-50120 Pro Shop Sales	\$ (3,334)	\$ (1,667)	\$ -	
			<b>Revenue Total</b>	<b>\$ (150,625)</b>	<b>\$ (147,080)</b>	<b>\$ (158,228)</b>	
			Expense	01-08-455-75300-405-62023 Concession Purchases	\$ 9,000	\$ 9,000	\$ 13,600
				01-08-455-75300-460-61520 Wages-Casual Temporary	\$ 11,400	\$ 11,200	\$ 11,000
				01-08-455-75300-460-61523 Benefits-Casual Temporary	\$ 1,417	\$ 1,370	\$ 1,365
	01-08-455-75300-460-62023 Concession Purchases	\$ 12,000		\$ 15,000	\$ 20,000		
	<b>Expense Total</b>	<b>\$ 33,817</b>	<b>\$ 36,570</b>	<b>\$ 45,965</b>			
	<b>Concessions Total</b>				<b>\$ (116,808)</b>	<b>\$ (110,510)</b>	<b>\$ (112,263)</b>
	Fitness	Revenue	01-08-455-75400-420-50050 Miscellaneous	\$ (2,600)	\$ (2,600)	\$ (2,600)	
			01-08-455-75400-420-50160 Memberships	\$ (754,582)	\$ (754,582)	\$ (754,582)	
			01-08-455-75400-420-50180 Pay As You Go	\$ (64,200)	\$ (64,200)	\$ (64,200)	
			01-08-455-75400-420-50210 Lessons	\$ (77,000)	\$ (75,000)	\$ (75,000)	
			01-08-455-75400-420-50220 Child Minding	\$ (9,500)	\$ (9,500)	\$ (9,500)	
			01-08-455-75400-420-50242 Special Programs	\$ (32,700)	\$ (32,500)	\$ (32,500)	
			01-08-455-75400-420-50250 Program Registrations	\$ (22,650)	\$ (22,500)	\$ (22,500)	
			01-08-455-75400-420-50596 Reserve Allocation	\$ (43,918)	\$ (43,918)	\$ (43,918)	
			01-08-455-75400-466-50160 Memberships	\$ (213,334)	\$ (106,667)	\$ -	
			01-08-455-75400-466-50180 Pay as you go	\$ (16,334)	\$ (8,167)	\$ -	
			01-08-455-75400-466-50243 Special Programs	\$ (14,000)	\$ (7,000)	\$ -	
			01-08-455-75400-466-50250 Program registrations	\$ (4,666)	\$ (2,333)	\$ -	
			<b>Revenue Total</b>	<b>\$ (1,255,484)</b>	<b>\$ (1,128,967)</b>	<b>\$ (1,004,800)</b>	
			Expense	01-08-455-75400-420-61510 Salaries-Permanent	\$ 144,353	\$ 136,413	\$ 129,223
				01-08-455-75400-420-61513 Benefits-Permanent	\$ 44,853	\$ 42,525	\$ 42,489
01-08-455-75400-420-61520 Wages-Casual Temporary		\$ 232,299		\$ 227,819	\$ 213,900		
01-08-455-75400-420-61523 Benefits-Casual Temporary		\$ 28,861		\$ 27,867	\$ 26,549		
01-08-455-75400-420-62014 Uniforms/Protective Clothing		\$ 1,200		\$ 1,200	\$ 1,200		
01-08-455-75400-420-62021 Program Supplies		\$ 3,500		\$ 4,000	\$ 4,000		
01-08-455-75400-420-62114 Small Equip Repair/Purchase		\$ 13,000		\$ 14,000	\$ 14,000		
01-08-455-75400-420-62414 Special Programs		\$ 9,500		\$ 10,000	\$ 10,000		
01-08-455-75400-420-62437 Contribution to Reserves		\$ 45,350		\$ 45,350	\$ 43,918		
01-08-455-75400-466-61510 Salaries - Permanent		\$ 22,246		\$ 22,246	\$ -		
01-08-455-75400-466-61513 Benefits - Permanent		\$ 6,674		\$ 6,674	\$ -		
01-08-455-75400-466-61520 Casual Labour		\$ 69,334		\$ 34,667	\$ -		
01-08-455-75400-466-61523 Benefits - Casual Temporary		\$ 8,320		\$ 4,160	\$ -		
01-08-455-75400-466-62014 Uniforms Protective Clothing		\$ 3,800		\$ 1,900	\$ -		
01-08-455-75400-466-62018 Operating Supplies		\$ 3,000		\$ 1,500	\$ -		
01-08-455-75400-466-62021 Program Supplies		\$ 3,000		\$ 1,500	\$ -		
01-08-455-75400-466-62114 Small Equipment Repair / Purchase		\$ 6,666		\$ 3,333	\$ -		
01-08-455-75400-466-62314 Mileage		\$ 666		\$ 333	\$ -		
01-08-455-75400-466-62396 Mobile communications		\$ 800		\$ 400	\$ -		
<b>Expense Total</b>		<b>\$ 647,422</b>		<b>\$ 585,887</b>	<b>\$ 485,279</b>		
<b>Fitness Total</b>				<b>\$ (608,062)</b>	<b>\$ (543,080)</b>	<b>\$ (519,521)</b>	
General Programs	Revenue	01-08-455-75500-405-50020 Ice Rentals	\$ (240,941)	\$ (266,341)	\$ (285,600)		
		01-08-455-75500-405-50030 Arena Floor Rentals	\$ (10,690)	\$ (20,690)	\$ (20,690)		
		01-08-455-75500-405-50040 Public Skating	\$ (19,780)	\$ (19,780)	\$ (9,780)		
		01-08-455-75500-405-50045 Skating Registration	\$ (15,140)	\$ (11,000)	\$ (11,000)		
		01-08-455-75500-405-50050 Miscellaneous	\$ (47,093)	\$ (37,913)	\$ (37,913)		
		01-08-455-75500-405-50120 Pro Shop Sales	\$ -	\$ (9,180)	\$ (9,180)		
		01-08-455-75500-405-50130 Ice Resurfacer Surcharge	\$ (7,090)	\$ (9,548)	\$ (9,360)		
		01-08-455-75500-420-50180 Pay As You Go	\$ (38,200)	\$ (28,200)	\$ (25,200)		
		01-08-455-75500-420-50230 Rentals	\$ (29,830)	\$ (19,830)	\$ (19,830)		
		01-08-455-75500-420-50235 Fundraising	\$ (2,800)	\$ (3,600)	\$ (3,600)		
		01-08-455-75500-420-50242 Special Programs	\$ (159,430)	\$ (158,580)	\$ (158,580)		
		01-08-455-75500-430-50010 Snack Bar Sales	\$ (104,550)	\$ (104,550)	\$ (102,500)		
		01-08-455-75500-430-50020 Ice Rentals	\$ (641,023)	\$ (674,003)	\$ (657,050)		
		01-08-455-75500-430-50030 Arena Floor Rentals	\$ (6,896)	\$ (6,896)	\$ (6,220)		
		01-08-455-75500-430-50040 Public Skating	\$ (29,340)	\$ (25,340)	\$ (25,340)		
		01-08-455-75500-430-50130 Ice Resurfacer Surcharge	\$ (19,170)	\$ (21,216)	\$ (20,800)		
		01-08-455-75500-430-50250 Program Registrations	\$ (60,520)	\$ (55,520)	\$ (42,520)		

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Programs & Community Development	General Programs	Revenue	01-08-455-75500-430-50655 Lease Revenue	\$ (2,400)	\$ -	\$ -	
			01-08-455-75500-445-50250 Program Registrations	\$ (4,527)	\$ (6,000)	\$ (5,500)	
			01-08-455-75500-450-50020 Ice Rentals	\$ (93,000)	\$ (106,000)	\$ (88,434)	
			01-08-455-75500-450-50030 Arena Floor Rentals	\$ (8,524)	\$ (8,354)	\$ (4,620)	
			01-08-455-75500-450-50040 Public Skating	\$ (8,500)	\$ (6,500)	\$ (6,500)	
			01-08-455-75500-450-50100 Vending Machine Sales	\$ (1,000)	\$ (1,000)	\$ (1,000)	
			01-08-455-75500-450-50130 Ice Resurfacer Surcharge	\$ (2,730)	\$ (4,162)	\$ (4,080)	
			01-08-455-75500-450-50250 Program Registrations	\$ (6,561)	\$ (5,000)	\$ (5,000)	
			01-08-455-75500-455-50250 Program Registrations	\$ (7,071)	\$ (7,000)	\$ (7,000)	
			01-08-455-75500-460-50040 Public Skating	\$ (5,500)	\$ (4,250)	\$ (4,250)	
			01-08-455-75500-460-50250 Program Registration	\$ (25,187)	\$ (18,600)	\$ (12,600)	
			01-08-455-75500-466-50160 Memberships	\$ (1,150)	\$ (575)	\$ -	
			01-08-455-75500-466-50180 Pay as you go	\$ (5,516)	\$ (2,758)	\$ -	
			01-08-455-75500-466-50250 Program registrations	\$ (26,666)	\$ (13,333)	\$ -	
			<b>Revenue Total</b>	<b>\$ (1,630,825)</b>	<b>\$ (1,655,719)</b>	<b>\$ (1,584,147)</b>	
			Expense	01-08-455-75500-345-61520 Wages-Casual Temporary	\$ 4,400	\$ 4,300	\$ 4,200
				01-08-455-75500-345-61523 Benefits-Casual Temporary	\$ 547	\$ 526	\$ 521
		01-08-455-75500-355-61520 Wages-Casual Temporary		\$ 17,210	\$ 16,800	\$ 16,543	
		01-08-455-75500-355-61523 Benefits-Casual Temporary		\$ 2,139	\$ 2,055	\$ 2,075	
		01-08-455-75500-355-62018 Operating Supplies		\$ 6,500	\$ 7,000	\$ 7,000	
		01-08-455-75500-355-62335 Contracted Services		\$ 17,000	\$ 17,500	\$ 17,500	
		01-08-455-75500-405-61520 Wages-Casual Temporary		\$ 42,231	\$ 41,500	\$ 36,000	
		01-08-455-75500-405-61523 Benefits-Casual Temporary		\$ 5,248	\$ 5,077	\$ 4,468	
		01-08-455-75500-405-62014 Uniforms/Protective Clothing		\$ 1,000	\$ 1,000	\$ 1,000	
		01-08-455-75500-405-62021 Program Supplies		\$ 1,500	\$ 2,500	\$ 2,500	
		01-08-455-75500-405-62215 Natural Gas		\$ 10,827	\$ 12,223	\$ 14,500	
		01-08-455-75500-405-62216 Electricity		\$ 71,848	\$ 70,048	\$ 69,998	
		01-08-455-75500-405-62217 Water/Waste Water		\$ 12,104	\$ 11,604	\$ 11,604	
		01-08-455-75500-405-62397 Telephone		\$ 1,500	\$ 1,500	\$ 1,500	
		01-08-455-75500-405-62437 Contribution to Reserves		\$ 16,042	\$ 12,852	\$ 6,967	
		01-08-455-75500-420-61510 Salaries-Permanent		\$ 66,374	\$ 144,163	\$ 136,568	
		01-08-455-75500-420-61513 Benefits-Permanent		\$ 21,128	\$ 44,247	\$ 44,130	
		01-08-455-75500-420-61520 Wages-Casual Temporary		\$ 229,174	\$ 224,300	\$ 198,400	
		01-08-455-75500-420-61523 Benefits-Casual Temporary		\$ 28,473	\$ 27,436	\$ 24,589	
		01-08-455-75500-420-62014 Uniforms/Protective Clothing		\$ 1,200	\$ 1,200	\$ 1,200	
		01-08-455-75500-420-62018 Operating Supplies		\$ 2,768	\$ 2,768	\$ 2,768	
		01-08-455-75500-420-62021 Program Supplies		\$ 5,450	\$ 5,950	\$ 5,950	
		01-08-455-75500-420-62335 Contracted Services		\$ 7,000	\$ 7,500	\$ 7,500	
		01-08-455-75500-420-62414 Special Programs		\$ 1,500	\$ 2,000	\$ 2,000	
		01-08-455-75500-420-62416 Interdepartmental Charges		\$ 1,000	\$ 3,000	\$ 3,000	
		01-08-455-75500-430-61510 Salaries-Permanent		\$ 136,851	\$ 128,999	\$ 133,909	
		01-08-455-75500-430-61513 Benefits-Permanent		\$ 43,174	\$ 40,876	\$ 43,536	
		01-08-455-75500-430-61520 Wages-Casual Temporary		\$ 94,393	\$ 92,077	\$ 87,100	
		01-08-455-75500-430-61523 Benefits-Casual Temporary		\$ 11,728	\$ 11,263	\$ 10,811	
		01-08-455-75500-430-62011 Office Supplies		\$ 2,000	\$ 2,000	\$ 2,000	
		01-08-455-75500-430-62014 Uniforms/Protective Clothing		\$ 7,631	\$ 4,631	\$ 4,631	
		01-08-455-75500-430-62017 Caretaking Supplies		\$ 14,649	\$ 14,649	\$ 14,649	
		01-08-455-75500-430-62018 Operating Supplies		\$ 17,139	\$ 17,139	\$ 16,804	
		01-08-455-75500-430-62021 Program Supplies		\$ 6,304	\$ 6,304	\$ 6,304	
		01-08-455-75500-430-62023 Concession Purchases		\$ 61,250	\$ 61,250	\$ 61,250	
		01-08-455-75500-430-62112 Maintenance & Repairs-Building		\$ 21,064	\$ 21,564	\$ 21,564	
		01-08-455-75500-430-62114 Small Equip Repair/Purchase		\$ 16,425	\$ 17,425	\$ 17,425	
		01-08-455-75500-430-62216 Electricity		\$ 311,499	\$ 299,499	\$ 271,499	
		01-08-455-75500-430-62217 Water/Waste Water		\$ 20,930	\$ 20,930	\$ 20,930	
		01-08-455-75500-430-62312 Insurance		\$ 33,952	\$ 35,567	\$ 30,017	
		01-08-455-75500-430-62314 Mileage		\$ 3,100	\$ 2,100	\$ 2,100	
		01-08-455-75500-430-62335 Contracted Services		\$ 76,500	\$ 76,500	\$ 75,000	
		01-08-455-75500-430-62397 Telephone		\$ 5,574	\$ 5,574	\$ 5,274	
		01-08-455-75500-430-62416 Interdepartmental Charges		\$ 1,500	\$ 1,500	\$ 1,500	
		01-08-455-75500-430-62418 Debt Repayment		\$ 128,300	\$ 128,300	\$ 128,300	
		01-08-455-75500-430-62437 Contribution to Reserves		\$ 19,170	\$ -	\$ -	
		01-08-455-75500-450-61520 Wages-Casual Temporary		\$ 9,419	\$ 9,200	\$ 8,200	
		01-08-455-75500-450-61523 Benefits-Casual Temporary		\$ 1,171	\$ 1,125	\$ 1,018	
		01-08-455-75500-450-62018 Operating Supplies		\$ 6,000	\$ 6,000	\$ 6,000	
		01-08-455-75500-450-62023 Concession Purchases		\$ 750	\$ 750	\$ 750	
		01-08-455-75500-450-62112 Maintenance & Repairs-Building		\$ 3,018	\$ 3,018	\$ 3,018	
		01-08-455-75500-450-62114 Small Equip Repair/Purchase		\$ 3,018	\$ 3,018	\$ 3,018	
		01-08-455-75500-450-62215 Natural Gas		\$ 4,560	\$ 7,729	\$ 9,066	
		01-08-455-75500-450-62216 Electricity		\$ 92,130	\$ 79,500	\$ 65,000	
		01-08-455-75500-450-62217 Water/Waste Water		\$ 5,721	\$ 4,375	\$ 4,375	

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
Programs & Community Development	General Programs	Expense	01-08-455-75500-450-62312 Insurance	\$ 26,624	\$ 25,117	\$ 23,247
			01-08-455-75500-450-62335 Contracted Services	\$ 17,059	\$ 17,059	\$ 17,059
			01-08-455-75500-450-62396 Mobile Phones / Pagers	\$ 269	\$ 269	\$ 269
			01-08-455-75500-450-62397 Telephone	\$ 1,000	\$ 1,000	\$ 1,000
			01-08-455-75500-450-62437 Contribution to Reserves	\$ 3,916	\$ 2,700	\$ 2,700
			01-08-455-75500-460-61510 Salaries-Permanent	\$ 81,583	\$ 136,315	\$ 124,345
			01-08-455-75500-460-61513 Benefits-Permanent	\$ 24,532	\$ 42,503	\$ 41,399
			01-08-455-75500-460-61520 Wages-Casual Temporary	\$ 7,770	\$ 7,600	\$ 7,500
			01-08-455-75500-460-61523 Benefits-Casual Temporary	\$ 966	\$ 930	\$ 931
			01-08-455-75500-460-62021 Program Supplies	\$ 3,000	\$ 3,000	\$ 3,000
			01-08-455-75500-466-61510 Salaries - Permanent	\$ 66,738	\$ 22,246	\$ -
			01-08-455-75500-466-61513 Benefits - Permanent	\$ 20,022	\$ 6,674	\$ -
			01-08-455-75500-466-61520 Casual Labour	\$ 30,000	\$ 15,000	\$ -
			01-08-455-75500-466-61523 Benefits - Casual Temporary	\$ 3,600	\$ 1,800	\$ -
			01-08-455-75500-466-62014 Uniforms Protective Clothing	\$ 3,800	\$ 1,900	\$ -
			01-08-455-75500-466-62021 Program Supplies	\$ 3,000	\$ 1,500	\$ -
			01-08-455-75500-466-62114 Small Equipment Repair / Purchase	\$ 1,666	\$ 833	\$ -
			01-08-455-75500-466-62314 Mileage	\$ 666	\$ 333	\$ -
			01-08-455-75500-466-62396 Mobile communications	\$ 536	\$ 400	\$ -
			01-08-455-75500-470-61520 Wages-Casual Temporary	\$ 11,000	\$ 10,800	\$ -
	01-08-455-75500-470-61523 Benefits-Casual Temporary	\$ 1,367	\$ 1,321	\$ -		
	01-08-455-75500-470-62018 Operating Supplies	\$ 6,433	\$ 6,433	\$ -		
	01-08-455-75500-470-62335 Contracted Services	\$ 15,478	\$ 15,478	\$ -		
	<b>Expense Total</b>	<b>\$ 2,064,108</b>	<b>\$ 2,093,122</b>	<b>\$ 1,898,979</b>		
	<b>General Programs Total</b>	<b>\$ 433,283</b>	<b>\$ 437,403</b>	<b>\$ 314,832</b>		
	Caledon Day	Revenue	01-08-455-75900-365-50050 Miscellaneous Revenue	\$ (35,000)	\$ (30,000)	\$ -
			01-08-455-75900-365-50760 Special Events	\$ (65,000)	\$ (60,000)	\$ (40,000)
		<b>Revenue Total</b>	<b>\$ (100,000)</b>	<b>\$ (90,000)</b>	<b>\$ (40,000)</b>	
		Expense	01-08-455-75900-365-62018 Operating Supplies	\$ 10,200	\$ 10,200	\$ 5,200
			01-08-455-75900-365-62315 Printing & Advertising	\$ 5,200	\$ 5,200	\$ 3,700
	01-08-455-75900-365-62335 Contracted Services		\$ 59,600	\$ 54,600	\$ 41,100	
	<b>Expense Total</b>	<b>\$ 105,000</b>	<b>\$ 94,000</b>	<b>\$ 50,000</b>		
	<b>Caledon Day Total</b>	<b>\$ 5,000</b>	<b>\$ 4,000</b>	<b>\$ 10,000</b>		
	Camp Programs	Revenue	01-08-455-75910-365-50051 Uniforms - Recovery	\$ (2,000)	\$ (2,000)	\$ (2,000)
			01-08-455-75910-365-50250 Program Registrations	\$ (455,640)	\$ (375,000)	\$ (375,000)
			01-08-455-75910-365-50255 Extended Camp Fees	\$ (19,360)	\$ (19,360)	\$ (19,360)
			01-08-455-75910-365-50258 Reach for the Rainbow	\$ (60,000)	\$ (10,000)	\$ -
			01-08-455-75910-365-50319 Grants/Subsidies	\$ -	\$ (40,000)	\$ (40,000)
		<b>Revenue Total</b>	<b>\$ (537,000)</b>	<b>\$ (446,360)</b>	<b>\$ (436,360)</b>	
		Expense	01-08-455-75910-365-61520 Wages-Casual Temporary	\$ 395,156	\$ 331,669	\$ 262,871
01-08-455-75910-365-61523 Benefits-Casual Temporary			\$ 49,094	\$ 40,570	\$ 32,628	
01-08-455-75910-365-62014 Uniforms/Protective Clothing			\$ 6,000	\$ 6,000	\$ 6,000	
01-08-455-75910-365-62021 Program Supplies			\$ 29,500	\$ 29,500	\$ 29,500	
01-08-455-75910-365-62314 Mileage	\$ 1,000		\$ 1,000	\$ 1,000		
01-08-455-75910-365-62335 Contracted Services	\$ 3,700	\$ 5,500	\$ 5,500			
01-08-455-75910-365-62348 Transportation/Bus Rental	\$ 6,500	\$ 5,500	\$ 5,500			
01-08-455-75910-365-62396 Mobile Phones / Pagers	\$ 967	\$ 167	\$ 167			
<b>Expense Total</b>	<b>\$ 491,917</b>	<b>\$ 419,906</b>	<b>\$ 343,166</b>			
<b>Camp Programs Total</b>	<b>\$ (45,000)</b>	<b>\$ (26,454)</b>	<b>\$ (93,194)</b>			
Preschool/ Child Care	Revenue	01-08-455-75940-405-50060 Auditorium/Room Rentals	\$ (90,463)	\$ (88,706)	\$ (88,706)	
		<b>Revenue Total</b>	<b>\$ (90,463)</b>	<b>\$ (88,706)</b>	<b>\$ (88,706)</b>	
	Expense	01-08-455-75940-405-62215 Natural Gas	\$ 1,598	\$ 1,804	\$ 2,140	
		01-08-455-75940-405-62216 Electricity	\$ 16,566	\$ 16,098	\$ 14,840	
		01-08-455-75940-405-62335 Contracted Services	\$ 5,804	\$ 5,804	\$ 6,304	
01-08-455-75940-405-62437 Contribution to Reserves	\$ 1,672	\$ 1,672	\$ 1,672			
<b>Expense Total</b>	<b>\$ 25,640</b>	<b>\$ 25,378</b>	<b>\$ 24,956</b>			
<b>Preschool/ Child Care Total</b>	<b>\$ (64,823)</b>	<b>\$ (63,328)</b>	<b>\$ (63,750)</b>			
Corporate Events	Expense	01-08-455-75970-365-62018 Operating Supplies	\$ 1,000	\$ -	\$ 1,000	
		01-08-455-75970-365-62335 Contracted Services	\$ 4,000	\$ -	\$ 13,000	
		01-08-455-75970-420-62018 Operating Supplies	\$ 1,933	\$ 2,933	\$ 2,933	
		01-08-455-75970-430-62018 Operating Supplies	\$ 933	\$ 933	\$ 933	
		01-08-455-75970-460-62018 Operating Supplies	\$ 933	\$ 933	\$ 933	
		01-08-455-75970-460-62335 Contracted Services	\$ 1,000	\$ 1,000	\$ 1,000	
		01-08-455-75970-466-62018 Operating Supplies	\$ 2,666	\$ 1,333	\$ -	
<b>Expense Total</b>	<b>\$ 12,465</b>	<b>\$ 7,132</b>	<b>\$ 19,799</b>			
<b>Corporate Events Total</b>	<b>\$ 12,465</b>	<b>\$ 7,132</b>	<b>\$ 19,799</b>			
<b>Programs &amp; Community Development Total</b>	<b>\$ 2,018,623</b>	<b>\$ 1,848,304</b>	<b>\$ 1,629,169</b>			

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Support Services	Administration	Revenue	01-08-445-40010-365-50319 Grants/Subsidies	\$ (8,000)	\$ (8,000)	\$ (10,000)		
			01-08-445-40010-365-50986 Reserve Fund To Revenue	\$ (7,000)	\$ -	\$ -		
		<b>Revenue Total</b>		<b>\$ (15,000)</b>	<b>\$ (8,000)</b>	<b>\$ (10,000)</b>		
		Expense	01-08-445-40010-365-61510 Salaries-Permanent	\$ 592,947	\$ 566,993	\$ 513,720		
			01-08-445-40010-365-61513 Benefits-Permanent	\$ 182,569	\$ 172,717	\$ 161,111		
			01-08-445-40010-365-61520 Wages-Casual Temporary	\$ 41,582	\$ 69,921	\$ 34,600		
			01-08-445-40010-365-61523 Benefits-Casual Temporary	\$ 5,553	\$ 8,472	\$ 4,295		
			01-08-445-40010-365-62011 Office Supplies	\$ 750	\$ 750	\$ 750		
			01-08-445-40010-365-62018 Operating Supplies	\$ 1,500	\$ 500	\$ 500		
			01-08-445-40010-365-62020 E-Registration Fees	\$ 17,000	\$ 24,000	\$ 21,500		
			01-08-445-40010-365-62310 Training/Development/Seminars	\$ 12,280	\$ 9,780	\$ 9,280		
			01-08-445-40010-365-62314 Mileage	\$ 4,700	\$ 2,200	\$ 2,200		
			01-08-445-40010-365-62315 Printing & Advertising	\$ 54,950	\$ 72,950	\$ 72,950		
			01-08-445-40010-365-62335 Contracted Services	\$ 5,000	\$ 2,500	\$ 2,500		
			01-08-445-40010-365-62356 Community Development	\$ 4,000	\$ 2,500	\$ 2,500		
			01-08-445-40010-365-62396 Mobile Phones / Pagers	\$ 2,355	\$ 1,555	\$ 1,555		
		<b>Expense Total</b>		<b>\$ 925,186</b>	<b>\$ 934,838</b>	<b>\$ 827,461</b>		
		<b>Administration Total</b>			<b>\$ 910,186</b>	<b>\$ 926,838</b>	<b>\$ 817,461</b>	
		Rentals	Revenue		01-08-445-77700-355-50060 Auditorium/Room Rentals	\$ (12,240)	\$ (12,240)	\$ (19,380)
					01-08-445-77700-365-50232 Arena Board Advertising	\$ (24,560)	\$ (24,560)	\$ (24,560)
				01-08-445-77700-365-50417 All Sport Insurance	\$ (12,000)	\$ (12,000)	\$ (10,000)	
				01-08-445-77700-365-50533 Advertising Sales-External	\$ (10,000)	\$ (16,000)	\$ (16,000)	
				01-08-445-77700-405-50060 Auditorium/Room Rentals	\$ (70,496)	\$ (70,496)	\$ (66,512)	
				01-08-445-77700-405-50230 Rentals	\$ (138,022)	\$ (81,652)	\$ (80,051)	
				01-08-445-77700-410-50060 Auditorium/Room Rentals	\$ (2,040)	\$ (2,040)	\$ (2,000)	
				01-08-445-77700-410-50230 Rentals	\$ (7,310)	\$ (20,531)	\$ (20,128)	
				01-08-445-77700-430-50060 Auditorium/Room Rentals	\$ (53,516)	\$ (52,466)	\$ (49,880)	
				01-08-445-77700-440-50060 Auditorium/Room Rentals	\$ (7,240)	\$ (7,240)	\$ (7,240)	
				01-08-445-77700-440-50230 Rentals	\$ (13,433)	\$ (36,674)	\$ (35,955)	
				01-08-445-77700-445-50060 Auditorium/Room Rentals	\$ (8,750)	\$ (8,750)	\$ (6,540)	
				01-08-445-77700-445-50230 Rentals	\$ (6,184)	\$ (29,185)	\$ (28,613)	
				01-08-445-77700-455-50060 Auditorium/Room Rentals	\$ (10,969)	\$ (10,754)	\$ (14,055)	
				01-08-445-77700-455-50230 Rentals	\$ (23,107)	\$ (25,349)	\$ (24,852)	
				01-08-445-77700-466-50060 Auditorium/Room Rentals	\$ (20,000)	\$ (10,000)	\$ -	
				01-08-445-77700-466-50230 Rentals	\$ (7,334)	\$ (3,667)	\$ -	
				01-08-445-77700-470-50060 Auditorium/Room Rentals	\$ (10,262)	\$ (10,262)	\$ -	
	<b>Revenue Total</b>					<b>\$ (437,463)</b>	<b>\$ (433,866)</b>	<b>\$ (405,766)</b>
	Expense				01-08-445-77700-365-62326 Game Day Insurance	\$ 12,000	\$ 12,000	\$ 10,000
				01-08-445-77700-405-62112 Maintenance & Repairs-Building	\$ 2,646	\$ 2,646	\$ 2,646	
				01-08-445-77700-405-62215 Natural Gas	\$ 6,080	\$ 6,864	\$ 8,142	
				01-08-445-77700-405-62216 Electricity	\$ 60,739	\$ 59,239	\$ 54,609	
				01-08-445-77700-405-62335 Contracted Services	\$ 10,607	\$ 10,607	\$ 10,607	
				01-08-445-77700-405-62397 Telephone	\$ 500	\$ 500	\$ 500	
				01-08-445-77700-405-62437 Contribution to Reserves	\$ 1,443	\$ 1,443	\$ 1,443	
				01-08-445-77700-410-61520 Wages-Casual Temporary	\$ 12,200	\$ 11,959	\$ 11,500	
				01-08-445-77700-410-61523 Benefits-Casual Temporary	\$ 1,516	\$ 1,463	\$ 1,427	
				01-08-445-77700-410-62018 Operating Supplies	\$ 586	\$ 586	\$ 586	
				01-08-445-77700-410-62112 Maintenance & Repairs-Building	\$ 1,434	\$ 1,406	\$ 1,406	
				01-08-445-77700-410-62114 Small Equip Repair/Purchase	\$ 509	\$ 509	\$ 509	
				01-08-445-77700-410-62215 Natural Gas	\$ 2,414	\$ 2,414	\$ 3,289	
				01-08-445-77700-410-62216 Electricity	\$ 5,730	\$ 5,730	\$ 7,704	
				01-08-445-77700-410-62217 Water/Waste Water	\$ 220	\$ 185	\$ 185	
				01-08-445-77700-410-62312 Insurance	\$ 4,102	\$ 3,870	\$ 3,451	
				01-08-445-77700-410-62335 Contracted Services	\$ 4,320	\$ 4,235	\$ 4,235	
				01-08-445-77700-430-61520 Wages-Casual Temporary	\$ 88,000	\$ 86,461	\$ 77,700	
				01-08-445-77700-430-61523 Benefits-Casual Temporary	\$ 10,934	\$ 10,576	\$ 9,644	
				01-08-445-77700-430-61540 Wages-CUPE	\$ -	\$ 41,800	\$ 41,200	
				01-08-445-77700-430-61543 Benefits-CUPE	\$ -	\$ 5,113	\$ 5,278	
				01-08-445-77700-430-62215 Natural Gas	\$ 48,528	\$ 51,910	\$ 61,500	
				01-08-445-77700-430-62217 Water/Waste Water	\$ 1,000	\$ 1,000	\$ 1,000	
				01-08-445-77700-430-62335 Contracted Services	\$ 1,000	\$ 5,000	\$ 5,000	
				01-08-445-77700-430-62437 Contribution to Reserves	\$ 1,900	\$ 1,900	\$ 1,900	
				01-08-445-77700-440-61520 Wages-Casual Temporary	\$ 7,634	\$ 7,500	\$ 7,414	
				01-08-445-77700-440-61523 Benefits-Casual Temporary	\$ 949	\$ 917	\$ 928	
				01-08-445-77700-440-62018 Operating Supplies	\$ 1,500	\$ 400	\$ 400	
				01-08-445-77700-440-62112 Maintenance & Repairs-Building	\$ 2,040	\$ 2,000	\$ 2,000	
				01-08-445-77700-440-62114 Small Equip Repair/Purchase	\$ 400	\$ 400	\$ 400	
			01-08-445-77700-440-62215 Natural Gas	\$ 3,129	\$ 3,075	\$ 3,986		
		01-08-445-77700-440-62216 Electricity	\$ 6,478	\$ 7,641	\$ 8,078			
		01-08-445-77700-440-62217 Water/Waste Water	\$ 247	\$ 1,347	\$ 1,347			

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Support Services	Rentals	Expense	01-08-445-77700-440-62312 Insurance	\$ 1,888	\$ 1,771	\$ 1,736		
			01-08-445-77700-440-62335 Contracted Services	\$ 7,151	\$ 7,011	\$ 7,011		
			01-08-445-77700-440-62397 Telephone	\$ 2,000	\$ 2,000	\$ 2,000		
			01-08-445-77700-445-61520 Wages-Casual Temporary	\$ 7,610	\$ 7,300	\$ 7,014		
			01-08-445-77700-445-61523 Benefits-Casual Temporary	\$ 946	\$ 892	\$ 878		
			01-08-445-77700-445-62018 Operating Supplies	\$ 400	\$ 400	\$ 400		
			01-08-445-77700-445-62112 Maintenance & Repairs-Building	\$ 2,100	\$ 2,100	\$ 2,100		
			01-08-445-77700-445-62114 Small Equip Repair/Purchase	\$ 700	\$ 700	\$ 700		
			01-08-445-77700-445-62215 Natural Gas	\$ 2,521	\$ 2,715	\$ 3,543		
			01-08-445-77700-445-62216 Electricity	\$ 2,944	\$ 3,244	\$ 3,595		
			01-08-445-77700-445-62217 Water/Waste Water	\$ 1,061	\$ 461	\$ 200		
			01-08-445-77700-445-62312 Insurance	\$ 2,008	\$ 1,883	\$ 1,846		
			01-08-445-77700-445-62335 Contracted Services	\$ 4,794	\$ 4,794	\$ 4,794		
			01-08-445-77700-445-62397 Telephone	\$ 1,000	\$ 1,000	\$ 1,000		
			01-08-445-77700-455-61520 Wages-Casual Temporary	\$ 9,080	\$ 8,400	\$ 8,214		
			01-08-445-77700-455-61523 Benefits-Casual Temporary	\$ 1,128	\$ 1,027	\$ 1,027		
			01-08-445-77700-455-62018 Operating Supplies	\$ 500	\$ 500	\$ 500		
			01-08-445-77700-455-62112 Maintenance & Repairs-Building	\$ 2,500	\$ 2,500	\$ 2,500		
			01-08-445-77700-455-62215 Natural Gas	\$ 1,916	\$ 1,826	\$ 2,596		
			01-08-445-77700-455-62216 Electricity	\$ 8,329	\$ 9,820	\$ 16,467		
			01-08-445-77700-455-62217 Water/Waste Water	\$ 248	\$ 290	\$ 275		
			01-08-445-77700-455-62312 Insurance	\$ 2,015	\$ 1,890	\$ 1,853		
			01-08-445-77700-455-62335 Contracted Services	\$ 3,978	\$ 3,978	\$ 3,978		
					<b>Expense Total</b>	\$ 367,602	\$ 419,198	\$ 424,241
				<b>Rentals Total</b>		\$ (69,861)	\$ (14,668)	\$ 18,475
			<b>Support Services Total</b>			\$ 840,325	\$ 912,170	\$ 835,936
			<b>Parks &amp; Recreation Total</b>			\$ 9,030,961	\$ 8,210,411	\$ 7,244,614

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Albion Bolton Union Community Centre (ABUCC)	Facilities & Operations	Expense	01-08-465-73020-405-61520 Wages-Casual Temporary	\$ 13,924	\$ 13,700	\$ 13,500		
			01-08-465-73020-405-61523 Benefits-Casual Temporary	\$ 1,730	\$ 1,676	\$ 1,812		
			01-08-465-73020-405-61540 Wages-CUPE	\$ 177,720	\$ 304,814	\$ 295,751		
			01-08-465-73020-405-61543 Benefits-CUPE	\$ 58,033	\$ 97,310	\$ 98,482		
			01-08-465-73020-405-62011 Office Supplies	\$ 500	\$ 500	\$ 500		
			01-08-465-73020-405-62014 Uniforms/Protective Clothing	\$ 2,621	\$ 2,621	\$ 2,621		
			01-08-465-73020-405-62017 Caretaking Supplies	\$ 7,313	\$ 7,313	\$ 7,313		
			01-08-465-73020-405-62018 Operating Supplies	\$ 14,802	\$ 14,802	\$ 14,802		
			01-08-465-73020-405-62112 Maintenance & Repairs-Building	\$ 27,126	\$ 27,126	\$ 27,126		
			01-08-465-73020-405-62114 Small Equip Repair/Purchase	\$ 13,532	\$ 13,532	\$ 13,532		
			01-08-465-73020-405-62215 Natural Gas	\$ 1,598	\$ 1,804	\$ 2,140		
			01-08-465-73020-405-62216 Electricity	\$ 12,697	\$ 16,697	\$ 16,697		
			01-08-465-73020-405-62217 Water/Waste Water	\$ -	\$ 3,224	\$ 3,224		
			01-08-465-73020-405-62312 Insurance	\$ 34,901	\$ 32,919	\$ 32,274		
			01-08-465-73020-405-62335 Contracted Services	\$ 22,123	\$ 22,123	\$ 22,123		
			01-08-465-73020-405-62396 Mobile Phones / Pagers	\$ 67	\$ 67	\$ 67		
			01-08-465-73020-405-62397 Telephone	\$ 550	\$ 550	\$ 550		
			01-08-465-73020-405-62437 Contribution to Reserves	\$ 1,930	\$ 1,930	\$ 1,930		
	<b>Expense Total</b>			\$ 391,167	\$ 562,708	\$ 554,444		
	<b>Facilities &amp; Operations Total</b>			\$ 391,167	\$ 562,708	\$ 554,444		
	Programs & Community Development	Revenue	01-08-455-75300-405-50010 Snack Bar Sales	\$ (12,000)	\$ (12,000)	\$ (20,000)		
			01-08-455-75500-405-50020 Ice Rentals	\$ (240,941)	\$ (266,341)	\$ (285,600)		
			01-08-455-75500-405-50030 Arena Floor Rentals	\$ (10,690)	\$ (20,690)	\$ (20,690)		
			01-08-455-75500-405-50040 Public Skating	\$ (19,780)	\$ (19,780)	\$ (9,780)		
			01-08-455-75500-405-50045 Skating Registration	\$ (15,140)	\$ (11,000)	\$ (11,000)		
			01-08-455-75500-405-50050 Miscellaneous	\$ (47,093)	\$ (37,913)	\$ (37,913)		
			01-08-455-75500-405-50120 Pro Shop Sales	\$ -	\$ (9,180)	\$ (9,180)		
			01-08-455-75500-405-50130 Ice Resurfacers Surcharge	\$ (7,090)	\$ (9,548)	\$ (9,360)		
			01-08-455-75940-405-50060 Auditorium/Room Rentals	\$ (90,463)	\$ (88,706)	\$ (88,706)		
			<b>Revenue Total</b>			\$ (443,197)	\$ (475,158)	\$ (492,229)
			Expense	01-08-455-40010-405-61520 Wages-Casual Temporary	\$ 31,700	\$ 31,200	\$ 31,200	
				01-08-455-40010-405-61523 Benefits-Casual Temporary	\$ 3,939	\$ 3,816	\$ 3,816	
				01-08-455-75300-405-62023 Concession Purchases	\$ 9,000	\$ 9,000	\$ 13,600	
				01-08-455-75500-405-61520 Wages-Casual Temporary	\$ 42,231	\$ 41,500	\$ 36,000	
				01-08-455-75500-405-61523 Benefits-Casual Temporary	\$ 5,248	\$ 5,077	\$ 4,468	
01-08-455-75500-405-62014 Uniforms/Protective Clothing				\$ 1,000	\$ 1,000	\$ 1,000		
01-08-455-75500-405-62021 Program Supplies				\$ 1,500	\$ 2,500	\$ 2,500		
01-08-455-75500-405-62215 Natural Gas	\$ 10,827	\$ 12,223		\$ 14,500				
01-08-455-75500-405-62216 Electricity	\$ 71,848	\$ 70,048		\$ 69,998				
01-08-455-75500-405-62217 Water/Waste Water	\$ 12,104	\$ 11,604		\$ 11,604				
01-08-455-75500-405-62397 Telephone	\$ 1,500	\$ 1,500		\$ 1,500				
01-08-455-75500-405-62437 Contribution to Reserves	\$ 16,042	\$ 12,852		\$ 6,967				
01-08-455-75940-405-62215 Natural Gas	\$ 1,598	\$ 1,804		\$ 2,140				
01-08-455-75940-405-62216 Electricity	\$ 16,566	\$ 16,098		\$ 14,840				
01-08-455-75940-405-62335 Contracted Services	\$ 5,804	\$ 5,804		\$ 6,304				
01-08-455-75940-405-62437 Contribution to Reserves	\$ 1,672	\$ 1,672		\$ 1,672				
<b>Expense Total</b>				\$ 232,579	\$ 227,698	\$ 222,109		
<b>Programs &amp; Community Development Total</b>			\$ (210,618)	\$ (247,460)	\$ (270,120)			
Support Services	Revenue	01-08-445-77700-405-50060 Auditorium/Room Rentals	\$ (70,496)	\$ (70,496)	\$ (66,512)			
		01-08-445-77700-405-50230 Rentals	\$ (138,022)	\$ (81,652)	\$ (80,051)			
	<b>Revenue Total</b>			\$ (208,518)	\$ (152,148)	\$ (146,563)		
	Expense	01-08-445-77700-405-62112 Maintenance & Repairs-Building	\$ 2,646	\$ 2,646	\$ 2,646			
		01-08-445-77700-405-62215 Natural Gas	\$ 6,080	\$ 6,864	\$ 8,142			
		01-08-445-77700-405-62216 Electricity	\$ 60,739	\$ 59,239	\$ 54,609			
		01-08-445-77700-405-62335 Contracted Services	\$ 10,607	\$ 10,607	\$ 10,607			
		01-08-445-77700-405-62397 Telephone	\$ 500	\$ 500	\$ 500			
01-08-445-77700-405-62437 Contribution to Reserves		\$ 1,443	\$ 1,443	\$ 1,443				
<b>Expense Total</b>			\$ 82,015	\$ 81,299	\$ 77,947			
<b>Support Services Total</b>			\$ (126,503)	\$ (70,849)	\$ (68,616)			
<b>Albion Bolton Union Community Centre (ABUCC) Total</b>			\$ 54,046	\$ 244,399	\$ 215,708			
Alton Community Centre	Support Services	Revenue	01-08-445-77700-410-50060 Auditorium/Room Rentals	\$ (2,040)	\$ (2,040)	\$ (2,000)		
			01-08-445-77700-410-50230 Rentals	\$ (7,310)	\$ (20,531)	\$ (20,128)		
		<b>Revenue Total</b>			\$ (9,350)	\$ (22,571)	\$ (22,128)	

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Alton Community Centre	Support Services	Expense	01-08-445-77700-410-61520 Wages-Casual Temporary	\$ 12,200	\$ 11,959	\$ 11,500		
			01-08-445-77700-410-61523 Benefits-Casual Temporary	\$ 1,516	\$ 1,463	\$ 1,427		
			01-08-445-77700-410-62018 Operating Supplies	\$ 586	\$ 586	\$ 586		
			01-08-445-77700-410-62112 Maintenance & Repairs-Building	\$ 1,434	\$ 1,406	\$ 1,406		
			01-08-445-77700-410-62114 Small Equip Repair/Purchase	\$ 509	\$ 509	\$ 509		
			01-08-445-77700-410-62215 Natural Gas	\$ 2,414	\$ 2,414	\$ 3,289		
			01-08-445-77700-410-62216 Electricity	\$ 5,730	\$ 5,730	\$ 7,704		
			01-08-445-77700-410-62217 Water/Waste Water	\$ 220	\$ 185	\$ 185		
			01-08-445-77700-410-62312 Insurance	\$ 4,102	\$ 3,870	\$ 3,451		
			01-08-445-77700-410-62335 Contracted Services	\$ 4,320	\$ 4,235	\$ 4,235		
			Expense Total		\$ 33,031	\$ 32,357	\$ 34,292	
	Support Services Total		\$ 23,681	\$ 9,786	\$ 12,164			
Alton Community Centre Total				\$ 23,681	\$ 9,786	\$ 12,164		
Bolton Bocce Facility	Facilities & Operations	Expense	01-08-465-73020-470-62114 Small Equip Repair/Purchase	\$ 3,333	\$ 3,333	\$ -		
			01-08-465-73020-470-62215 Natural Gas	\$ 2,939	\$ 2,939	\$ -		
			01-08-465-73020-470-62216 Electricity	\$ 11,446	\$ 11,446	\$ -		
			01-08-465-73020-470-62217 Water/Waste Water	\$ 1,731	\$ 1,731	\$ -		
			01-08-465-73020-470-62312 Insurance	\$ 3,118	\$ 3,118	\$ -		
			01-08-465-73020-470-62363 Winter Parking Lot Maint.	\$ 4,000	\$ 4,000	\$ -		
		Expense Total		\$ 26,567	\$ 26,567	\$ -		
		Facilities & Operations Total		\$ 26,567	\$ 26,567	\$ -		
	Programs & Community Development	Expense	01-08-455-75500-470-61520 Wages-Casual Temporary	\$ 11,000	\$ 10,800	\$ -		
			01-08-455-75500-470-61523 Benefits-Casual Temporary	\$ 1,367	\$ 1,321	\$ -		
			01-08-455-75500-470-62018 Operating Supplies	\$ 6,433	\$ 6,433	\$ -		
			01-08-455-75500-470-62335 Contracted Services	\$ 15,478	\$ 15,478	\$ -		
		Expense Total		\$ 34,278	\$ 34,032	\$ -		
		Programs & Community Development Total		\$ 34,278	\$ 34,032	\$ -		
Support Services	Revenue	01-08-445-77700-470-50060 Auditorium/Room Rentals	\$ (10,262)	\$ (10,262)	\$ -			
	Revenue Total		\$ (10,262)	\$ (10,262)	\$ -			
	Support Services Total		\$ (10,262)	\$ (10,262)	\$ -			
Bolton Bocce Facility Total				\$ 50,583	\$ 50,337	\$ -		
Caledon Central Pool	Programs & Community Development	Expense	01-08-455-75200-425-62437 Contribution to Reserves	\$ 124,799	\$ 124,799	\$ 124,799		
		Expense Total		\$ 124,799	\$ 124,799	\$ 124,799		
		Programs & Community Development Total		\$ 124,799	\$ 124,799	\$ 124,799		
Caledon Central Pool Total				\$ 124,799	\$ 124,799	\$ 124,799		
Caledon Centre for Recreation and Wellness (CCRW)	Facilities & Operations	Expense	01-08-465-73020-420-61510 Salaries-Permanent	\$ 81,732	\$ 80,326	\$ 79,145		
			01-08-465-73020-420-61513 Benefits-Permanent	\$ 24,566	\$ 23,957	\$ 24,492		
			01-08-465-73020-420-61520 Wages-Casual Temporary	\$ 43,106	\$ 42,002	\$ 41,200		
			01-08-465-73020-420-61523 Benefits-Casual Temporary	\$ 5,356	\$ 5,138	\$ 5,114		
			01-08-465-73020-420-61540 Wages-CUPE	\$ 422,933	\$ 293,212	\$ 294,135		
			01-08-465-73020-420-61543 Benefits-CUPE	\$ 137,262	\$ 94,723	\$ 98,899		
			01-08-465-73020-420-62014 Uniforms/Protective Clothing	\$ 3,200	\$ 3,200	\$ 3,200		
			01-08-465-73020-420-62017 Caretaking Supplies	\$ 29,300	\$ 29,300	\$ 29,300		
			01-08-465-73020-420-62018 Operating Supplies	\$ 38,100	\$ 38,100	\$ 38,100		
			01-08-465-73020-420-62112 Maintenance & Repairs-Building	\$ 75,000	\$ 75,000	\$ 75,000		
			01-08-465-73020-420-62114 Small Equip Repair/Purchase	\$ 30,000	\$ 30,000	\$ 30,000		
			01-08-465-73020-420-62335 Contracted Services	\$ 69,700	\$ 69,700	\$ 69,700		
				Expense Total		\$ 960,255	\$ 784,658	\$ 788,285
				Facilities & Operations Total		\$ 960,255	\$ 784,658	\$ 788,285
	Programs & Community Development	Revenue	01-08-455-75200-420-50050 Miscellaneous	\$ (5,640)	\$ (5,508)	\$ (5,400)		
			01-08-455-75200-420-50070 Pool Rentals	\$ (5,000)	\$ -	\$ -		
			01-08-455-75200-420-50080 Public Swimming	\$ (15,000)	\$ (20,000)	\$ (20,000)		
			01-08-455-75200-420-50090 Swimming Lessons	\$ (375,340)	\$ (373,840)	\$ (373,840)		
			01-08-455-75200-420-50160 Memberships	\$ (36,000)	\$ (30,000)	\$ (30,000)		
			01-08-455-75200-420-50180 Pay As You Go	\$ (31,040)	\$ (25,040)	\$ (25,040)		
			01-08-455-75200-420-50243 Special Programs-taxable	\$ (65,280)	\$ (55,000)	\$ (43,340)		
			01-08-455-75300-420-50050 Miscellaneous	\$ (10,000)	\$ (10,000)	\$ (20,000)		
			01-08-455-75300-420-50060 Auditorium/Room Rentals	\$ (52,452)	\$ (43,432)	\$ (29,580)		
			01-08-455-75300-420-50120 Pro Shop Sales	\$ (20,000)	\$ (25,000)	\$ (25,000)		
			01-08-455-75300-420-50135 Treatment Room	\$ (1,770)	\$ (1,770)	\$ (1,770)		
			01-08-455-75300-420-50231 Racquet/Equipmt Rental	\$ (1,200)	\$ (2,000)	\$ (2,000)		
			01-08-455-75300-420-50655 Lease Revenue	\$ (22,203)	\$ (21,878)	\$ (21,878)		
01-08-455-75400-420-50050 Miscellaneous	\$ (2,600)	\$ (2,600)	\$ (2,600)					
01-08-455-75400-420-50160 Memberships	\$ (754,582)	\$ (754,582)	\$ (754,582)					
01-08-455-75400-420-50180 Pay As You Go	\$ (64,200)	\$ (64,200)	\$ (64,200)					
01-08-455-75400-420-50210 Lessons	\$ (77,000)	\$ (75,000)	\$ (75,000)					
01-08-455-75400-420-50220 Child Minding	\$ (9,500)	\$ (9,500)	\$ (9,500)					
01-08-455-75400-420-50242 Special Programs	\$ (32,700)	\$ (32,500)	\$ (32,500)					

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Caledon Centre for Recreation and Wellness (CCRW)	Programs & Community Development	Revenue	01-08-455-75400-420-50250 Program Registrations	\$ (22,650)	\$ (22,500)	\$ (22,500)	
			01-08-455-75400-420-50596 Reserve Allocation	\$ (43,918)	\$ (43,918)	\$ (43,918)	
			01-08-455-75500-420-50180 Pay As You Go	\$ (38,200)	\$ (28,200)	\$ (25,200)	
			01-08-455-75500-420-50230 Rentals	\$ (29,830)	\$ (19,830)	\$ (19,830)	
			01-08-455-75500-420-50235 Fundraising	\$ (2,800)	\$ (3,600)	\$ (3,600)	
			01-08-455-75500-420-50242 Special Programs	\$ (159,430)	\$ (158,580)	\$ (158,580)	
		<b>Revenue Total</b>	<b>\$ (1,878,335)</b>	<b>\$ (1,828,478)</b>	<b>\$ (1,809,858)</b>		
		Expense	01-08-455-40010-420-61510 Salaries-Permanent	\$ 266,790	\$ 161,649	\$ 160,165	
			01-08-455-40010-420-61513 Benefits-Permanent	\$ 77,905	\$ 47,903	\$ 48,533	
			01-08-455-40010-420-61520 Wages-Casual Temporary	\$ 230,466	\$ 225,325	\$ 215,800	
			01-08-455-40010-420-61523 Benefits-Casual Temporary	\$ 28,634	\$ 27,562	\$ 40,975	
			01-08-455-40010-420-62014 Uniforms/Protective Clothing	\$ 750	\$ 750	\$ 750	
			01-08-455-40010-420-62018 Operating Supplies	\$ 12,400	\$ 12,400	\$ 12,400	
			01-08-455-40010-420-62024 Pro Shop Supplies	\$ 15,000	\$ 15,000	\$ 15,000	
			01-08-455-40010-420-62215 Natural Gas	\$ 74,510	\$ 72,939	\$ 80,000	
			01-08-455-40010-420-62216 Electricity	\$ 207,432	\$ 229,932	\$ 218,136	
			01-08-455-40010-420-62217 Water/Waste Water	\$ 26,647	\$ 24,881	\$ 23,584	
			01-08-455-40010-420-62312 Insurance	\$ 32,716	\$ 30,864	\$ 40,411	
			01-08-455-40010-420-62314 Mileage	\$ 5,146	\$ 5,146	\$ 5,146	
			01-08-455-40010-420-62396 Mobile Phones / Pagers	\$ 2,283	\$ 2,283	\$ 2,283	
			01-08-455-40010-420-62397 Telephone	\$ 4,000	\$ 4,000	\$ 5,000	
			01-08-455-40010-420-62418 Debt Repayment	\$ 219,700	\$ 219,700	\$ 219,700	
			01-08-455-75200-420-61510 Salaries-Permanent	\$ 142,927	\$ 136,451	\$ 129,245	
			01-08-455-75200-420-61513 Benefits-Permanent	\$ 44,534	\$ 42,533	\$ 42,494	
			01-08-455-75200-420-61520 Wages-Casual Temporary	\$ 301,657	\$ 289,049	\$ 262,136	
			01-08-455-75200-420-61523 Benefits-Casual Temporary	\$ 37,478	\$ 35,356	\$ 32,518	
			01-08-455-75200-420-62014 Uniforms/Protective Clothing	\$ 1,900	\$ 1,900	\$ 1,900	
			01-08-455-75200-420-62021 Program Supplies	\$ 8,000	\$ 8,000	\$ 6,000	
			01-08-455-75200-420-62414 Special Programs	\$ 20,000	\$ 20,000	\$ 18,000	
			01-08-455-75400-420-61510 Salaries-Permanent	\$ 144,353	\$ 136,413	\$ 129,223	
			01-08-455-75400-420-61513 Benefits-Permanent	\$ 44,853	\$ 42,525	\$ 42,489	
			01-08-455-75400-420-61520 Wages-Casual Temporary	\$ 232,299	\$ 227,819	\$ 213,900	
			01-08-455-75400-420-61523 Benefits-Casual Temporary	\$ 28,861	\$ 27,867	\$ 26,549	
			01-08-455-75400-420-62014 Uniforms/Protective Clothing	\$ 1,200	\$ 1,200	\$ 1,200	
			01-08-455-75400-420-62021 Program Supplies	\$ 3,500	\$ 4,000	\$ 4,000	
			01-08-455-75400-420-62114 Small Equip Repair/Purchase	\$ 13,000	\$ 14,000	\$ 14,000	
			01-08-455-75400-420-62414 Special Programs	\$ 9,500	\$ 10,000	\$ 10,000	
			01-08-455-75400-420-62437 Contribution to Reserves	\$ 45,350	\$ 45,350	\$ 43,918	
			01-08-455-75500-420-61510 Salaries-Permanent	\$ 66,374	\$ 144,163	\$ 136,568	
			01-08-455-75500-420-61513 Benefits-Permanent	\$ 21,128	\$ 44,247	\$ 44,130	
			01-08-455-75500-420-61520 Wages-Casual Temporary	\$ 229,174	\$ 224,300	\$ 198,400	
			01-08-455-75500-420-61523 Benefits-Casual Temporary	\$ 28,473	\$ 27,436	\$ 24,589	
			01-08-455-75500-420-62014 Uniforms/Protective Clothing	\$ 1,200	\$ 1,200	\$ 1,200	
			01-08-455-75500-420-62018 Operating Supplies	\$ 2,768	\$ 2,768	\$ 2,768	
		01-08-455-75500-420-62021 Program Supplies	\$ 5,450	\$ 5,950	\$ 5,950		
		01-08-455-75500-420-62335 Contracted Services	\$ 7,000	\$ 7,500	\$ 7,500		
		01-08-455-75500-420-62414 Special Programs	\$ 1,500	\$ 2,000	\$ 2,000		
01-08-455-75500-420-62416 Interdepartmental Charges	\$ 1,000	\$ 3,000	\$ 3,000				
01-08-455-75970-420-62018 Operating Supplies	\$ 1,933	\$ 2,933	\$ 2,933				
<b>Expense Total</b>	<b>\$ 2,649,791</b>	<b>\$ 2,588,294</b>	<b>\$ 2,494,493</b>				
<b>Programs &amp; Community Development Total</b>				<b>\$ 771,456</b>	<b>\$ 759,816</b>	<b>\$ 684,635</b>	
<b>Caledon Centre for Recreation and Wellness (CCRW) Total</b>				<b>\$ 1,731,711</b>	<b>\$ 1,544,474</b>	<b>\$ 1,472,920</b>	
Caledon East Community Complex	Facilities & Operations	Expense	01-08-465-73020-430-61510 Salaries-Permanent	\$ 81,732	\$ 80,326	\$ 79,145	
			01-08-465-73020-430-61513 Benefits-Permanent	\$ 24,566	\$ 23,957	\$ 24,492	
			01-08-465-73020-430-61540 Wages-CUPE	\$ 391,198	\$ 346,584	\$ 342,123	
			01-08-465-73020-430-61543 Benefits-CUPE	\$ 119,911	\$ 112,499	\$ 114,737	
	<b>Expense Total</b>				<b>\$ 617,407</b>	<b>\$ 563,366</b>	<b>\$ 560,497</b>
	<b>Facilities &amp; Operations Total</b>				<b>\$ 617,407</b>	<b>\$ 563,366</b>	<b>\$ 560,497</b>
	Programs & Community Development	Revenue	01-08-455-75500-430-50010 Snack Bar Sales	\$ (104,550)	\$ (104,550)	\$ (102,500)	
			01-08-455-75500-430-50020 Ice Rentals	\$ (641,023)	\$ (674,003)	\$ (657,050)	
			01-08-455-75500-430-50030 Arena Floor Rentals	\$ (6,896)	\$ (6,896)	\$ (6,220)	
			01-08-455-75500-430-50040 Public Skating	\$ (29,340)	\$ (25,340)	\$ (25,340)	
			01-08-455-75500-430-50130 Ice Resurfacer Surcharge	\$ (19,170)	\$ (21,216)	\$ (20,800)	
			01-08-455-75500-430-50250 Program Registrations	\$ (60,520)	\$ (55,520)	\$ (42,520)	
	01-08-455-75500-430-50655 Lease Revenue	\$ (2,400)	\$ -	\$ -			
	<b>Revenue Total</b>				<b>\$ (863,899)</b>	<b>\$ (887,525)</b>	<b>\$ (854,430)</b>



TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Caledon East Community Complex	Programs & Community Development	Expense	01-08-455-40010-430-61510 Salaries-Permanent	\$ 163,492	\$ 154,768	\$ 153,803		
			01-08-455-40010-430-61513 Benefits-Permanent	\$ 48,929	\$ 46,583	\$ 47,269		
			01-08-455-40010-430-62396 Mobile Phones / Pagers	\$ 1,142	\$ 1,142	\$ 1,142		
			01-08-455-75500-430-61510 Salaries-Permanent	\$ 136,851	\$ 128,999	\$ 133,909		
			01-08-455-75500-430-61513 Benefits-Permanent	\$ 43,174	\$ 40,876	\$ 43,536		
			01-08-455-75500-430-61520 Wages-Casual Temporary	\$ 94,393	\$ 92,077	\$ 87,100		
			01-08-455-75500-430-61523 Benefits-Casual Temporary	\$ 11,728	\$ 11,263	\$ 10,811		
			01-08-455-75500-430-62011 Office Supplies	\$ 2,000	\$ 2,000	\$ 2,000		
			01-08-455-75500-430-62014 Uniforms/Protective Clothing	\$ 7,631	\$ 4,631	\$ 4,631		
			01-08-455-75500-430-62017 Caretaking Supplies	\$ 14,649	\$ 14,649	\$ 14,649		
			01-08-455-75500-430-62018 Operating Supplies	\$ 17,139	\$ 17,139	\$ 16,804		
			01-08-455-75500-430-62021 Program Supplies	\$ 6,304	\$ 6,304	\$ 6,304		
			01-08-455-75500-430-62023 Concession Purchases	\$ 61,250	\$ 61,250	\$ 61,250		
			01-08-455-75500-430-62112 Maintenance & Repairs-Building	\$ 21,064	\$ 21,564	\$ 21,564		
			01-08-455-75500-430-62114 Small Equip Repair/Purchase	\$ 16,425	\$ 17,425	\$ 17,425		
			01-08-455-75500-430-62216 Electricity	\$ 311,499	\$ 299,499	\$ 271,499		
			01-08-455-75500-430-62217 Water/Waste Water	\$ 20,930	\$ 20,930	\$ 20,930		
			01-08-455-75500-430-62312 Insurance	\$ 33,952	\$ 35,567	\$ 30,017		
			01-08-455-75500-430-62314 Mileage	\$ 3,100	\$ 2,100	\$ 2,100		
			01-08-455-75500-430-62335 Contracted Services	\$ 76,500	\$ 76,500	\$ 75,000		
			01-08-455-75500-430-62397 Telephone	\$ 5,574	\$ 5,574	\$ 5,274		
			01-08-455-75500-430-62416 Interdepartmental Charges	\$ 1,500	\$ 1,500	\$ 1,500		
	01-08-455-75500-430-62418 Debt Repayment	\$ 128,300	\$ 128,300	\$ 128,300				
	01-08-455-75500-430-62437 Contribution to Reserves	\$ 19,170	\$ -	\$ -				
	01-08-455-75970-430-62018 Operating Supplies	\$ 933	\$ 933	\$ 933				
	<b>Expense Total</b>				<b>\$ 1,247,629</b>	<b>\$ 1,191,573</b>	<b>\$ 1,157,750</b>	
	<b>Programs &amp; Community Development Total</b>				<b>\$ 383,730</b>	<b>\$ 304,048</b>	<b>\$ 303,320</b>	
	Support Services	Revenue	01-08-445-77700-430-50060 Auditorium/Room Rentals	\$ (53,516)	\$ (52,466)	\$ (49,880)		
			<b>Revenue Total</b>	<b>\$ (53,516)</b>	<b>\$ (52,466)</b>	<b>\$ (49,880)</b>		
		Expense	01-08-445-77700-430-61520 Wages-Casual Temporary	\$ 88,000	\$ 86,461	\$ 77,700		
			01-08-445-77700-430-61523 Benefits-Casual Temporary	\$ 10,934	\$ 10,576	\$ 9,644		
			01-08-445-77700-430-61540 Wages-CUPE	\$ -	\$ 41,800	\$ 41,200		
			01-08-445-77700-430-61543 Benefits-CUPE	\$ -	\$ 5,113	\$ 5,278		
01-08-445-77700-430-62215 Natural Gas			\$ 48,528	\$ 51,910	\$ 61,500			
01-08-445-77700-430-62217 Water/Waste Water			\$ 1,000	\$ 1,000	\$ 1,000			
01-08-445-77700-430-62335 Contracted Services			\$ 1,000	\$ 5,000	\$ 5,000			
01-08-445-77700-430-62437 Contribution to Reserves			\$ 1,900	\$ 1,900	\$ 1,900			
<b>Expense Total</b>				<b>\$ 151,362</b>	<b>\$ 203,760</b>	<b>\$ 203,222</b>		
<b>Support Services Total</b>				<b>\$ 97,846</b>	<b>\$ 151,294</b>	<b>\$ 153,342</b>		
<b>Caledon Community Complex Total</b>				<b>\$ 1,098,983</b>	<b>\$ 1,018,708</b>	<b>\$ 1,017,159</b>		
Caledon Village Place	Support Services	Revenue	01-08-445-77700-440-50060 Auditorium/Room Rentals	\$ (7,240)	\$ (7,240)	\$ (7,240)		
			01-08-445-77700-440-50230 Rentals	\$ (13,433)	\$ (36,674)	\$ (35,955)		
	<b>Revenue Total</b>				<b>\$ (20,673)</b>	<b>\$ (43,914)</b>	<b>\$ (43,195)</b>	
	Expense	01-08-445-77700-440-61520 Wages-Casual Temporary	\$ 7,634	\$ 7,500	\$ 7,414			
		01-08-445-77700-440-61523 Benefits-Casual Temporary	\$ 949	\$ 917	\$ 928			
		01-08-445-77700-440-62018 Operating Supplies	\$ 1,500	\$ 400	\$ 400			
		01-08-445-77700-440-62112 Maintenance & Repairs-Building	\$ 2,040	\$ 2,000	\$ 2,000			
		01-08-445-77700-440-62114 Small Equip Repair/Purchase	\$ 400	\$ 400	\$ 400			
		01-08-445-77700-440-62215 Natural Gas	\$ 3,129	\$ 3,075	\$ 3,986			
		01-08-445-77700-440-62216 Electricity	\$ 6,478	\$ 7,641	\$ 8,078			
		01-08-445-77700-440-62217 Water/Waste Water	\$ 247	\$ 1,347	\$ 1,347			
		01-08-445-77700-440-62312 Insurance	\$ 1,888	\$ 1,771	\$ 1,736			
		01-08-445-77700-440-62335 Contracted Services	\$ 7,151	\$ 7,011	\$ 7,011			
		01-08-445-77700-440-62397 Telephone	\$ 2,000	\$ 2,000	\$ 2,000			
		<b>Expense Total</b>				<b>\$ 33,416</b>	<b>\$ 34,062</b>	<b>\$ 35,300</b>
	<b>Support Services Total</b>				<b>\$ 12,743</b>	<b>\$ (9,852)</b>	<b>\$ (7,895)</b>	
<b>Caledon Village Place Total</b>				<b>\$ 12,743</b>	<b>\$ (9,852)</b>	<b>\$ (7,895)</b>		

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
Cheltenham Community Centre	Facilities & Operations	Revenue	01-08-465-75500-325-50250 Program Registrations	\$ (1,250)	\$ (2,250)	\$ (2,250)
			01-08-465-77700-325-50060 Auditorium/Room Rentals	\$ (1,900)	\$ (4,400)	\$ (2,550)
		<b>Revenue Total</b>		<b>\$ (3,150)</b>	<b>\$ (6,650)</b>	<b>\$ (4,800)</b>
		Expense	01-08-465-77700-325-61520 Wages-Casual Temporary	\$ 2,792	\$ 2,518	\$ 2,400
			01-08-465-77700-325-61523 Benefits-Casual Temporary	\$ 347	\$ 308	\$ 298
			01-08-465-77700-325-62018 Operating Supplies	\$ 200	\$ 200	\$ 200
			01-08-465-77700-325-62112 Maintenance & Repairs-Building	\$ 1,000	\$ 1,000	\$ 1,000
			01-08-465-77700-325-62216 Electricity	\$ 1,233	\$ 707	\$ 2,575
			01-08-465-77700-325-62312 Insurance	\$ 1,069	\$ 1,021	\$ 1,001
			01-08-465-77700-325-62335 Contracted Services	\$ 2,500	\$ 2,500	\$ 2,500
			01-08-465-77700-325-62437 Contribution to Reserves	\$ 200	\$ 200	\$ 200
	<b>Expense Total</b>	<b>\$ 9,341</b>	<b>\$ 8,454</b>	<b>\$ 10,174</b>		
	<b>Facilities &amp; Operations Total</b>	<b>\$ 6,191</b>	<b>\$ 1,804</b>	<b>\$ 5,374</b>		
<b>Cheltenham Community Centre Total</b>				<b>\$ 6,191</b>	<b>\$ 1,804</b>	<b>\$ 5,374</b>
Inglewood Community Centre	Programs & Community Development	Revenue	01-08-455-75500-445-50250 Program Registrations	\$ (4,527)	\$ (6,000)	\$ (5,500)
		<b>Revenue Total</b>		<b>\$ (4,527)</b>	<b>\$ (6,000)</b>	<b>\$ (5,500)</b>
		<b>Programs &amp; Community Development Total</b>		<b>\$ (4,527)</b>	<b>\$ (6,000)</b>	<b>\$ (5,500)</b>
	Support Services	Revenue	01-08-445-77700-445-50060 Auditorium/Room Rentals	\$ (8,750)	\$ (8,750)	\$ (6,540)
			01-08-445-77700-445-50230 Rentals	\$ (6,184)	\$ (29,185)	\$ (28,613)
		<b>Revenue Total</b>		<b>\$ (14,934)</b>	<b>\$ (37,935)</b>	<b>\$ (35,153)</b>
		Expense	01-08-445-77700-445-61520 Wages-Casual Temporary	\$ 7,610	\$ 7,300	\$ 7,014
			01-08-445-77700-445-61523 Benefits-Casual Temporary	\$ 946	\$ 892	\$ 878
			01-08-445-77700-445-62018 Operating Supplies	\$ 400	\$ 400	\$ 400
			01-08-445-77700-445-62112 Maintenance & Repairs-Building	\$ 2,100	\$ 2,100	\$ 2,100
			01-08-445-77700-445-62114 Small Equip Repair/Purchase	\$ 700	\$ 700	\$ 700
		01-08-445-77700-445-62215 Natural Gas	\$ 2,521	\$ 2,715	\$ 3,543	
		01-08-445-77700-445-62216 Electricity	\$ 2,944	\$ 3,244	\$ 3,595	
	01-08-445-77700-445-62217 Water/Waste Water	\$ 1,061	\$ 461	\$ 200		
	01-08-445-77700-445-62312 Insurance	\$ 2,008	\$ 1,883	\$ 1,846		
	01-08-445-77700-445-62335 Contracted Services	\$ 4,794	\$ 4,794	\$ 4,794		
	01-08-445-77700-445-62397 Telephone	\$ 1,000	\$ 1,000	\$ 1,000		
	<b>Expense Total</b>	<b>\$ 26,084</b>	<b>\$ 25,489</b>	<b>\$ 26,070</b>		
	<b>Support Services Total</b>	<b>\$ 11,150</b>	<b>\$ (12,446)</b>	<b>\$ (9,083)</b>		
<b>Inglewood Community Centre Total</b>				<b>\$ 6,623</b>	<b>\$ (18,446)</b>	<b>\$ (14,583)</b>
Lloyd Wilson Centennial Arena	Programs & Community Development	Revenue	01-08-455-75500-450-50020 Ice Rentals	\$ (93,000)	\$ (106,000)	\$ (88,434)
			01-08-455-75500-450-50030 Arena Floor Rentals	\$ (8,524)	\$ (8,354)	\$ (4,620)
			01-08-455-75500-450-50040 Public Skating	\$ (8,500)	\$ (6,500)	\$ (6,500)
			01-08-455-75500-450-50100 Vending Machine Sales	\$ (1,000)	\$ (1,000)	\$ (1,000)
			01-08-455-75500-450-50130 Ice Resurfacer Surcharge	\$ (2,730)	\$ (4,162)	\$ (4,080)
			01-08-455-75500-450-50250 Program Registrations	\$ (6,561)	\$ (5,000)	\$ (5,000)
		<b>Revenue Total</b>		<b>\$ (120,315)</b>	<b>\$ (131,016)</b>	<b>\$ (109,634)</b>
		Expense	01-08-455-75500-450-61520 Wages-Casual Temporary	\$ 9,419	\$ 9,200	\$ 8,200
			01-08-455-75500-450-61523 Benefits-Casual Temporary	\$ 1,171	\$ 1,125	\$ 1,018
			01-08-455-75500-450-62018 Operating Supplies	\$ 6,000	\$ 6,000	\$ 6,000
			01-08-455-75500-450-62023 Concession Purchases	\$ 750	\$ 750	\$ 750
			01-08-455-75500-450-62112 Maintenance & Repairs-Building	\$ 3,018	\$ 3,018	\$ 3,018
			01-08-455-75500-450-62114 Small Equip Repair/Purchase	\$ 3,018	\$ 3,018	\$ 3,018
			01-08-455-75500-450-62215 Natural Gas	\$ 4,560	\$ 7,729	\$ 9,066
			01-08-455-75500-450-62216 Electricity	\$ 92,130	\$ 79,500	\$ 65,000
			01-08-455-75500-450-62217 Water/Waste Water	\$ 5,721	\$ 4,375	\$ 4,375
			01-08-455-75500-450-62312 Insurance	\$ 26,624	\$ 25,117	\$ 23,247
			01-08-455-75500-450-62335 Contracted Services	\$ 17,059	\$ 17,059	\$ 17,059
			01-08-455-75500-450-62396 Mobile Phones / Pagers	\$ 269	\$ 269	\$ 269
	01-08-455-75500-450-62397 Telephone	\$ 1,000	\$ 1,000	\$ 1,000		
	01-08-455-75500-450-62437 Contribution to Reserves	\$ 3,916	\$ 2,700	\$ 2,700		
	<b>Expense Total</b>	<b>\$ 174,655</b>	<b>\$ 160,860</b>	<b>\$ 144,720</b>		
	<b>Programs &amp; Community Development Total</b>	<b>\$ 54,340</b>	<b>\$ 29,844</b>	<b>\$ 35,086</b>		
<b>Lloyd Wilson Centennial Arena Total</b>				<b>\$ 54,340</b>	<b>\$ 29,844</b>	<b>\$ 35,086</b>
Margaret Dunn Library & Community Room	Programs & Community Development	Revenue	01-08-455-75500-455-50250 Program Registrations	\$ (7,071)	\$ (7,000)	\$ (7,000)
		<b>Revenue Total</b>		<b>\$ (7,071)</b>	<b>\$ (7,000)</b>	<b>\$ (7,000)</b>
		<b>Programs &amp; Community Development Total</b>		<b>\$ (7,071)</b>	<b>\$ (7,000)</b>	<b>\$ (7,000)</b>
	Support Services	Revenue	01-08-445-77700-455-50060 Auditorium/Room Rentals	\$ (10,969)	\$ (10,754)	\$ (14,055)
			01-08-445-77700-455-50230 Rentals	\$ (23,107)	\$ (25,349)	\$ (24,852)
	<b>Revenue Total</b>	<b>\$ (34,076)</b>	<b>\$ (36,103)</b>	<b>\$ (38,907)</b>		

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget			
Margaret Dunn Library & Community Room	Support Services	Expense	01-08-445-77700-455-61520 Wages-Casual Temporary	\$ 9,080	\$ 8,400	\$ 8,214			
			01-08-445-77700-455-61523 Benefits-Casual Temporary	\$ 1,128	\$ 1,027	\$ 1,027			
			01-08-445-77700-455-62018 Operating Supplies	\$ 500	\$ 500	\$ 500			
			01-08-445-77700-455-62112 Maintenance & Repairs-Building	\$ 2,500	\$ 2,500	\$ 2,500			
			01-08-445-77700-455-62215 Natural Gas	\$ 1,916	\$ 1,826	\$ 2,596			
			01-08-445-77700-455-62216 Electricity	\$ 8,329	\$ 9,820	\$ 16,467			
			01-08-445-77700-455-62217 Water/Waste Water	\$ 248	\$ 290	\$ 275			
			01-08-445-77700-455-62312 Insurance	\$ 2,015	\$ 1,890	\$ 1,853			
			01-08-445-77700-455-62335 Contracted Services	\$ 3,978	\$ 3,978	\$ 3,978			
			<b>Expense Total</b>	<b>\$ 29,694</b>	<b>\$ 30,231</b>	<b>\$ 37,410</b>			
<b>Support Services Total</b>				<b>\$ (4,382)</b>	<b>\$ (5,872)</b>	<b>\$ (1,497)</b>			
<b>Margaret Dunn Library &amp; Comm Room Total</b>				<b>\$ (11,453)</b>	<b>\$ (12,872)</b>	<b>\$ (8,497)</b>			
Mayfield Recreation Complex	Facilities & Operations	Expense	01-08-465-73020-460-61510 Salaries-Permanent	\$ 81,732	\$ 80,331	\$ 79,145			
			01-08-465-73020-460-61513 Benefits-Permanent	\$ 24,566	\$ 23,958	\$ 24,492			
			01-08-465-73020-460-61520 Wages-Casual Temporary	\$ 7,721	\$ 7,610	\$ 7,500			
			01-08-465-73020-460-61523 Benefits-Casual Temporary	\$ 960	\$ 931	\$ 931			
			01-08-465-73020-460-61540 Wages-CUPE	\$ 410,072	\$ 416,358	\$ 404,301			
			01-08-465-73020-460-61543 Benefits-CUPE	\$ 134,384	\$ 133,921	\$ 135,422			
			01-08-465-73020-460-62017 Caretaking Supplies	\$ 11,388	\$ 11,388	\$ 11,388			
			01-08-465-73020-460-62018 Operating Supplies	\$ 25,484	\$ 25,484	\$ 25,484			
			01-08-465-73020-460-62112 Maintenance and Repairs - Building	\$ 9,000	\$ 8,807	\$ 8,807			
			01-08-465-73020-460-62114 Small Equip Repair/Purchase	\$ 13,126	\$ 13,126	\$ 13,126			
			01-08-465-73020-460-62335 Contracted Services	\$ 45,209	\$ 45,209	\$ 45,209			
			<b>Expense Total</b>	<b>\$ 763,642</b>	<b>\$ 767,123</b>	<b>\$ 755,805</b>			
			<b>Facilities &amp; Operations Total</b>				<b>\$ 763,642</b>	<b>\$ 767,123</b>	<b>\$ 755,805</b>
			Programs & Community Development	Revenue		01-08-455-40010-460-50020 Ice Rentals	\$ (203,900)	\$ (232,000)	\$ (232,000)
						01-08-455-40010-460-50030 Arena Floor Rentals	\$ (9,571)	\$ (16,571)	\$ (16,571)
						01-08-455-40010-460-50060 Auditorium/Room Rentals	\$ (2,845)	\$ (2,845)	\$ (6,120)
						01-08-455-40010-460-50130 Ice Resurfacer Surcharge	\$ (6,210)	\$ (7,852)	\$ (7,698)
						01-08-455-75200-460-50070 Pool Rentals	\$ (88,807)	\$ (83,807)	\$ (82,222)
						01-08-455-75200-460-50080 Public Swimming	\$ (27,520)	\$ (27,520)	\$ (27,520)
01-08-455-75200-460-50090 Swimming Lessons	\$ (410,293)	\$ (367,890)				\$ (327,890)			
01-08-455-75200-460-50160 Memberships	\$ (4,000)	\$ -				\$ -			
01-08-455-75300-460-50010 Snack Bar Sales	\$ (20,000)	\$ (20,000)				\$ (30,000)			
01-08-455-75300-460-50100 Vending Machine Sales	\$ (5,000)	\$ (8,000)				\$ (8,000)			
01-08-455-75500-460-50040 Public Skating	\$ (5,500)	\$ (4,250)				\$ (4,250)			
01-08-455-75500-460-50250 Program Registration	\$ (25,187)	\$ (18,600)				\$ (12,600)			
<b>Revenue Total</b>	<b>\$ (808,833)</b>	<b>\$ (789,335)</b>				<b>\$ (754,871)</b>			
Programs & Community Development	Expense					01-08-455-40010-460-61510 Salaries-Permanent	\$ 163,282	\$ 154,363	\$ 145,018
						01-08-455-40010-460-61513 Benefits-Permanent	\$ 48,793	\$ 46,342	\$ 45,306
						01-08-455-40010-460-61520 Wages-Casual Temporary	\$ 64,938	\$ 63,041	\$ 54,900
						01-08-455-40010-460-61523 Benefits-Casual Temporary	\$ 8,068	\$ 7,711	\$ 6,814
						01-08-455-40010-460-62011 Office Supplies	\$ 3,000	\$ 3,000	\$ 3,000
						01-08-455-40010-460-62014 Uniforms/Protective Clothing	\$ 4,266	\$ 4,266	\$ 4,266
			01-08-455-40010-460-62215 Natural Gas	\$ 13,710	\$ 9,944	\$ 16,165			
			01-08-455-40010-460-62216 Electricity	\$ 92,610	\$ 97,121	\$ 79,870			
			01-08-455-40010-460-62217 Water/Waste Water	\$ 5,787	\$ 4,276	\$ 7,276			
			01-08-455-40010-460-62312 Insurance	\$ 20,651	\$ 19,482	\$ 20,512			
			01-08-455-40010-460-62314 Mileage	\$ 5,000	\$ 5,000	\$ 5,000			
			01-08-455-40010-460-62396 Mobile Phones / Pagers	\$ 1,478	\$ 1,478	\$ 1,478			
			01-08-455-40010-460-62397 Telephone	\$ 5,500	\$ 5,500	\$ 6,000			
			01-08-455-40010-460-62416 Interdepartmental Charges	\$ 1,000	\$ 1,000	\$ 1,000			
			01-08-455-40010-460-62437 Contribution to Reserves	\$ 16,477	\$ 19,952	\$ 17,203			
			01-08-455-75200-460-61510 Salaries-Permanent	\$ 146,615	\$ 77,487	\$ 73,401			
			01-08-455-75200-460-61513 Benefits-Permanent	\$ 45,359	\$ 23,325	\$ 23,208			
			01-08-455-75200-460-61520 Wages-Casual Temporary	\$ 233,785	\$ 223,696	\$ 200,793			
			01-08-455-75200-460-61523 Benefits-Casual Temporary	\$ 29,046	\$ 27,362	\$ 24,922			
			01-08-455-75200-460-62021 Program Supplies	\$ 9,380	\$ 9,380	\$ 9,380			
			01-08-455-75200-460-62215 Natural Gas	\$ 20,566	\$ 24,255	\$ 24,255			
			01-08-455-75200-460-62216 Electricity	\$ 138,660	\$ 136,160	\$ 116,160			
			01-08-455-75200-460-62217 Water/Waste Water	\$ 8,632	\$ 8,914	\$ 10,914			
			01-08-455-75300-460-61520 Wages-Casual Temporary	\$ 11,400	\$ 11,200	\$ 11,000			
			01-08-455-75300-460-61523 Benefits-Casual Temporary	\$ 1,417	\$ 1,370	\$ 1,365			
			01-08-455-75300-460-62023 Concession Purchases	\$ 12,000	\$ 15,000	\$ 20,000			
			01-08-455-75500-460-61510 Salaries-Permanent	\$ 81,583	\$ 136,315	\$ 124,345			
			01-08-455-75500-460-61513 Benefits-Permanent	\$ 24,532	\$ 42,503	\$ 41,399			
			01-08-455-75500-460-61520 Wages-Casual Temporary	\$ 7,770	\$ 7,600	\$ 7,500			
			01-08-455-75500-460-61523 Benefits-Casual Temporary	\$ 966	\$ 930	\$ 931			

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Mayfield Recreation Complex	Programs & Community Development	Expense	01-08-455-75500-460-62021 Program Supplies	\$ 3,000	\$ 3,000	\$ 3,000	
			01-08-455-75970-460-62018 Operating Supplies	\$ 933	\$ 933	\$ 933	
			01-08-455-75970-460-62335 Contracted Services	\$ 1,000	\$ 1,000	\$ 1,000	
			Expense Total	\$ 1,231,204	\$ 1,192,906	\$ 1,108,314	
	Programs & Community Development Total			\$ 422,371	\$ 403,571	\$ 353,443	
Mayfield Recreation Complex Total				\$ 1,186,013	\$ 1,170,694	\$ 1,109,248	
Mayfield West Community Centre	Programs & Community Development	Revenue	01-08-455-40010-465-50060 Auditorium/Room Rentals	\$ (20,400)	\$ (20,000)	\$ (10,000)	
			01-08-455-40010-465-50250 Program Registrations	\$ (5,100)	\$ (5,000)	\$ (5,000)	
			Revenue Total	\$ (25,500)	\$ (25,000)	\$ (15,000)	
	Expense	01-08-455-40010-465-61520 Wages-Casual Temporary	\$ 25,800	\$ 25,375	\$ 25,000		
		01-08-455-40010-465-61523 Benefits-Casual Temporary	\$ 3,206	\$ 3,104	\$ 1,800		
		01-08-455-40010-465-62018 Operating Supplies	\$ 2,000	\$ 2,000	\$ 2,000		
		01-08-455-40010-465-62215 Natural Gas	\$ 2,000	\$ 2,000	\$ 2,000		
		01-08-455-40010-465-62216 Electricity	\$ 8,500	\$ 8,500	\$ 8,500		
		01-08-455-40010-465-62217 Water/Waste Water	\$ 200	\$ 200	\$ 200		
		01-08-455-40010-465-62312 Insurance	\$ 4,896	\$ 4,896	\$ 4,800		
		01-08-455-40010-465-62335 Contracted Services	\$ 27,000	\$ 27,000	\$ 27,000		
			Expense Total	\$ 73,602	\$ 73,075	\$ 71,300	
		Programs & Community Development Total			\$ 48,102	\$ 48,075	\$ 56,300
Mayfield West Community Centre Total				\$ 48,102	\$ 48,075	\$ 56,300	
Palgrave Community Centre	Facilities & Operations	Revenue	01-08-465-77700-345-50060 Auditorium/Room Rentals	\$ (6,265)	\$ (2,265)	\$ (2,000)	
				Revenue Total	\$ (6,265)	\$ (2,265)	\$ (2,000)
	Expense	01-08-465-77700-345-61520 Wages-Casual Temporary	\$ 12,200	\$ 12,000	\$ 11,500		
		01-08-465-77700-345-61523 Benefits-Casual Temporary	\$ 1,517	\$ 1,468	\$ 1,427		
		01-08-465-77700-345-62011 Office Supplies	\$ 500	\$ 500	\$ 500		
		01-08-465-77700-345-62018 Operating Supplies	\$ 5,000	\$ 5,000	\$ 5,000		
		01-08-465-77700-345-62112 Maintenance & Repairs-Building	\$ 2,400	\$ 2,400	\$ 2,400		
		01-08-465-77700-345-62114 Small Equip Repair/Purchase	\$ 2,400	\$ 2,400	\$ 2,400		
		01-08-465-77700-345-62215 Natural Gas	\$ 4,815	\$ 4,815	\$ 4,815		
		01-08-465-77700-345-62216 Electricity	\$ 4,240	\$ 4,240	\$ 4,240		
		01-08-465-77700-345-62217 Water/Waste Water	\$ 1,712	\$ 1,712	\$ 1,712		
		01-08-465-77700-345-62312 Insurance	\$ 2,318	\$ 21,017	\$ 18,453		
		01-08-465-77700-345-62314 Mileage	\$ 1,400	\$ 1,400	\$ 1,400		
		01-08-465-77700-345-62335 Contracted Services	\$ 13,000	\$ 13,000	\$ 6,000		
		01-08-465-77700-345-62396 Mobile Phone/ Pagers	\$ 67	\$ 67	\$ 67		
			Expense Total	\$ 51,569	\$ 70,019	\$ 59,914	
			Facilities & Operations Total			\$ 45,304	\$ 67,754
	Programs & Community Development	Expense	01-08-455-75500-345-61520 Wages-Casual Temporary	\$ 4,400	\$ 4,300	\$ 4,200	
			01-08-455-75500-345-61523 Benefits-Casual Temporary	\$ 547	\$ 526	\$ 521	
		Expense Total	\$ 4,947	\$ 4,826	\$ 4,721		
	Programs & Community Development Total			\$ 4,947	\$ 4,826	\$ 4,721	
Palgrave Community Centre Total				\$ 50,251	\$ 72,580	\$ 62,635	
Rotary Place	Facilities & Operations	Expense	01-08-465-73020-355-62114 Small Equip Repair/Purchase	\$ 4,000	\$ 4,000	\$ 4,000	
			01-08-465-73020-355-62215 Natural Gas	\$ 3,919	\$ 3,859	\$ 4,869	
			01-08-465-73020-355-62216 Electricity	\$ 8,194	\$ 12,369	\$ 11,722	
			01-08-465-73020-355-62217 Water/Waste Water	\$ 2,383	\$ 2,225	\$ 596	
			01-08-465-73020-355-62312 Insurance	\$ 6,525	\$ 6,156	\$ 3,741	
				Expense Total	\$ 25,021	\$ 28,609	\$ 24,928
		Facilities & Operations Total			\$ 25,021	\$ 28,609	\$ 24,928
	Programs & Community Development	Expense	01-08-455-75500-355-61520 Wages-Casual Temporary	\$ 17,210	\$ 16,800	\$ 16,543	
			01-08-455-75500-355-61523 Benefits-Casual Temporary	\$ 2,139	\$ 2,055	\$ 2,075	
			01-08-455-75500-355-62018 Operating Supplies	\$ 6,500	\$ 7,000	\$ 7,000	
			01-08-455-75500-355-62335 Contracted Services	\$ 17,000	\$ 17,500	\$ 17,500	
		Expense Total	\$ 42,849	\$ 43,355	\$ 43,118		
	Programs & Community Development Total			\$ 42,849	\$ 43,355	\$ 43,118	
Support Services	Revenue	01-08-445-77700-355-50060 Auditorium/Room Rentals	\$ (12,240)	\$ (12,240)	\$ (19,380)		
			Revenue Total	\$ (12,240)	\$ (12,240)	\$ (19,380)	
	Support Services Total			\$ (12,240)	\$ (12,240)	\$ (19,380)	
Rotary Place Total				\$ 55,630	\$ 59,724	\$ 48,666	
Southfields Community Centre	Facilities & Operations	Expense	01-08-465-73020-466-61510 Salaries - Permanent	\$ 53,820	\$ 26,910	\$ -	
			01-08-465-73020-466-61513 Benefits - Permanent	\$ 16,140	\$ 8,070	\$ -	
			01-08-465-73020-466-61520 Casual Labour	\$ -	\$ 10,000	\$ -	
			01-08-465-73020-466-61520 Wages-Casual Temporary	\$ 20,000	\$ -	\$ -	
			01-08-465-73020-466-61523 Benefits - Casual Temporary	\$ 2,400	\$ 1,200	\$ -	
			01-08-465-73020-466-61540 Wages - CUPE	\$ 261,862	\$ 130,931	\$ -	
			01-08-465-73020-466-61543 Benefits - CUPE	\$ 78,558	\$ 39,279	\$ -	
			01-08-465-73020-466-62014 Uniforms Protective Clothing	\$ 2,660	\$ 1,330	\$ -	

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Southfields Community Centre	Facilities & Operations	Expense	01-08-465-73020-466-62017 Caretaking Supplies	\$ 26,000	\$ 13,000	\$ -		
			01-08-465-73020-466-62018 Operating Supplies	\$ 18,190	\$ 9,095	\$ -		
			01-08-465-73020-466-62112 Maintenance & Repairs Building	\$ 12,026	\$ 6,013	\$ -		
			01-08-465-73020-466-62114 Small Equipment Repair/Purchase	\$ 9,852	\$ 4,926	\$ -		
			01-08-465-73020-466-62215 Natural Gas	\$ 28,000	\$ 14,000	\$ -		
			01-08-465-73020-466-62216 Electricity	\$ 112,800	\$ 56,400	\$ -		
			01-08-465-73020-466-62217 Water/ Waste Water	\$ 12,000	\$ 6,000	\$ -		
			01-08-465-73020-466-62312 Insurance	\$ 8,000	\$ -	\$ -		
			01-08-465-73020-466-62314 Mileage	\$ 932	\$ 400	\$ -		
			01-08-465-73020-466-62335 Contracted Services	\$ 50,700	\$ 25,350	\$ -		
	01-08-465-73020-466-62396 Mobile Communications	\$ 1,600	\$ 800	\$ -				
	<b>Expense Total</b>	<b>\$ 715,540</b>	<b>\$ 353,704</b>	<b>\$ -</b>				
	<b>Facilities &amp; Operations Total</b>	<b>\$ 715,540</b>	<b>\$ 353,704</b>	<b>\$ -</b>				
	Programs & Community Development	Revenue	01-08-455-40010-466-50655 Lease Revenue	\$ (160,070)	\$ (80,035)	\$ -		
			01-08-455-75200-466-50160 Memberships	\$ (20,000)	\$ (10,000)	\$ -		
			01-08-455-75200-466-50180 Pay as you go	\$ (6,634)	\$ (3,317)	\$ -		
			01-08-455-75200-466-50243 Special Programs	\$ (13,334)	\$ (6,667)	\$ -		
			01-08-455-75200-466-50250 Program Registrations	\$ (136,566)	\$ (68,283)	\$ -		
			01-08-455-75300-466-50100 Vending Machine Sales	\$ (2,666)	\$ (1,333)	\$ -		
			01-08-455-75300-466-50120 Pro Shop Sales	\$ (3,334)	\$ (1,667)	\$ -		
			01-08-455-75400-466-50160 Memberships	\$ (213,334)	\$ (106,667)	\$ -		
			01-08-455-75400-466-50180 Pay as you go	\$ (16,334)	\$ (8,167)	\$ -		
			01-08-455-75400-466-50243 Special Programs	\$ (14,000)	\$ (7,000)	\$ -		
			01-08-455-75400-466-50250 Program registrations	\$ (4,666)	\$ (2,333)	\$ -		
			01-08-455-75500-466-50160 Memberships	\$ (1,150)	\$ (575)	\$ -		
			01-08-455-75500-466-50180 Pay as you go	\$ (5,516)	\$ (2,758)	\$ -		
			01-08-455-75500-466-50250 Program registrations	\$ (26,666)	\$ (13,333)	\$ -		
			<b>Revenue Total</b>	<b>\$ (624,270)</b>	<b>\$ (312,135)</b>	<b>\$ -</b>		
			Programs & Community Development	Expense	01-08-455-40010-466-61510 Salaries - Permanent	\$ 44,492	\$ 22,246	\$ -
					01-08-455-40010-466-61513 Benefits - Permanent	\$ 13,348	\$ 6,674	\$ -
					01-08-455-40010-466-61520 Casual Labour	\$ 112,800	\$ 56,400	\$ -
					01-08-455-40010-466-61523 Benefits - Casual Temporary	\$ 13,536	\$ 6,768	\$ -
					01-08-455-40010-466-62011 Office Supplies	\$ 3,334	\$ 1,667	\$ -
					01-08-455-40010-466-62014 Uniforms Protective Clothing	\$ 1,400	\$ 700	\$ -
					01-08-455-40010-466-62018 Operating Supplies	\$ 5,000	\$ 2,500	\$ -
					01-08-455-40010-466-62314 Mileage	\$ 1,334	\$ 667	\$ -
					01-08-455-40010-466-62396 Mobile Communications	\$ 800	\$ 400	\$ -
					01-08-455-40010-466-62397 Telephone	\$ 1,642	\$ 821	\$ -
					01-08-455-75200-466-61520 Casual Labour	\$ 101,284	\$ 50,642	\$ -
					01-08-455-75200-466-61523 Benefits - Casual Temporary	\$ 11,676	\$ 5,838	\$ -
					01-08-455-75200-466-62014 Uniforms Protective Clothing	\$ 3,800	\$ 1,900	\$ -
					01-08-455-75200-466-62018 Operating Supplies	\$ 10,000	\$ 5,000	\$ -
					01-08-455-75200-466-62021 Program Supplies	\$ 15,936	\$ 7,968	\$ -
					01-08-455-75200-466-62114 Small Equipment Repair / Purchase	\$ 2,484	\$ 1,242	\$ -
					01-08-455-75200-466-62314 Mileage	\$ 666	\$ 333	\$ -
					01-08-455-75200-466-62396 Mobile communications	\$ 800	\$ 400	\$ -
					01-08-455-75400-466-61510 Salaries - Permanent	\$ 22,246	\$ 22,246	\$ -
					01-08-455-75400-466-61513 Benefits - Permanent	\$ 6,674	\$ 6,674	\$ -
					01-08-455-75400-466-61520 Casual Labour	\$ -	\$ 34,667	\$ -
					01-08-455-75400-466-61520 Wages-Casual Temporary	\$ 69,334	\$ -	\$ -
					01-08-455-75400-466-61523 Benefits - Casual Temporary	\$ 8,320	\$ 4,160	\$ -
					01-08-455-75400-466-62014 Uniforms Protective Clothing	\$ 3,800	\$ 1,900	\$ -
					01-08-455-75400-466-62018 Operating Supplies	\$ 3,000	\$ 1,500	\$ -
					01-08-455-75400-466-62021 Program Supplies	\$ 3,000	\$ 1,500	\$ -
					01-08-455-75400-466-62114 Small Equipment Repair / Purchase	\$ 6,666	\$ 3,333	\$ -
					01-08-455-75400-466-62314 Mileage	\$ 666	\$ 333	\$ -
					01-08-455-75400-466-62396 Mobile communications	\$ 800	\$ 400	\$ -
					01-08-455-75500-466-61510 Salaries - Permanent	\$ 66,738	\$ 22,246	\$ -
					01-08-455-75500-466-61513 Benefits - Permanent	\$ 20,022	\$ 6,674	\$ -
					01-08-455-75500-466-61520 Casual Labour	\$ 30,000	\$ 15,000	\$ -
					01-08-455-75500-466-61523 Benefits - Casual Temporary	\$ 3,600	\$ 1,800	\$ -
					01-08-455-75500-466-62014 Uniforms Protective Clothing	\$ 3,800	\$ 1,900	\$ -
					01-08-455-75500-466-62021 Program Supplies	\$ 3,000	\$ 1,500	\$ -
	01-08-455-75500-466-62114 Small Equipment Repair / Purchase	\$ 1,666			\$ 833	\$ -		
	01-08-455-75500-466-62314 Mileage	\$ 666			\$ 333	\$ -		
	01-08-455-75500-466-62396 Mobile communications	\$ 536			\$ 400	\$ -		
	01-08-455-75970-466-62018 Operating Supplies	\$ 2,666			\$ 1,333	\$ -		
	<b>Expense Total</b>	<b>\$ 601,532</b>			<b>\$ 300,898</b>	<b>\$ -</b>		
	<b>Programs &amp; Community Development Total</b>	<b>\$ (22,738)</b>			<b>\$ (11,237)</b>	<b>\$ -</b>		

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Southfields Community Centre	Support Services	Revenue	01-08-445-77700-466-50060 Auditorium/Room Rentals	\$ (20,000)	\$ (10,000)	\$ -	
			01-08-445-77700-466-50230 Rentals	\$ (7,334)	\$ (3,667)	\$ -	
		<b>Revenue Total</b>		<b>\$ (27,334)</b>	<b>\$ (13,667)</b>	<b>\$ -</b>	
	<b>Support Services Total</b>		<b>\$ (27,334)</b>	<b>\$ (13,667)</b>	<b>\$ -</b>		
<b>Southfields Community Centre Total</b>				<b>\$ 665,468</b>	<b>\$ 328,800</b>	<b>\$ -</b>	
Town Hall	Parks Operations	Revenue	01-08-385-71020-365-50308 Park Rentals	\$ (249,419)	\$ (277,419)	\$ (284,719)	
			01-08-385-71020-365-50319 Grants/Subsidies	\$ -	\$ -	\$ (10,000)	
			01-08-385-71020-365-50320 Peel Roadside Maintenance	\$ (53,000)	\$ (50,000)	\$ (100,000)	
		01-08-385-71070-365-50860 Inspections	\$ (12,030)	\$ (12,030)	\$ (7,030)		
	<b>Revenue Total</b>		<b>\$ (314,449)</b>	<b>\$ (339,449)</b>	<b>\$ (401,749)</b>		
	Expense	01-08-385-71020-365-61510 Salaries-Permanent	\$ 390,326	\$ 291,477	\$ 283,489		
		01-08-385-71020-365-61512 Recovery-Salaries-Permanent	\$ (25,000)	\$ (20,000)	\$ (20,000)		
		01-08-385-71020-365-61513 Benefits-Permanent	\$ 110,540	\$ 81,396	\$ 80,980		
		01-08-385-71020-365-61520 Wages-Casual Temporary	\$ 111,114	\$ 126,194	\$ 123,700		
		01-08-385-71020-365-61523 Benefits-Casual Temporary	\$ 8,256	\$ 15,436	\$ 15,354		
		01-08-385-71020-365-61540 Wages-CUPE	\$ 954,056	\$ 895,642	\$ 877,509		
		01-08-385-71020-365-61541 Overtime-CUPE	\$ 20,075	\$ 20,075	\$ 20,075		
		01-08-385-71020-365-61543 Benefits-CUPE	\$ 246,661	\$ 215,709	\$ 220,737		
		01-08-385-71020-365-62014 Uniforms/Protective Clothing	\$ 18,732	\$ 19,332	\$ 18,907		
		01-08-385-71020-365-62216 Electricity	\$ 63,934	\$ 65,534	\$ 47,613		
		01-08-385-71020-365-62217 Water/Waste Water	\$ 77,075	\$ 62,628	\$ 57,467		
		01-08-385-71020-365-62239 Equipment	\$ 20,000	\$ 20,000	\$ 20,000		
		01-08-385-71020-365-62240 Vandalism	\$ -	\$ -	\$ 501		
		01-08-385-71020-365-62258 Sports - Contracts	\$ 10,000	\$ 10,000	\$ 10,000		
		01-08-385-71020-365-62300 Light Repairs - Parks	\$ 31,941	\$ 31,315	\$ 31,315		
		01-08-385-71020-365-62310 Training/Development/Seminars	\$ 11,000	\$ 10,500	\$ 10,500		
		01-08-385-71020-365-62311 Memberships/Dues	\$ 3,300	\$ 3,300	\$ 3,300		
		01-08-385-71020-365-62312 Insurance	\$ 18,960	\$ 17,925	\$ 20,098		
		01-08-385-71020-365-62314 Mileage	\$ 4,550	\$ 4,550	\$ 4,550		
		01-08-385-71020-365-62325 Caledon Trailway Maintenance	\$ 6,605	\$ 6,475	\$ 6,475		
		01-08-385-71020-365-62335 Contracted Services	\$ 202,600	\$ 144,706	\$ 134,706		
		01-08-385-71020-365-62339 Communication Equipment	\$ -	\$ -	\$ 2,000		
		01-08-385-71020-365-62358 Materials	\$ 97,909	\$ 78,342	\$ 76,342		
		01-08-385-71020-365-62381 Tree Planting	\$ 24,622	\$ 26,247	\$ 26,247		
		01-08-385-71020-365-62396 Mobile Phones / Pagers	\$ 1,740	\$ 940	\$ 940		
		01-08-385-71020-365-62418 Debt Repayment	\$ 22,300	\$ 22,300	\$ 22,300		
		01-08-385-71020-365-62437 Contribution to Reserves	\$ 25,000	\$ -	\$ -		
		01-08-385-71070-365-61510 Salaries-Permanent	\$ 359,456	\$ 355,984	\$ 241,331		
		01-08-385-71070-365-61513 Benefits-Permanent	\$ 90,202	\$ 104,319	\$ 74,345		
		01-08-385-71070-365-62011 Office Supplies	\$ 750	\$ 750	\$ 750		
		01-08-385-71070-365-62310 Training/Development/Seminars	\$ 8,000	\$ 7,000	\$ 6,000		
		01-08-385-71070-365-62311 Memberships/Dues	\$ 3,200	\$ 2,200	\$ 1,500		
		01-08-385-71070-365-62314 Mileage	\$ 2,850	\$ 1,050	\$ 750		
		01-08-385-71070-365-62396 Mobile Phones / Pagers	\$ 469	\$ 269	\$ 269		
		<b>Expense Total</b>		<b>\$ 2,921,223</b>	<b>\$ 2,621,595</b>	<b>\$ 2,420,050</b>	
	<b>Parks Operations Total</b>				<b>\$ 2,606,774</b>	<b>\$ 2,282,146</b>	<b>\$ 2,018,301</b>
	Town Hall	Programs & Community Development	Revenue	01-08-455-75900-365-50050 Miscellaneous Revenue	\$ (35,000)	\$ (30,000)	\$ -
				01-08-455-75900-365-50760 Special Events	\$ (65,000)	\$ (60,000)	\$ (40,000)
				01-08-455-75910-365-50051 Uniforms - Recovery	\$ (2,000)	\$ (2,000)	\$ (2,000)
				01-08-455-75910-365-50250 Program Registrations	\$ (455,640)	\$ (375,000)	\$ (375,000)
				01-08-455-75910-365-50255 Extended Camp Fees	\$ (19,360)	\$ (19,360)	\$ (19,360)
				01-08-455-75910-365-50258 Reach for the Rainbow	\$ (60,000)	\$ (10,000)	\$ -
				01-08-455-75910-365-50319 Grants/Subsidies	\$ -	\$ (40,000)	\$ (40,000)
			<b>Revenue Total</b>		<b>\$ (637,000)</b>	<b>\$ (536,360)</b>	<b>\$ (476,360)</b>
			Expense	01-08-455-40010-365-61510 Salaries-Permanent	\$ 329,723	\$ 312,386	\$ 298,397
				01-08-455-40010-365-61512 Salary Recovery	\$ (40,000)	\$ (40,000)	\$ (40,000)
				01-08-455-40010-365-61513 Benefits-Permanent	\$ 89,977	\$ 85,615	\$ 84,076
			01-08-455-40010-365-62011 Office Supplies	\$ 750	\$ 750	\$ 750	
			01-08-455-40010-365-62310 Training/Development/Seminars	\$ 21,703	\$ 21,703	\$ 21,703	
			01-08-455-40010-365-62311 Memberships/Dues	\$ 6,750	\$ 6,750	\$ 6,750	
			01-08-455-40010-365-62314 Mileage	\$ 2,016	\$ 2,016	\$ 3,016	
			01-08-455-40010-365-62335 Contracted Services	\$ 269	\$ 269	\$ 269	
			01-08-455-40010-365-62396 Mobile Phones / Pagers	\$ 600	\$ 600	\$ 600	
			01-08-455-75900-365-62018 Operating Supplies	\$ 10,200	\$ 10,200	\$ 5,200	
			01-08-455-75900-365-62315 Printing & Advertising	\$ 5,200	\$ 5,200	\$ 3,700	
			01-08-455-75900-365-62335 Contracted Services	\$ 59,600	\$ 54,600	\$ 41,100	
		01-08-455-75900-365-62355 Special Events	\$ 30,000	\$ 24,000	\$ -		

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - COMMUNITY SERVICES  
 PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget			
Town Hall	Programs & Community Development	Expense	01-08-455-75910-365-61520 Wages-Casual Temporary	\$ 395,156	\$ 331,669	\$ 262,871			
			01-08-455-75910-365-61523 Benefits-Casual Temporary	\$ 49,094	\$ 40,570	\$ 32,628			
			01-08-455-75910-365-62014 Uniforms/Protective Clothing	\$ 6,000	\$ 6,000	\$ 6,000			
			01-08-455-75910-365-62021 Program Supplies	\$ 29,500	\$ 29,500	\$ 29,500			
			01-08-455-75910-365-62314 Mileage	\$ 1,000	\$ 1,000	\$ 1,000			
			01-08-455-75910-365-62335 Contracted Services	\$ 3,700	\$ 5,500	\$ 5,500			
			01-08-455-75910-365-62348 Transportation/Bus Rental	\$ 6,500	\$ 5,500	\$ 5,500			
			01-08-455-75910-365-62396 Mobile Phones / Pagers	\$ 967	\$ 167	\$ 167			
			01-08-455-75970-365-62018 Operating Supplies	\$ 1,000	\$ -	\$ 1,000			
			01-08-455-75970-365-62335 Contracted Services	\$ 4,000	\$ -	\$ 13,000			
	<b>Expense Total</b>				<b>\$ 1,013,705</b>	<b>\$ 903,995</b>	<b>\$ 782,727</b>		
	<b>Programs &amp; Community Development Total</b>				<b>\$ 376,705</b>	<b>\$ 367,635</b>	<b>\$ 306,367</b>		
	Support Services	Revenue		01-08-445-40010-365-50319 Grants/Subsidies	\$ (8,000)	\$ (8,000)	\$ (10,000)		
				01-08-445-40010-365-50986 Reserve Fund To Revenue	\$ (7,000)	\$ -	\$ -		
				01-08-445-77700-365-50232 Arena Board Advertising	\$ (24,560)	\$ (24,560)	\$ (24,560)		
				01-08-445-77700-365-50417 All Sport Insurance	\$ (12,000)	\$ (12,000)	\$ (10,000)		
				01-08-445-77700-365-50533 Advertising Sales-External	\$ (10,000)	\$ (16,000)	\$ (16,000)		
		<b>Revenue Total</b>				<b>\$ (61,560)</b>	<b>\$ (60,560)</b>	<b>\$ (60,560)</b>	
		Expense		01-08-445-40010-365-61510 Salaries-Permanent	\$ 592,947	\$ 566,993	\$ 513,720		
				01-08-445-40010-365-61513 Benefits-Permanent	\$ 182,569	\$ 172,717	\$ 161,111		
				01-08-445-40010-365-61520 Wages-Casual Temporary	\$ 41,582	\$ 69,921	\$ 34,600		
				01-08-445-40010-365-61523 Benefits-Casual Temporary	\$ 5,553	\$ 8,472	\$ 4,295		
				01-08-445-40010-365-62011 Office Supplies	\$ 750	\$ 750	\$ 750		
				01-08-445-40010-365-62018 Operating Supplies	\$ 1,500	\$ 500	\$ 500		
				01-08-445-40010-365-62020 E-Registration Fees	\$ 17,000	\$ 24,000	\$ 21,500		
				01-08-445-40010-365-62310 Training/Development/Seminars	\$ 12,280	\$ 9,780	\$ 9,280		
				01-08-445-40010-365-62314 Mileage	\$ 4,700	\$ 2,200	\$ 2,200		
				01-08-445-40010-365-62315 Printing & Advertising	\$ 54,950	\$ 72,950	\$ 72,950		
				01-08-445-40010-365-62335 Contracted Services	\$ 5,000	\$ 2,500	\$ 2,500		
				01-08-445-40010-365-62356 Community Development	\$ 4,000	\$ 2,500	\$ 2,500		
				01-08-445-40010-365-62396 Mobile Phones / Pagers	\$ 2,355	\$ 1,555	\$ 1,555		
				01-08-445-77700-365-62326 Game Day Insurance	\$ 12,000	\$ 12,000	\$ 10,000		
	<b>Expense Total</b>				<b>\$ 937,186</b>	<b>\$ 946,838</b>	<b>\$ 837,461</b>		
<b>Support Services Total</b>				<b>\$ 875,626</b>	<b>\$ 886,278</b>	<b>\$ 776,901</b>			
<b>Town Hall Total</b>				<b>\$ 3,859,105</b>	<b>\$ 3,536,059</b>	<b>\$ 3,101,569</b>			
Victoria Parks Community Centre	Facilities & Operations	Revenue	01-08-465-77700-370-50060 Auditorium/Room Rentals	\$ (6,981)	\$ (6,981)	\$ (6,120)			
		<b>Revenue Total</b>	<b>\$ (6,981)</b>	<b>\$ (6,981)</b>	<b>\$ (6,120)</b>				
	Expense		01-08-465-77700-370-61520 Wages-Casual Temporary	\$ 7,380	\$ 5,480	\$ 5,307			
			01-08-465-77700-370-61523 Benefits-Casual Temporary	\$ 917	\$ 670	\$ 663			
			01-08-465-77700-370-62014 Uniforms/Protective Clothing	\$ 100	\$ 100	\$ 100			
			01-08-465-77700-370-62018 Operating Supplies	\$ 200	\$ 200	\$ 200			
			01-08-465-77700-370-62112 Maintenance & Repairs-Building	\$ 2,000	\$ 2,000	\$ 2,000			
			01-08-465-77700-370-62114 Small Equip Repair/Purchase	\$ 200	\$ 200	\$ 200			
			01-08-465-77700-370-62215 Natural Gas	\$ 2,269	\$ 2,121	\$ 3,460			
			01-08-465-77700-370-62216 Electricity	\$ 1,593	\$ 1,549	\$ 2,036			
			01-08-465-77700-370-62217 Water/Waste Water	\$ 113	\$ 105	\$ 105			
			01-08-465-77700-370-62312 Insurance	\$ 2,404	\$ 2,254	\$ 2,210			
			01-08-465-77700-370-62335 Contracted Services	\$ 3,000	\$ 3,000	\$ 3,000			
			01-08-465-77700-370-62397 Telephone	\$ 550	\$ 400	\$ 400			
			01-08-465-77700-370-62437 Contribution to Reserves	\$ 400	\$ 400	\$ 400			
			<b>Expense Total</b>				<b>\$ 21,126</b>	<b>\$ 18,479</b>	<b>\$ 20,081</b>
			<b>Facilities &amp; Operations Total</b>				<b>\$ 14,145</b>	<b>\$ 11,498</b>	<b>\$ 13,961</b>
<b>Victoria Parks Community Centre Total</b>				<b>\$ 14,145</b>	<b>\$ 11,498</b>	<b>\$ 13,961</b>			
<b>Parks &amp; Recreation Total</b>				<b>\$ 9,030,961</b>	<b>\$ 8,210,411</b>	<b>\$ 7,244,614</b>			

**TOWN OF CALEDON  
2019 CAPITAL BUDGETS - COMMUNITY SERVICES**

Department	Division	Project #	Project Name	Total Project Budget
<b>Community Services</b>	Emergency Operations & Fire Suppression	19-021	Alton Fire Station Parking Lot Rehabilitation	\$ 40,000
		19-025	Tanker Replacement (1997)	\$ 620,000
		19-026	Personal Protective Equipment	\$ 60,000
		19-027	Large Fire Equipment Replacement	\$ 70,000
		19-028	Deputy Chief Vehicle (2)	\$ 120,000
		19-030	Joint Fire Communications Center - Capital Equipment Replacement	\$ 32,000
	Recreation	19-043	Mayfield Recreation Centre - Pool Starting Block Replacement	\$ 30,000
		19-044	Recreation - Facility Road Sign Program	\$ 150,000
		19-045	Caledon Centre for Recreation and Wellness/Mayfield Recreation Centre Pool Improvements	\$ 150,000
		19-046	Mayfield Recreation Centre - Change Room Flooring Repairs	\$ 150,000
		19-049	Recreation - Furniture / Fixtures / Equipment	\$ 50,000
		19-050	Recreation - Accessibility	\$ 50,000
		19-051	Mayfield Recreation Centre - Self-operated Pool Lift	\$ 60,000
		19-052	Caledon Centre for Recreation and Wellness - Fitness Equipment Revitalization	\$ 85,000
		19-054	Mayfield Recreation Centre - Condensor Water Tank and Pump	\$ 25,000
		19-055	Mayfield Recreation Centre - Exterior Structural Review	\$ 86,300
		19-057	Lloyd Wilson Centennial Arena - Exhaust Fan Replacement	\$ 27,000
		19-058	Inglewood Community Centre - Domestic Water and Fixture Replacement	\$ 45,000
		19-059	Inglewood Community Centre - Window Replacement	\$ 35,000
		19-060	Margaret Dunn - Asphalt Paving Repairs	\$ 12,000
		19-061	Albion Bolton Union Community Centre - Lighting Retrofit	\$ 250,000
		19-062	Albion Bolton Union Community Centre - Caledon Parent Child Centre - Washroom Upgrades	\$ 35,000
		19-063	Albion Bolton Union Community Centre - Exterior Stair Replacement	\$ 25,000
		19-064	Caledon Centre for Recreation and Wellness - HVAC Replacement	\$ 75,000
		19-067	Caledon Centre for Recreation and Wellness - Building Automation System Replacement/Upgrade	\$ 120,000
		19-068	Caledon Centre for Recreation and Wellness - Change Room Upgrades	\$ 60,000
		19-088	Alton Library and Community Room - Concrete Walkways	\$ 100,000
		19-089	Caledon East Community Complex - Phase 3 Expansion	\$ 2,806,252
		19-090	Caledon East Community Complex - Repairs to Compressor Room and Water Heaters	\$ 55,000
		19-095	Victoria Parks Community Centre - Upgrades	\$ 16,500
19-118	Caledon East Community Complex - Renovation of Caledon Arts and Crafts for Youth and Community Room	\$ 500,000		



**TOWN OF CALEDON  
2019 CAPITAL BUDGETS - COMMUNITY SERVICES**

Department	Division	Project #	Project Name	Total Project Budget
<b>Community Services</b>	Parks Operations	19-041	Humberview Secondary School Turf and Track	\$ 55,466
		19-103	Johnston Sports Park Phase 3	\$ 1,800,000
		19-104	Rubber Playground Surfacing Replacements at Keith McCreary and North Hill Park	\$ 82,400
		19-105	Caledon Trailway Structure Replacement/Rehabilitation	\$ 103,000
		19-106	Palgrave Tennis Court # 4 Resurfacing	\$ 51,500
		19-107	Street Tree Replacements/Planting	\$ 50,000
		19-108	Playground Structure Replacements - Heritage Hills Park - Ruth and Richard Hunt Park	\$ 103,000
		19-109	Ted Houston Park Fencing	\$ 15,000
		19-110	North Hill Park Path Replacement	\$ 82,400
		19-111	Fibar Playground Surfacing Top-Ups - Dell'Unto Parkette - Bill Whitbread Park - Peter Eben Memorial Park - Dennison Park - Bonnie Glen Park	\$ 25,000
		19-112	Sports Field Improvements - Caledon East Soccer Club Complex - Edelweiss Park - Palgrave Ball Park - Sid Coburn Ball Diamond - Inglewood Ball Diamond - Lina Marino Park Soccer Fields	\$ 85,000
		19-113	Caledon East Park Playground Surfacing Replacement	\$ 40,000
		19-115	Lina Marino Park Playground Surfacing Improvements	\$ 40,000
		19-117	Park Sign Replacements	\$ 10,000
		19-125	Terra Cotta Trailway Parking/Rest Area Design	\$ 35,000
	19-126	Etobicoke Creek Trail Paving	\$ 80,000	
	Policy & Sustainability	19-143	Heritage Designation Studies	\$ 20,000
		19-153	Official Plan Review 2041	\$ 1,000,000
<b>Community Services Total</b>				<b>\$ 9,617,818</b>







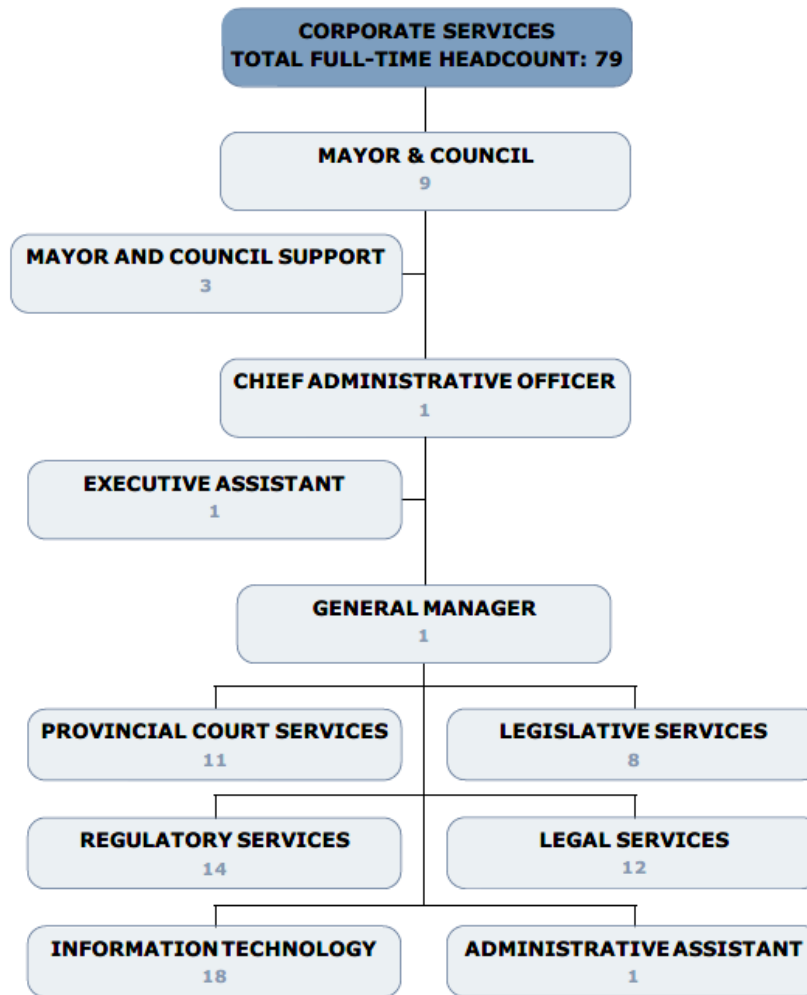
# Corporate Services

2019



# 2019 Business Plan – Corporate Services

## 1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



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

### Information Technology

- Identifies, implements, manages and supports the Town's enterprise applications to support efficiency and effective delivery of Town services and programs
- Plans, develops, implements, manages, secures, and supports the Town's network infrastructure, software applications, geographic information system, end user PCs and devices, and telecommunication components

### Legal Services

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

# 2019 Business Plan – Corporate Services

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- Provides support to the municipality in all litigation matters including appearances in Provincial Offences Court, Small Claims Court, Superior Court and administrative tribunals
- Prosecutes various matters in accordance with the Provincial Offences Act including the Highway *Traffic Act*, *Building Code Act*, *Fire Protection and Prevention Act* and Municipal By-law matters
- Responds to appeals arising from Provincial Offences Court matters
- Carries out all real estate transaction matters in respect of Town lands
- Provides general legal advice and prepares agreements and other legal documents for policy related matters

## **Legislative Services**

- Provides legislative and administrative support to internal and external stakeholders, including Council and committees of Council
- Administers and coordinates the Council and Committee Agenda Management System, including the distribution and reporting out of decisions and directions
- Provides internal support and resources with respect to agenda Items, including report writing
- Coordinates the committee recruitment and appointment process, including the orientation and training program
- Conducts municipal elections and the Council orientation process
- Ensures compliance with the *Accessibility for Ontarians with Disabilities Act*
- Provides advice and support with respect to the development of Corporate Policies, Procedures and By-laws
- Coordinates permanent and special occasion liquor licence applications
- Administers corporate records management program for the corporation and manages in-active files transferred to the Records Centre
- Administers access and privacy requirements and co-ordinates Freedom of Information requests in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*

## **Provincial Offences Court**

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

## **Regulatory Services**

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

## **Office of the Mayor**

- Provides executive support and guidance to the Mayor
- Provides administrative support and calendar management to Members of Council

# 2019 Business Plan – Corporate Services

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- Coordinates Council community engagement initiatives
- Responds to public inquiries

## 2. MAJOR CUSTOMERS OR CLIENTS

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

## 3. 2018 ACHIEVEMENTS

### Information Technology

- Launched an enterprise Asset & Work Order Management project
- Completed a series of improvements to Town enterprise applications to improve usability and functionality (i.e. CAMS, AMANDA)
- Through the introduction of a new Staff Maps Gallery and cleaning of data inputs, increased the ability of staff to utilize GIS for their individual business needs
- Increased connectivity (phone, fibre etc.) between Town facilities outside of Town Hall and Town Hall
- Improved security to protect against threats to data security and sustainability of Town networks to ensure ability to continue operations and access information during potential emergencies
- Launched a transition of Town systems to Windows10

### Legal Services

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

### Legislative Services

- Conducted the Municipal Election according to the Municipal Election Act standards
- Developed and facilitated the Council Orientation program in partnership with the CAOs Office
- Conduct a review of the Town's Committees, Board, Task Forces and Tribunals to streamline processes and ensure consistency.
- Researched and secured a new agenda management software program increase efficiency and engagement
- Evaluated the Town's current paper record repository solution in preparation for a migration to an electronic document management system (EDMS)
- Assisted Information Technology with the migration of departments to a consolidated network share
- Trained new employees on the Town's corporate Records Management program and Freedom of Information process
- Developed digitization standards for paper records and scanned drawings



# 2019 Business Plan – Corporate Services

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## **Provincial Offences Court**

- Coordinated review of bank fees with Finance and Moneris. Added on-line portal with Moneris for POA phone payments to decrease fees and improve PCI compliance.
- Collection efforts increased through addition of Geowarehouse web software to add defaulted fines to tax rolls
- Collaboration with Prosecution to streamline and improve efficiencies regarding first adjournments process to improve customer service experience
- Continued coordination and acted as Project Lead to implement replacement software for parking program
- Designed an information digital screen for court with Communication staff to increase knowledge for customer and to ensure that accessibility needs are met
- Established Regional Collection Committee and act as Chair to gain knowledge and share best practices
- Collaboration with finance to streamline process and eliminate duplication of spreadsheets and data entry

## **Regulatory Services**

- Streamlined the business licencing process to enhance service levels
- Developed content for a Community Guide to launch in 2019 as an extra measure to educate property owners
- Introduced new enforcement notification protocols including the use of courtesy notices, etc. as an extra measure to obtain compliance
- Reviewed the implementation of a Feral Cat Program to proactively control the population within Caledon
- Implemented a new service level model in Animal Services to align with the objectives of the adoption program
- Merged municipal law and parking enforcement to align with the needs of the community
- Reviewed, analyzed and developed a new draft of a Licensing By-law, Site Alteration By-law and Animal Care and Control By-law for public input and consideration in 2019

## **Office of the Mayor**

- Enhanced support to Council through the development and implementation of a tracking database for issues resolution
- Provided support to the orientation of the Council-Elect, including the Inaugural meeting and event
- Reviewed and developed resources for the Council-Elect around bio templates, social media, web presences, etc.

# 2019 Business Plan – Corporate Services

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## 4. SIGNIFICANT TRENDS AND CHALLENGES

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2018 and beyond are as follows:

### Information Technology

Trends	Challenges
<ul style="list-style-type: none"> <li>• Cloud / Web based services for high availability</li> <li>• Increased demand for Data Warehousing and Business Analytic Tools</li> <li>• eServices for greater access</li> <li>• Electronic document management solutions to manage electronic records and eliminate paper retention</li> </ul>	<ul style="list-style-type: none"> <li>• Greater need for high-speed connectivity from mobile devices</li> <li>• Increased demand for technological solutions across the organization with limited resources</li> </ul>

### Legal Services

Trends	Challenges
<ul style="list-style-type: none"> <li>• The number of agreements, administrative requests and real estate transactions are increasing as a result of added capital projects and increasing service demands</li> <li>• Increased construction litigation in relation to capital projects</li> <li>• Increased complexity in by-law prosecutions from illegal property uses</li> <li>• Use of alternative approaches to dealing with court matters such as an Administrative Monetary Penalties system</li> </ul>	<ul style="list-style-type: none"> <li>• Significant changes to legislation impacting municipalities including planning appeals and construction matters that requires review and changes to Town processes, agreements and by-laws</li> <li>• Modernizing Town by-laws to address issues resulting from the growth of the municipality</li> <li>• Increased workload pressures resulting from growth of the Town</li> </ul>

### Legislative Services

Trends	Challenges
<ul style="list-style-type: none"> <li>• Engaging the public and ensuring accurate information is delivered on Council decisions</li> <li>• Ensuring the Town's processes continue to reflect a high standard of accountable and transparent government practices</li> <li>• Ensuring the public's increased expectation of availability and access to Town-held information is maintained</li> <li>• Movement from paper file management to electronic records management</li> <li>• Increased importance of data protection and security</li> </ul>	<ul style="list-style-type: none"> <li>• Increased demand for reports, by-laws and minutes</li> <li>• Increased demands for accessibility service measures, including accessible documentation, online forms, etc.</li> <li>• Increased number of Freedom of Information requests impacts staff resources and time significantly</li> <li>• Keeping abreast of new technology and its impact on records management practices</li> </ul>

# 2019 Business Plan – Corporate Services

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## Provincial Offences Court

Trends	Challenges
<ul style="list-style-type: none"> <li>• Provincial government seeking on-line alternatives to court processes</li> <li>• Judiciary changes in leadership presents new best practises</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of new legislation and download initiatives</li> <li>• Intergovernmental relationships and transfer of duties</li> <li>• Inter-departmental staffing shortages and changeovers</li> </ul>

## Regulatory Services

Trends	Challenges
<ul style="list-style-type: none"> <li>• Increasing demand for enforcement services</li> <li>• Increasing local pressures resulting from Federal and Provincial legislation i.e. legalization of cannabis, smoking on public property, etc.</li> <li>• Greater collaboration and partnerships on enforcement measures, both internally and externally</li> </ul>	<ul style="list-style-type: none"> <li>• Managing increased demand and growing public expectation for timely service with limited resources</li> <li>• Adapting to Caledon's residential growth and development</li> <li>• Lack of awareness in the community about property standards and maintenance expectations</li> <li>• Outdated By-laws that have limited enforcement provisions</li> </ul>

## Office of the Mayor

Trends	Challenges
<ul style="list-style-type: none"> <li>• Social Media is playing a larger role as a communication forum</li> <li>• Growing expectations from the public and stakeholders to be engaged in local decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping apprised of messages on social media while not enabling it to shift important priorities</li> <li>• Establishing relationships with the new Council-Elect to support them through their transition into their new role, while enhancing relationships with those returning members of Council</li> </ul>

# 2019 Business Plan – Corporate Services

## 5. 2019 DEPARTMENTAL PRIORITIES

2019 PRIORITIES						
Priority	Strategic Actions / Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
<b>GENERAL</b>						
1	Maintain Key Performance indicators for each division to assist with determining workload and resource allocation	Base Operating Budget				
2	Assist with the transition of a new term of Council	Base Operating Budget				
3	Build on the importance of an efficient records management system that addresses the needs of the corporation, while improving access	Base Operating Budget				
<b>INFORMATION TECHNOLOGY</b>						
1	Investigate additional broadband service options to compliment SWIFT implementation	Capital Budget				
2	Improve the Project Management structure for IT projects	Capital Budget				
3	Continue making efficiencies to enterprise and business applications to improve functionality (i.e. AMANDA, CAMS, InfoHR)	Capital Budget				
4	Utilize the incident management process and leverage key performance indicators to improve IT services to the Corporation	Base Operating Budget				
5	Utilize web-based technologies (portal) to provide e-services	Capital Budget				
<b>LEGISLATIVE SERVICES</b>						
1	Recruitment of Committees and Local Boards and development of a training program to meet legislative requirements	Base Operating Budget				
2	Provide supports and training to migrate users from the current agenda management solution to new tool to ensure a successful transition	Base Operating Budget				
3	Review and recommend amendments to the Code of Conduct and related policies to ensure compliance with amended legislation	Base Operating Budget				
4	Prepare for the implementation of an electronic document management system in collaboration with Information Technology staff	Base Operating Budget				
5	Continue to provide staff training regarding FOI and Records Management policies and procedures	Base Operating Budget				
6	Continue to organize paper records in Records Centre for digitization	Base Operating Budget				

# 2019 Business Plan – Corporate Services

2019 PRIORITIES						
Priority	Strategic Actions / Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
<b>LEGAL SERVICES</b>						
1	Initiate workflow management to manage caseload	Base Operating Budget				
2	Work with internal staff to develop template agreements to streamline processes while mitigating risk	Base Operating Budget				
3	Review and prepare for the implementation of new court system models such as AMPS, as well as LPAT and other changes in legislation	Base Operating Budget				
<b>PROVINCIAL OFFENCES COURT</b>						
1	Implement further in-house collection efforts to decrease outstanding fines	Base Operating Budget				
2	Review of website information for accuracy and ease of use.	Base Operating Budget				
3	Review of organizational structure and processes to identify savings through cross training opportunities.	Base Operating Budget				
4	Implementation of remote testimony equipment to improve interpreter fees.	Base Operating Budget				
<b>REGULATORY SERVICES</b>						
1	Implement a Feral Cat Program to assist with proactively controlling the pet population	Base Operating Budget				
2	Implement an online adoption portal in an effort to enhance the process to rehome adoptable animals in the care of the Town	Base Operating Budget				
3	Review current service levels regarding wildlife care and control	Base Operating Budget				
4	Bring forward a new Business Licensing By-law for consideration	Base Operating Budget				
5	Bring forward a new Site Alteration By-law for consideration	Base Operating Budget				
6	Bring forward a new Animal Care and Control By-law for consideration	Base Operating Budget				
7	Finalize and produce Neighbour Guide to better educate the public on applicable by-laws and general information regarding property services	Capital Operating Budget				
8	Review current service levels and service demand to ensure resources are deployed adequately	Base Operating Budget				
<b>OFFICE OF THE MAYOR &amp; COUNCIL</b>						
1	Reconfigure the office space to create a welcoming and collaborative environment	Base Operating Budget				
2	Move towards an electronic records management system	Base Operating Budget				
3	Update the Council section of the Town's Website with a particular focus on the Mayors landing page	Base Operating Budget				

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Administration	Administration	Revenue	01-05-115-40010-365-50342 Hearing Tribunal Fee	\$ (3,000)	\$ (1,500)	\$ -	
			01-05-115-40010-365-50351 Perm. Liquor Licenses	\$ (5,000)	\$ (8,000)	\$ (9,470)	
			01-05-115-40010-365-50519 F.O.I. Fees	\$ (2,000)	\$ -	\$ -	
			01-05-115-40010-365-50522 Copy Fees	\$ -	\$ (500)	\$ (829)	
		<b>Revenue Total</b>		<b>\$ (10,000)</b>	<b>\$ (10,000)</b>	<b>\$ (10,299)</b>	
		Expense	01-05-115-40010-365-61510 Salaries-Permanent	\$ 1,200,689	\$ 860,962	\$ 899,307	
			01-05-115-40010-365-61513 Benefits-Permanent	\$ 350,601	\$ 235,779	\$ 254,787	
			01-05-115-40010-365-61520 Wages-Casual Temporary	\$ 11,000	\$ -	\$ -	
			01-05-115-40010-365-61523 Benefits-Casual Temporary	\$ 1,367	\$ -	\$ -	
			01-05-115-40010-365-62011 Office Supplies	\$ 2,500	\$ 2,000	\$ 2,000	
			01-05-115-40010-365-62306 Publications	\$ 800	\$ 800	\$ 700	
			01-05-115-40010-365-62310 Training/Development/Seminars	\$ 27,500	\$ 24,500	\$ 15,000	
			01-05-115-40010-365-62311 Memberships/Dues	\$ 25,000	\$ 24,000	\$ 24,000	
			01-05-115-40010-365-62312 Insurance	\$ 1,940	\$ 1,830	\$ 1,794	
			01-05-115-40010-365-62314 Mileage	\$ 2,800	\$ 2,500	\$ 2,500	
			01-05-115-40010-365-62335 Contracted Services	\$ 121,000	\$ 100,000	\$ 100,000	
			01-05-115-40010-365-62346 Courier	\$ 100	\$ 100	\$ 250	
			01-05-115-40010-365-62396 Mobile Phones / Pagers	\$ 3,300	\$ 2,000	\$ 1,900	
			01-05-115-40010-365-62436 Council Meetings	\$ 4,600	\$ 4,600	\$ 4,600	
			01-05-115-40010-365-62437 Contribution to Reserves	\$ 5,000	\$ -	\$ -	
			01-05-115-40010-365-62658 Public Relations	\$ 20,000	\$ 20,000	\$ 20,000	
		<b>Expense Total</b>		<b>\$ 1,778,197</b>	<b>\$ 1,279,071</b>	<b>\$ 1,326,838</b>	
		<b>Administration Total</b>		<b>\$ 1,768,197</b>	<b>\$ 1,269,071</b>	<b>\$ 1,316,539</b>	
		Committee Support	Expense	01-05-115-47160-365-62310 Training/Development/Seminars	\$ 1,000	\$ 1,000	\$ 1,000
				01-05-115-47160-365-62314 Mileage	\$ 600	\$ 600	\$ 600
				01-05-115-47160-365-62335 Contracted Services	\$ 25,685	\$ 11,000	\$ 11,000
				01-05-115-47160-365-62346 Courier	\$ 500	\$ 500	\$ 500
				01-05-115-47160-365-62375 Meeting Expenses	\$ 1,000	\$ 1,000	\$ 1,000
				<b>Expense Total</b>		<b>\$ 28,785</b>	<b>\$ 14,100</b>
		<b>Committee Support Total</b>		<b>\$ 28,785</b>	<b>\$ 14,100</b>	<b>\$ 14,100</b>	
		Councillors	Expense	01-05-115-47170-365-61510 Salaries-Permanent	\$ 458,339	\$ 384,346	\$ 378,697
				01-05-115-47170-365-61513 Benefits - Permanent	\$ 124,543	\$ 103,809	\$ 110,055
				01-05-115-47170-365-62011 Office Supplies	\$ 4,500	\$ 4,500	\$ 4,500
				01-05-115-47170-365-62310 Training/Development/Seminars	\$ 16,000	\$ 15,000	\$ 12,000
				01-05-115-47170-365-62315 Printing & Advertising	\$ 7,000	\$ 7,000	\$ 6,000
				01-05-115-47170-365-62323 Acting Mayor	\$ -	\$ 1,000	\$ 1,000
				01-05-115-47170-365-62396 Mobile Phones/Pagers	\$ 6,500	\$ 6,500	\$ 6,500
				<b>Expense Total</b>		<b>\$ 616,882</b>	<b>\$ 522,155</b>
		<b>Councillors Total</b>		<b>\$ 616,882</b>	<b>\$ 522,155</b>	<b>\$ 518,752</b>	
		Election	Revenue	01-05-115-47180-365-50986 Reserve Fund To Revenue	\$ -	\$ (197,500)	\$ (197,500)
			<b>Revenue Total</b>		<b>\$ -</b>	<b>\$ (197,500)</b>	<b>\$ (197,500)</b>
			Expense	01-05-115-47180-365-61520 Wages-Casual Temporary	\$ -	\$ 11,100	\$ 11,100
				01-05-115-47180-365-61523 Benefits-Casual Temporary	\$ -	\$ 1,358	\$ 1,358
				01-05-115-47180-365-62011 Office Supplies	\$ -	\$ 1,500	\$ 1,500
				01-05-115-47180-365-62306 Publications	\$ -	\$ 600	\$ 600
				01-05-115-47180-365-62310 Training/Development/Seminars	\$ -	\$ 13,000	\$ 13,000
				01-05-115-47180-365-62314 Mileage	\$ -	\$ 1,200	\$ 1,200
				01-05-115-47180-365-62315 Printing & Advertising	\$ -	\$ 23,000	\$ 23,000
				01-05-115-47180-365-62322 Postage	\$ -	\$ 25,000	\$ 25,000
				01-05-115-47180-365-62335 Contracted Services	\$ 2,220	\$ 80,462	\$ 80,462
				01-05-115-47180-365-62357 Marketing & Promotion	\$ -	\$ 2,500	\$ 2,500
				01-05-115-47180-365-62375 Meeting Expense	\$ -	\$ 5,000	\$ 5,000
				01-05-115-47180-365-62382 Inaugural	\$ -	\$ 14,000	\$ 14,000
				01-05-115-47180-365-62396 Mobile Phones / Pagers	\$ -	\$ 3,000	\$ 3,000
				01-05-115-47180-365-62416 Interdepartmental Charges	\$ -	\$ 18,000	\$ 18,000
				01-05-115-47180-365-62437 Contribution to Reserves	\$ 80,000	\$ 77,500	\$ 77,500
		<b>Expense Total</b>		<b>\$ 82,220</b>	<b>\$ 277,220</b>	<b>\$ 277,220</b>	
		<b>Election Total</b>		<b>\$ 82,220</b>	<b>\$ 79,720</b>	<b>\$ 79,720</b>	
		Mayor's Admin	Expense	01-05-115-47205-365-61510 Salaries - Permanent	\$ 228,889	\$ 220,951	\$ 209,100
				01-05-115-47205-365-61513 Benefits-Permanent	\$ 69,716	\$ 67,101	\$ 63,327
				01-05-115-47205-365-62011 Office Supplies	\$ 3,000	\$ 2,900	\$ 2,850
				01-05-115-47205-365-62018 Operating Supplies	\$ 150	\$ 150	\$ 150
				01-05-115-47205-365-62310 Training/Development/Seminars	\$ 10,000	\$ 7,500	\$ 7,500
				01-05-115-47205-365-62314 Mileage	\$ 1,300	\$ 1,300	\$ 1,250
				01-05-115-47205-365-62315 Printing & Advertising	\$ 3,500	\$ 1,000	\$ 1,000
				01-05-115-47205-365-62396 Mobile Phones/Pagers	\$ 2,000	\$ 2,000	\$ 1,000
				01-05-115-47205-365-62658 Public Relations	\$ 21,000	\$ 23,500	\$ 22,900
				<b>Expense Total</b>		<b>\$ 339,555</b>	<b>\$ 326,402</b>
		<b>Mayor's Admin Total</b>		<b>\$ 339,555</b>	<b>\$ 326,402</b>	<b>\$ 309,077</b>	
		<b>Administration Total</b>		<b>\$ 2,835,639</b>	<b>\$ 2,211,448</b>	<b>\$ 2,238,188</b>	

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget			
Animal Services	Animal Services	Revenue	01-09-125-47010-720-50570 Donations	\$ (7,000)	\$ (7,000)	\$ (8,000)			
			01-09-125-47010-720-50613 Miscellaneous Fees	\$ (3,731)	\$ (3,731)	\$ (3,731)			
			01-09-125-47010-720-50637 Redemption Fees	\$ (15,000)	\$ (15,000)	\$ (12,600)			
			01-09-125-47010-720-50642 Pet Identification Tags	\$ (500)	\$ (3,000)	\$ (45,000)			
			01-09-125-47010-720-50646 Adoption Fees	\$ (15,000)	\$ (15,000)	\$ (15,851)			
			01-09-125-47010-720-50650 Livestock Claim re-imburement	\$ (3,000)	\$ (3,000)	\$ (5,000)			
			<b>Revenue Total</b>		\$ (44,231)	\$ (46,731)	\$ (90,182)		
		Expense	01-09-125-47010-720-61510 Salaries-Permanent	\$ 201,397	\$ 195,390	\$ 184,088			
			01-09-125-47010-720-61513 Benefits-Permanent	\$ 63,855	\$ 61,702	\$ 61,510			
			01-09-125-47010-720-61520 Wages-Casual Temporary	\$ 90,900	\$ 77,391	\$ 71,164			
			01-09-125-47010-720-61523 Benefits-Casual Temporary	\$ 11,294	\$ 9,466	\$ 11,440			
			01-09-125-47010-720-62011 Office Supplies	\$ 500	\$ 500	\$ 500			
			01-09-125-47010-720-62014 Uniforms/Protective Clothing	\$ 2,200	\$ 2,200	\$ 3,000			
			01-09-125-47010-720-62017 Caretaking Supplies	\$ 3,500	\$ 3,500	\$ 3,500			
			01-09-125-47010-720-62018 Operating Supplies	\$ 13,700	\$ 12,700	\$ 8,500			
			01-09-125-47010-720-62022 Animal Feed	\$ 2,500	\$ 2,500	\$ 2,500			
			01-09-125-47010-720-62111 Maintenance & Repairs-Grounds	\$ 4,000	\$ 4,000	\$ 3,500			
			01-09-125-47010-720-62112 Maintenance & Repairs-Building	\$ 21,000	\$ 15,000	\$ 13,500			
			01-09-125-47010-720-62114 Small Equip Repair/Purchase	\$ 1,500	\$ 1,500	\$ 1,500			
			01-09-125-47010-720-62215 Natural Gas	\$ 3,670	\$ 3,380	\$ 5,009			
			01-09-125-47010-720-62216 Electricity	\$ 10,099	\$ 13,578	\$ 16,777			
			01-09-125-47010-720-62217 Water/Waste Water	\$ 3,096	\$ 1,096	\$ 1,039			
			01-09-125-47010-720-62234 Veterinary Services-Wildlife	\$ 10,000	\$ -	\$ 2,000			
			01-09-125-47010-720-62310 Training/Development/Seminars	\$ 2,000	\$ 2,000	\$ 2,000			
			01-09-125-47010-720-62311 Memberships/Dues	\$ 450	\$ 450	\$ 450			
			01-09-125-47010-720-62312 Insurance	\$ 3,119	\$ 2,942	\$ 2,884			
			01-09-125-47010-720-62314 Mileage	\$ 600	\$ 600	\$ 500			
			01-09-125-47010-720-62315 Printing & Advertising	\$ 2,000	\$ 2,000	\$ -			
			01-09-125-47010-720-62330 Livestock Control	\$ -	\$ 5,000	\$ 5,000			
			01-09-125-47010-720-62333 Veterinary Services	\$ 10,000	\$ 20,000	\$ 20,000			
			01-09-125-47010-720-62342 Spay and Neuter	\$ 18,000	\$ 15,000	\$ 15,000			
			01-09-125-47010-720-62396 Mobile Phones/Pagers	\$ 720	\$ 720	\$ 660			
			01-09-125-47010-720-62397 Telephone	\$ 2,000	\$ 4,000	\$ 4,000			
			01-09-125-47010-720-62416 Interdepartmental Charges	\$ 2,000	\$ 2,000	\$ 10,000			
			01-09-125-47010-720-62437 Contribution to Reserves	\$ 8,278	\$ 8,278	\$ 8,000			
			<b>Expense Total</b>		\$ 492,378	\$ 466,893	\$ 458,021		
			<b>Animal Services Total</b>		\$ 448,147	\$ 420,162	\$ 367,839		
		<b>Animal Services Total</b>			\$ 448,147	\$ 420,162	\$ 367,839		
		Information Services (Consolidated into Administration for 2019)	Information Services	Revenue	01-05-525-40010-365-50519 F.O.I. Fees	\$ -	\$ (2,000)	\$ (900)	
					<b>Revenue Total</b>		\$ -	\$ (2,000)	\$ (900)
				Expense	01-05-525-40010-365-61510 Salaries - Permanent	\$ -	\$ 307,465	\$ 294,394	
					01-05-525-40010-365-61513 Benefits-Permanent	\$ -	\$ 91,935	\$ 92,641	
					01-05-525-40010-365-61520 Wages-Casual Temporary	\$ -	\$ 10,800	\$ 10,600	
					01-05-525-40010-365-61523 Benefits-Casual Temporary	\$ -	\$ 1,321	\$ 1,316	
					01-05-525-40010-365-62011 Office Supplies	\$ -	\$ 500	\$ 500	
					01-05-525-40010-365-62310 Training/Development/Seminars	\$ -	\$ 3,000	\$ 3,000	
					01-05-525-40010-365-62311 Memberships/Dues	\$ -	\$ 1,000	\$ 1,000	
					01-05-525-40010-365-62314 Mileage	\$ -	\$ 300	\$ 300	
					01-05-525-40010-365-62335 Contracted Services	\$ -	\$ 1,000	\$ 1,000	
	01-05-525-40010-365-62396 Mobile Phones/Pagers			\$ -	\$ 300	\$ 300			
	01-05-525-40010-365-62437 Contribution to Reserves			\$ -	\$ 5,000	\$ 5,000			
	<b>Expense Total</b>				\$ -	\$ 422,621	\$ 410,051		
	<b>Administration Total</b>				\$ -	\$ 420,621	\$ 409,151		
<b>Information Services Total</b>					\$ -	\$ 420,621	\$ 409,151		
Information Technology	Information Technology			Revenue	01-01-335-43080-365-50050 Miscellaneous	\$ (1,388)	\$ (1,388)	\$ (1,388)	
			01-01-335-43080-365-50300 Internal Recoveries	\$ (240,354)	\$ (244,345)	\$ (202,092)			
			<b>Revenue Total</b>		\$ (241,742)	\$ (245,733)	\$ (203,480)		
		Expense	01-01-335-43080-365-61510 Salaries-Permanent	\$ 1,593,917	\$ 1,574,682	\$ 1,363,112			
			01-01-335-43080-365-61511 Overtime-Permanent	\$ 20,000	\$ 20,000	\$ 20,000			
			01-01-335-43080-365-61512 Recovery-Salaries-Permanent	\$ (170,417)	\$ (186,574)	\$ (87,381)			
			01-01-335-43080-365-61513 Benefits-Permanent	\$ 467,108	\$ 454,232	\$ 409,333			
			01-01-335-43080-365-61514 Recovery-Benefits-Permanent	\$ (49,638)	\$ (54,529)	\$ (25,927)			
			01-01-335-43080-365-62011 Office Supplies	\$ 1,000	\$ 1,000	\$ 1,000			
			01-01-335-43080-365-62014 Uniforms/Protective Clothing	\$ 500	\$ 500	\$ 500			
			01-01-335-43080-365-62303 New Staff Computer	\$ -	\$ 32,000	\$ 28,000			
			01-01-335-43080-365-62310 Training/Development/Seminars	\$ 50,000	\$ 72,150	\$ 48,850			
			01-01-335-43080-365-62311 Memberships/Dues	\$ 12,000	\$ 12,000	\$ 10,350			
			01-01-335-43080-365-62314 Mileage	\$ 4,000	\$ 5,100	\$ 4,600			
			01-01-335-43080-365-62335 Contracted Services	\$ 50,000	\$ 50,000	\$ 50,000			
			01-01-335-43080-365-62396 Mobile Phones / Pagers	\$ 10,000	\$ 11,592	\$ 5,200			
			01-01-335-43080-365-62412 Special Charges	\$ 1,000	\$ 1,000	\$ 1,000			
			<b>Expense Total</b>		\$ 1,989,470	\$ 1,993,153	\$ 1,828,637		
			<b>Information Technology Total</b>		\$ 1,747,728	\$ 1,747,420	\$ 1,625,157		
		<b>Information Technology Total</b>			\$ 1,747,728	\$ 1,747,420	\$ 1,625,157		

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Legal Services	Legal Services	Revenue	01-05-345-47060-365-50436 Registry Office Recovery	\$ (55,188)	\$ (54,106)	\$ (15,000)		
			01-05-345-47060-365-50525 Agreement Admin. Fees	\$ (184,294)	\$ (178,850)	\$ (140,000)		
			01-05-345-47060-365-50655 Lease Revenue	\$ (21,862)	\$ (21,862)	\$ (18,500)		
		<b>Revenue Total</b>		<b>\$ (261,344)</b>	<b>\$ (254,818)</b>	<b>\$ (173,500)</b>		
		Expense	01-05-345-47060-365-61510 Salaries-Permanent	\$ 1,064,037	\$ 1,018,367	\$ 1,059,044		
			01-05-345-47060-365-61512 Recovery-Salaries-Permanent	\$ (304,418)	\$ (288,883)	\$ (277,353)		
			01-05-345-47060-365-61513 Benefits-Permanent	\$ 309,817	\$ 296,300	\$ 311,064		
			01-05-345-47060-365-61520 Wages-Casual Temporary	\$ 22,000	\$ 21,600	\$ 10,600		
			01-05-345-47060-365-61523 Benefits-Casual Temporary	\$ 2,734	\$ 2,642	\$ 1,316		
			01-05-345-47060-365-62011 Office Supplies	\$ 4,500	\$ 4,000	\$ 1,500		
			01-05-345-47060-365-62306 Publications	\$ 13,000	\$ 15,000	\$ 10,300		
			01-05-345-47060-365-62307 Corporate Search Fees	\$ 10,500	\$ 5,500	\$ 5,000		
			01-05-345-47060-365-62308 Court & Transcript Fees	\$ 1,000	\$ 1,000	\$ 500		
			01-05-345-47060-365-62310 Training/Development/Seminars	\$ 24,030	\$ 26,000	\$ 16,000		
			01-05-345-47060-365-62311 Memberships/Dues	\$ 16,480	\$ 16,000	\$ 13,500		
			01-05-345-47060-365-62312 Insurance	\$ 32,102	\$ 30,285	\$ 29,691		
			01-05-345-47060-365-62314 Mileage	\$ 2,000	\$ 2,000	\$ 2,000		
			01-05-345-47060-365-62315 Printing & Advertising	\$ -	\$ 1,083	\$ 1,083		
			01-05-345-47060-365-62318 Legal Services	\$ 240,230	\$ 300,000	\$ 220,000		
			01-05-345-47060-365-62335 Contracted Services	\$ 30,000	\$ 31,317	\$ 31,317		
			01-05-345-47060-365-62341 Registry Office	\$ 55,044	\$ 44,044	\$ 41,900		
			01-05-345-47060-365-62396 Mobile Phones / Pagers	\$ 3,500	\$ 3,800	\$ 1,840		
			01-05-345-47060-365-62418 Debt Repayment	\$ 41,500	\$ 41,500	\$ 41,500		
			01-05-345-47060-365-62434 Omb Hearings	\$ 80,000	\$ 85,200	\$ 85,200		
		<b>Expense Total</b>		<b>\$ 1,648,056</b>	<b>\$ 1,656,755</b>	<b>\$ 1,606,002</b>		
		<b>Legal Services Total</b>		<b>\$ 1,386,712</b>	<b>\$ 1,401,937</b>	<b>\$ 1,432,502</b>		
		POA Prosecutions - Caledon East	POA Prosecutions - Caledon East	Revenue	01-05-345-47070-365-50540 Caledon Fines	\$ (231,896)	\$ (220,926)	\$ (197,423)
				<b>Revenue Total</b>		<b>\$ (231,896)</b>	<b>\$ (220,926)</b>	<b>\$ (197,423)</b>
				Expense	01-05-345-47070-365-62311 Memberships/Dues	\$ 450	\$ 450	\$ 450
					01-05-345-47070-365-62335 Contracted Services	\$ 3,000	\$ 3,000	\$ 3,000
					01-05-345-47070-365-62416 Interdepartmental Charges	\$ 228,446	\$ 217,476	\$ 193,973
		<b>Expense Total</b>		<b>\$ 231,896</b>	<b>\$ 220,926</b>	<b>\$ 197,423</b>		
		<b>POA Prosecutions - Caledon East Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
		POA Prosecutions - Orangeville	POA Prosecutions - Orangeville	Revenue	01-05-345-47080-930-50595 Caledon/Dufferin Mgmt Fee	\$ (77,572)	\$ (73,007)	\$ (84,980)
				<b>Revenue Total</b>		<b>\$ (77,572)</b>	<b>\$ (73,007)</b>	<b>\$ (84,980)</b>
				Expense	01-05-345-47080-930-62314 Mileage	\$ 600	\$ 600	\$ 600
					01-05-345-47080-930-62335 Contracted Services	\$ 1,000	\$ 1,000	\$ 1,000
					01-05-345-47080-930-62416 Interdepartmental Charges	\$ 75,972	\$ 71,407	\$ 83,380
		<b>Expense Total</b>		<b>\$ 77,572</b>	<b>\$ 73,007</b>	<b>\$ 84,980</b>		
		<b>POA Prosecutions - Orangeville Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
		<b>Legal Services Total</b>		<b>\$ 1,386,712</b>	<b>\$ 1,401,937</b>	<b>\$ 1,432,502</b>		
		Provincial Offences Court	POA - Caledon East	Revenue	04-05-425-47250-365-50300 Internal Recoveries	\$ (83,997)	\$ (78,044)	\$ (77,050)
					04-05-425-47250-365-50319 Grants/Subsidies	\$ (111,274)	\$ (82,661)	\$ (82,661)
					04-05-425-47250-365-50540 Caledon Fines	\$ (3,279,144)	\$ (3,279,144)	\$ (3,279,144)
				<b>Revenue Total</b>		<b>\$ (3,474,415)</b>	<b>\$ (3,439,849)</b>	<b>\$ (3,438,855)</b>
				Expense	04-05-425-47250-365-61510 Salaries-Permanent	\$ 595,449	\$ 582,718	\$ 565,307
					04-05-425-47250-365-61513 Benefits-Permanent	\$ 182,588	\$ 177,524	\$ 178,929
					04-05-425-47250-365-61520 Wages-Casual Temporary	\$ 69,600	\$ 68,400	\$ 67,374
					04-05-425-47250-365-61523 Benefits-Casual Temporary	\$ 13,940	\$ 13,569	\$ 10,718
					04-05-425-47250-365-62010 Legal Forms	\$ 8,550	\$ 13,550	\$ 13,550
	04-05-425-47250-365-62011 Office Supplies			\$ 5,000	\$ 5,000	\$ 5,000		
	04-05-425-47250-365-62119 Maint & Repairs-Computers			\$ 46,000	\$ 46,000	\$ 46,000		
	04-05-425-47250-365-62244 Bank Charges			\$ 42,000	\$ 42,000	\$ 33,000		
	04-05-425-47250-365-62305 Computer Services			\$ 9,300	\$ 9,300	\$ 9,300		
	04-05-425-47250-365-62306 Publications			\$ 500	\$ 500	\$ 500		
	04-05-425-47250-365-62308 Court & Transcript Fees			\$ 3,000	\$ 3,000	\$ 3,000		
	04-05-425-47250-365-62310 Training/Development/Seminars			\$ 6,915	\$ 6,915	\$ 6,915		
	04-05-425-47250-365-62311 Memberships/Dues			\$ 650	\$ 650	\$ 650		
	04-05-425-47250-365-62314 Mileage			\$ 1,100	\$ 1,100	\$ 1,100		
	04-05-425-47250-365-62335 Contracted Services			\$ 289,078	\$ 265,700	\$ 272,750		
	04-05-425-47250-365-62375 Meeting Expenses			\$ 500	\$ 500	\$ 500		
	04-05-425-47250-365-62392 Witness Reimbursement			\$ 2,000	\$ 2,000	\$ 3,500		
	04-05-425-47250-365-62395 Interpreter Fees			\$ 30,000	\$ 25,000	\$ 23,000		
	04-05-425-47250-365-62396 Mobile Phones / Pagers			\$ 720	\$ 300	\$ 300		
	04-05-425-47250-365-62416 Interdepartmental Charges			\$ 231,896	\$ 220,926	\$ 197,423		
	04-05-425-47250-365-62418 Debt Repayment			\$ 366,526	\$ 366,526	\$ 366,526		
<b>Expense Total</b>				<b>\$ 1,905,312</b>	<b>\$ 1,851,178</b>	<b>\$ 1,805,342</b>		
<b>POA - Caledon East Total</b>				<b>\$ (1,569,103)</b>	<b>\$ (1,588,671)</b>	<b>\$ (1,633,513)</b>		



TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Provincial Offences Court	POA - Orangeville	Revenue	05-05-425-47270-930-50319 Grants/Subsidies	\$ (50,467)	\$ (19,296)	\$ (19,296)	
			05-05-425-47270-930-50595 Caledon/Dufferin Mgmt Fee	\$ (644,309)	\$ (584,914)	\$ (599,798)	
		<b>Revenue Total</b>		<b>\$ (694,776)</b>	<b>\$ (604,210)</b>	<b>\$ (619,094)</b>	
		Expense	05-05-425-47270-930-61510 Salaries-Permanent	\$ 226,473	\$ 221,848	\$ 232,965	
			05-05-425-47270-930-61513 Benefits-Permanent	\$ 69,417	\$ 67,548	\$ 68,823	
			05-05-425-47270-930-61520 Wages-Casual Temporary	\$ 44,890	\$ 35,428	\$ 29,400	
			05-05-425-47270-930-61523 Benefits-Casual Temporary	\$ 5,577	\$ 5,972	\$ 6,295	
			05-05-425-47270-930-62010 Legal Forms	\$ 6,500	\$ 6,500	\$ 6,500	
			05-05-425-47270-930-62011 Office Supplies	\$ 5,000	\$ 5,000	\$ 5,000	
			05-05-425-47270-930-62119 Maint & Repairs-Computers	\$ 27,500	\$ 26,000	\$ 26,000	
			05-05-425-47270-930-62244 Bank Charges	\$ 23,000	\$ 23,000	\$ 19,000	
			05-05-425-47270-930-62306 Publications	\$ 500	\$ 500	\$ 500	
			05-05-425-47270-930-62308 Court & Transcript Fees	\$ 500	\$ 500	\$ 500	
			05-05-425-47270-930-62310 Training/Development/Seminars	\$ 2,000	\$ 2,000	\$ 2,000	
			05-05-425-47270-930-62311 Memberships/Dues	\$ 425	\$ 425	\$ 425	
			05-05-425-47270-930-62314 Mileage	\$ 500	\$ 500	\$ 500	
			05-05-425-47270-930-62315 Printing & Advertising	\$ 300	\$ 300	\$ 300	
			05-05-425-47270-930-62321 Rental-Facility	\$ 12,212	\$ 12,212	\$ 12,000	
			05-05-425-47270-930-62335 Contracted Services	\$ 136,104	\$ 78,400	\$ 105,956	
			05-05-425-47270-930-62375 Meeting Expenses	\$ 300	\$ 300	\$ 300	
	05-05-425-47270-930-62392 Witness Reimbursement	\$ 1,500	\$ 1,500	\$ 1,500			
	05-05-425-47270-930-62395 Interpreter Fees	\$ 9,000	\$ 9,000	\$ 9,000			
	05-05-425-47270-930-62396 Mobile Phones / Pagers	\$ 7,150	\$ 7,150	\$ 7,150			
	05-05-425-47270-930-62416 Interdepartmental Charges	\$ 115,928	\$ 100,127	\$ 84,980			
	<b>Expense Total</b>		<b>\$ 694,776</b>	<b>\$ 604,210</b>	<b>\$ 619,094</b>		
	<b>POA - Orangeville Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>Provincial Offences Court Total</b>			<b>\$ (1,569,103)</b>	<b>\$ (1,588,671)</b>	<b>\$ (1,633,513)</b>		
Regulatory Services	By-Law Enforcement	Revenue	01-09-475-49030-365-50611 Fill Permits	\$ (10,000)	\$ (20,000)	\$ (10,000)	
			01-09-475-49030-365-50612 Mobile Sign Permits	\$ (20,000)	\$ (18,000)	\$ (12,225)	
			01-09-475-49030-365-50613 Miscellaneous Fees	\$ (2,500)	\$ (1,500)	\$ -	
			01-09-475-49030-365-50614 Woodland Permits	\$ (400)	\$ (400)	\$ (300)	
			01-09-475-49030-365-50615 Various By-Law Fines/Payments	\$ (1,000)	\$ -	\$ -	
			01-09-475-49030-365-50616 Property Standards Recovery	\$ (400,000)	\$ (50,000)	\$ (6,000)	
			01-09-475-49030-365-50617 Sign By-Law Recovery	\$ (5,000)	\$ (5,000)	\$ -	
			01-09-475-49030-365-50632 Admin Fees	\$ (80,000)	\$ (5,000)	\$ -	
			01-09-475-49030-365-50636 Business Licenses	\$ (10,000)	\$ (20,000)	\$ (18,448)	
			01-09-475-49030-365-50638 Tow Licenses	\$ (105,000)	\$ (85,000)	\$ (75,000)	
		<b>Revenue Total</b>		<b>\$ (633,900)</b>	<b>\$ (204,900)</b>	<b>\$ (121,973)</b>	
		Expense	01-09-475-49030-365-61510 Salaries-Permanent	\$ 837,145	\$ 675,604	\$ 575,014	
			01-09-475-49030-365-61513 Benefits-Permanent	\$ 254,713	\$ 204,729	\$ 173,643	
			01-09-475-49030-365-61520 Wages-Casual Temporary	\$ 30,500	\$ 99,911	\$ 21,593	
			01-09-475-49030-365-61523 Benefits-Casual Temporary	\$ 3,790	\$ 12,219	\$ -	
			01-09-475-49030-365-62011 Office Supplies	\$ 1,500	\$ 1,500	\$ 1,250	
			01-09-475-49030-365-62014 Uniforms/Protective Clothing	\$ 11,500	\$ 10,000	\$ 2,500	
			01-09-475-49030-365-62018 Operating Supplies	\$ 5,500	\$ 3,600	\$ 3,000	
			01-09-475-49030-365-62310 Training/Development/Seminars	\$ 13,100	\$ 18,000	\$ 10,000	
			01-09-475-49030-365-62311 Memberships/Dues	\$ 1,000	\$ 1,000	\$ 1,000	
	01-09-475-49030-365-62314 Mileage	\$ 1,000	\$ 1,000	\$ 1,000			
	01-09-475-49030-365-62315 Printing & Advertising	\$ 17,000	\$ 1,500	\$ 1,500			
	01-09-475-49030-365-62330 Livestock Control	\$ 5,000	\$ -	\$ -			
	01-09-475-49030-365-62332 Protection to Person & Prop	\$ 200	\$ -	\$ -			
	01-09-475-49030-365-62335 Contracted Services	\$ 11,000	\$ 10,000	\$ 5,000			
	01-09-475-49030-365-62396 Mobile Phones / Pagers	\$ 7,160	\$ 5,760	\$ 2,400			
	01-09-475-49030-365-62398 Expense - Recoverable	\$ 400,000	\$ -	\$ -			
	01-09-475-49030-365-62416 Interdepartmental Charges	\$ 10,000	\$ 10,000	\$ -			
	<b>Expense Total</b>		<b>\$ 1,610,108</b>	<b>\$ 1,054,823</b>	<b>\$ 797,900</b>		
	<b>By-Law Enforcement Total</b>		<b>\$ 976,208</b>	<b>\$ 849,923</b>	<b>\$ 675,927</b>		
Regulatory Services	Parking Control	Revenue	01-09-475-49040-365-50640 Parking Fines/Payments	\$ (324,000)	\$ (324,000)	\$ (324,000)	
		<b>Revenue Total</b>		<b>\$ (324,000)</b>	<b>\$ (324,000)</b>	<b>\$ (324,000)</b>	
		Expense	01-09-475-49040-365-61510 Salaries-Permanent	\$ -	\$ 71,355	\$ 71,362	
			01-09-475-49040-365-61513 Benefits-Permanent	\$ -	\$ 21,962	\$ 22,752	
			01-09-475-49040-365-61520 Wages-Casual Temporary	\$ 57,400	\$ 56,400	\$ 55,600	
			01-09-475-49040-365-61523 Benefits-Casual Temporary	\$ 7,132	\$ 6,901	\$ 6,901	
			01-09-475-49040-365-62011 Office Supplies	\$ 250	\$ 250	\$ 250	
			01-09-475-49040-365-62014 Uniforms/Protective Clothing	\$ 1,750	\$ 2,000	\$ 1,300	
			01-09-475-49040-365-62018 Operating Supplies	\$ 2,900	\$ 5,000	\$ 6,550	
			01-09-475-49040-365-62114 Small Equip Repair/Purchase	\$ 100	\$ 100	\$ 100	
			01-09-475-49040-365-62310 Training/Development/Seminars	\$ 2,000	\$ 2,000	\$ 500	
			01-09-475-49040-365-62315 Printing & Advertising	\$ 750	\$ 1,000	\$ 1,000	
			01-09-475-49040-365-62335 Contracted Services	\$ 10,000	\$ 10,000	\$ 10,000	
			01-09-475-49040-365-62396 Mobile Phones / Pagers	\$ 2,600	\$ 1,100	\$ 900	
			01-09-475-49040-365-62416 Interdepartmental Charges	\$ 83,997	\$ 78,044	\$ 73,897	
			<b>Expense Total</b>		<b>\$ 168,879</b>	<b>\$ 256,112</b>	<b>\$ 251,112</b>
			<b>Parking Control Total</b>		<b>\$ (155,121)</b>	<b>\$ (67,888)</b>	<b>\$ (72,888)</b>
		<b>Regulatory Services Total</b>			<b>\$ 821,087</b>	<b>\$ 782,035</b>	<b>\$ 603,039</b>
		<b>Corporate Services Total</b>			<b>\$ 5,670,210</b>	<b>\$ 5,394,952</b>	<b>\$ 5,042,363</b>

**TOWN OF CALEDON  
2019 CAPITAL BUDGETS - CORPORATE SERVICES**

Department	Division	Project #	Project Name	Total Project Budget
<b>Corporate Services</b>	Animal Services	19-023	Animal Shelter Shed Replacement	\$ 58,000
	Information Technology	19-130	IT - Computer Refresh	\$ 500,000
		19-131	IT - Infrastructure Maintenance & Upgrades	\$ 150,000
		19-135	IT - Application Enhancement Maintenance & Upgrades	\$ 51,100
		19-136	IT - Broadband Internet	\$ 300,000
		19-138	IT - Amanda Enhancements	\$ 210,600
<b>Corporate Services Total</b>				<b>\$ 1,269,700</b>

Baseline	Description	Term of Council				Term of Council				Term of Council				Total 10 Year Funding Sources							Total Funding
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other			
Baseline	IT Capital Projects	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000		
Baseline Total		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000		
Above Baseline	Animal Control Vehicle			\$ 60,000								\$ 60,000	\$ 6,000	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ 60,000		
	Animal Shelter				\$ 1,087,500	\$ 1,087,500	\$ 1,087,500	\$ 1,087,500				\$ 4,350,000	\$ 3,762,750	\$ -	\$ 587,250	\$ -	\$ -	\$ -	\$ 4,350,000		
	Animal Shelter - Design		\$ 200,000									\$ 200,000	\$ 173,000	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 200,000		
	POA Expansion	\$ 1,726,667	\$ 1,726,667	\$ 1,726,667	\$ -							\$ 5,180,000	\$ 2,849,000	\$ -	\$ 2,331,000	\$ -	\$ -	\$ -	\$ 5,180,000		
Above Baseline Total		\$ 1,726,667	\$ 1,926,667	\$ 1,786,667	\$ 1,087,500	\$ 1,087,500	\$ 1,087,500	\$ 1,087,500				\$ 9,790,000	\$ 6,790,750	\$ -	\$ 2,999,250	\$ -	\$ -	\$ -	\$ 9,790,000		
Grand Total		\$ 2,726,667	\$ 2,926,667	\$ 2,786,667	\$ 2,087,500	\$ 2,087,500	\$ 2,087,500	\$ 2,087,500	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 19,790,000	\$ 16,790,750	\$ -	\$ 2,999,250	\$ -	\$ -	\$ -	\$ 19,790,000		

Assumptions:

This 10-year capital forecast was prepared in advance of the (2019) DC Background Study & By-Law update. The approved 2019 DC Background study may adjust the proportionate growth and non-growth shares noted in this forecast. Gas Tax 2020-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels. Future Aggregate Levy is projected using 2018 funding. Ontario Community Infrastructure Fund confirmed to 2020, OCIF funding beyond 2020 based on 2020 levels. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council.

ANNUAL BUDGET FISCAL YEAR 2019

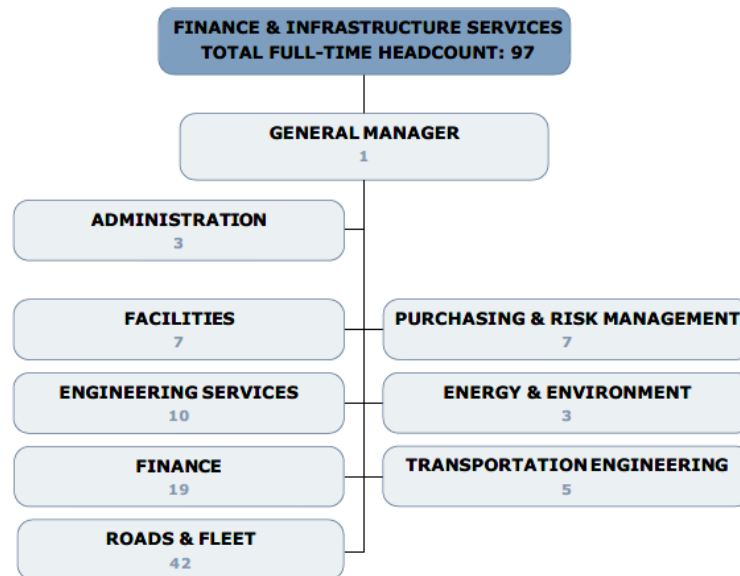
# Finance and Infrastructure Services

2019



# 2019 Business Plan - Finance & Infrastructure Services

## 1. DEPARTMENTAL ROLE AND DIVISIONS



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

### Finance

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

### Purchasing and Risk Management

- Encouraging and supporting procurement activities that will promote open competition; fair and transparent processes and good value for taxpayers
- Facilitating all tenders and requests for proposals
- Managing the corporate purchasing card (P-card) program
- Administering the Town's corporate insurance program and insurance claims against the Town
- Supporting risk management activities, training and programs that reduces the overall risk exposure and profile for the Town
- Administering the Town's purchasing policy and various procedures for all of our procurement activities
- Assisting in cost saving initiatives for operating divisions/departments

# 2019 Business Plan - Finance & Infrastructure Services

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## Energy and Environment

- Maintaining and improving the Town's environmental leadership position through the implementation of various green initiatives as outlined in the Town's Community Climate Change, Environment and Energy Strategic Plans to enhance corporate and community environmental performance
- Identify, monitor and advise on environmental/green best practices and emerging technologies to inform decision making
- Encourage the community to make behavioural changes and decisions that contribute and support the Town's Environmental Strategic Plans
- Ensure the Town's compliance on regulatory requirements, as they relate to the Town's environmental commitments (i.e. *Bill 34, 2018* and *Bill 172, Climate Change Mitigation and Low-Carbon Economy Act, 2016*) and understand, respond and advise on policy guidance provided by the Province (i.e. Coordinated Land Use Review, Ontario Climate Change Action Plan)
- Coordinate with agency and other community stakeholders to build partnerships, leverage resources and increase capacity and success of Town, community and partner led environmental initiatives
- Building staff and financial capacity within the Town and the Caledon community-at-large to respond to the various environmental and sustainability opportunities and challenges

## Administration

- Processing recoveries for damages to Town property from motor vehicle accidents
- Researching required information related to legal/insurance claims
- Scheduling of café staff and special events at Town Hall and Belfountain Community Hall (e.g. Remembrance Day Ceremonies)
- Coordinating National Public Works Week educational activities
- Receiving complaints/inquiries from the public, staff, and members of Council, investigating or assigning inquiries to appropriate staff and following up, as required, to ensure inquiries are responded to
- Hiring, training, scheduling and supervising over 40 crossing guards
- Coordinating Town Hall Fire Warden training and drills
- Assisting managers within the department with the ordering of goods and services, large volume mail outs and reconciling/coding invoices for payment
- Processing of Permits for:
  - Hauling on Town Roads
  - Excess Load

## Capital Projects and Property Management (Facilities)

- Ensuring the effective utilization of all Town owned lands and buildings
- Developing and implementing maintenance and repair strategies for all Town-owned (non-programming) facilities through effective long-term planning, disposal, development and renewal
- Implementing a program of renovations, alterations and new construction
- Ensuring that all Town facilities offer safe and healthy spaces for staff and residents and that Town facilities comply with all applicable legislation, regulations, policies and guidelines
- Incorporating energy savings and sustainability technologies, when applicable.
- Ensuring all Town facilities are accessible, safe and secure for staff and for the public
- Preserving our natural environment and heritage where and when applicable and practical
- Manage capital projects for both new builds and facility expansions in a professional and cost-responsible manner

## Engineering Services

- *Development Engineering:*  
Ensuring the construction of new developments in the Town are designed and constructed using best practices and sound engineering principles, to meet the needs of residents and businesses, while adhering to all applicable federal, provincial and municipal policies, guidelines, laws and regulations.

# 2019 Business Plan - Finance & Infrastructure Services

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- *Engineering Capital Design and Construction:*  
Planning, designing and implementing the Town's Capital Works Program (Construction / Reconstruction) for Town-owned infrastructure to meet the needs of residents and businesses, while adhering to all applicable federal, provincial and municipal policies, guidelines, laws and regulations. Town-owned infrastructure includes roads, storm water management infrastructure (ditches, culverts, storm sewer and storm water management facilities), bridges (vehicle and pedestrian) and culverts, sidewalks, and streetlights.

## **Transportation Engineering**

- Ensuring the safety and efficiency of the Town's roadways are optimized through consistent implementation and compliance with:
  - applicable laws (such as Caledon's Traffic By-law and the *Ontario Highway Traffic Act*),
  - regulations (such as Bill 65 Safer School Zones Act),
  - technologies (such as Automatic Speed Enforcement), and
  - policies and guidelines (such as the Ontario Traffic Manual, Geometric Design Manual)
- Responsible for the planning and design of traffic operations measures such as signs, streetlights, pavement markings and safety devices related to the road right-of-way
- Completing traffic studies related to traffic calming and road safety issues, as required
- Ensuring new developments comply with Town traffic engineering standards; and that growth can be adequately and safely accommodated by Town infrastructure; and that future infrastructure capacity are expanded if required to accommodate growth
- Conducting the Transportation Master Plan, traffic operational management plan, and a Transit Feasibility Study to proactively strategize improvements for all modes of transportation
- Collaborating with multiple departments in Caledon, the Region of Peel, and with other stakeholders to plan/implement active transportation improvements to build healthier and safer communities to encourage walking and cycling
- Administering the contract for streetlight maintenance and coordinating the streetlight-related inquiries such as decorations
- Administering activities related to the Town's compliance with Ontario One-Call regulations, and supporting the process and response of the Public Utilities Coordinating Committee applications

## **Roads and Fleet**

- Ensuring that infrastructure within the Town's right-of-way is safe and meets Provincially mandated minimum maintenance service levels, the needs of the residents, businesses, and various other stakeholders across the Town
- Ensuring that all aspects of roads operations, vehicles and equipment are operated in a safe and compliant manner by qualified and trained crews and are conducted in compliance with all applicable environmental and statutory obligations
- Ensuring that the Town's fleet is sourced and acquired to meet energy efficiency targets and meet the requirements to complete assigned tasks in Caledon
- Manage a winter maintenance program to ensure public safety on Town Roads during the winter months – from approximately October 1<sup>st</sup> to April 30<sup>th</sup>
- Manage a summer maintenance program to ensure public safety on Town Roads during the summer months – approximately May 1<sup>st</sup> to September 30<sup>th</sup>

# 2019 Business Plan - Finance & Infrastructure Services

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## 2. MAJOR CUSTOMERS OR CLIENTS

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

## 3. 2018 ACHIEVEMENTS

### Finance

- Successfully obtained the Canadian Award for Financial Reporting (CANFR) from the Government Finance Officers Association (GFOA) of the United States and Canada. The GFOA award encourages annual financial reports to be prepared in the spirit of transparency and full disclosure. The Town's achievement of this award for the past seven consecutive years is third party recognition of the Town's financial reports as documents that go beyond the minimum requirements of generally accepted accounting principles, as set by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants
- Successfully obtained the GFOA Distinguished Budget Award for a seventh consecutive year for the 2018 Budget document. This award recognizes the Town's 2018 Budget document as a policy document, operations guide, a financial plan, and a communications device.
- Successfully obtained the Popular Annual Financial Report (PAFR) for the sixth consecutive year. Caledon is the only Ontario lower-tier municipality in recent history to receive all three financial reporting and budget awards offered by the GFOA.
- Maintained property tax arrears below the provincial standard of 10%. When the Town first started a proactive collection strategy in 2012 tax arrears were at 11.2% of taxes levied, which is considered by the Province as moderate risk. Currently we are at 5.6% for 2017
- Continued Assessment Base Auditing to ensure continued fairness in distribution of property taxes and that all assessment in Caledon was captured by the Municipal Property Assessment Corporation (MPAC)
- Initiated a Development Charge Background Study and By-law review with the goal of obtaining Council approval of a new development charges by-law in 2019
- Maintained quarterly operating variance reporting to Council which includes a year-end forecast

### Purchasing and Risk Management

- Updated Request for Proposal and Request for Tender bid documents to reflect new trade treaties requirements
- Developed a construction procedure to manage holdback release payments for contractors in accordance with new rules on holdbacks introduced in the new *Construction Act* changes (previously *Construction Lien Act*).
- Facilitated a two purchasing seminars to encourage/educate business owners to bid on/how to bid on Town procurements; "how to do business with the Town of Caledon" and "how to use e-bidding" seminars were provided in 2018

### Energy and Environment

#### *Corporate Energy Achievements*

- Retrofitted cobra head style streetlights (approximately 600) on Regional roads to LED
- Supported four LED lighting retrofit projects through the Town Energy Revolving Fund at various facilities saving approximately 71,328 kWh and \$10,000 annually.
- Presented a progress report on the Town's Corporate Energy Management Plan. Key successes included highlighting 129 actions taken by staff to reduce corporate energy consumption and undertaking extensive facility benchmarking (in partnership with Natural



## 2019 Business Plan - Finance & Infrastructure Services

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Resources Canada) revealing 7.82% reduction in energy use by 2016 below 2012 levels, equivalent to 1,535,278 ekWh. This benchmarking program received national recognition through a written feature from Natural Resources Canada.

- Received approximately \$7,241 and expecting \$13,988 in energy incentives supporting various energy conservation projects throughout the Town.
- Successful implementation a new Energy Management Software which included streamlining Town utility bill payment processes and procedures.
- Conducted efficient building operations training with 16 building operators to improve energy conservation literacy throughout the Town
- Received three awards through utility programs and the Mayors Megawatt Challenge recognizing building energy performance of Caledon's facilities.
- Town's Corporate Energy program was featured in the Independent Electricity Systems Operator's (IESO) Ontario Municipal Energy Profile Report.

### *Corporate Environmental Initiatives*

- Completed the installation of two grant-funded level three electric vehicle (EV) charging stations within the time and budget requirements of the provincial grant
- Distributed \$12,000 to support four community projects through the community green fund and \$15,594 supporting eleven schools through the School Green Fund
- Completed a waste retrofit project at Town Hall and Mayfield Recreation Complex, including new signage, waste receptacles and staff education campaign to improve waste diversion. Town Hall improved waste diversion by 10% (92% overall) and composting was introduced at Mayfield Recreation Complex.

### *Corporate and Community Climate Change Initiatives*

- Participated in the update of the Region of Peel's Climate Change Partnership as a team lead for the Low Carbon Community Strategy. Worked with CVC on two grant applications to support the Region's Flood Resiliency Strategy.
- Partnered with TRCA to develop a Sustainable Neighbourhood Retrofit Action Plan in West Bolton to highlight actions and seek partnerships and funding for environmental and neighbourhood improvement within the themes of storm water management, energy and water conservation, health and well-being, active transportation and community cohesion
- In 2018, the Town successfully completed the fifth and final milestone of the Federation of Canadian Municipalities' (FCM's) Partners for Climate Protection (PCP) Program. In achieving the fifth milestone, the Town joins only 26 other municipalities across Canada that have completed FCM's PCP program.
- Following the completion of FCM's Partners for Climate Protection program, the Town joined the Global Covenant of Mayors for Climate and Energy Program. Staff are currently working through this program to learn about and implement best practices.
- Undertook a community climate change risk and vulnerability assessment of Town and community infrastructure, natural and socio-economic systems to inform the update of the Town's Community Climate Change Action Plan.
- Organized and hosted a successful and well-attended community lunch and learn session with Ontario Environmental Commissioner Dianne Saxe to educate staff and the community about the challenges and potential solutions associated with climate change.
- Coordinated the Town's 15<sup>th</sup> annual Tree Seedling Program, distributing over 5,300 tree seedlings and 766 trees to Caledon residents

# 2019 Business Plan - Finance & Infrastructure Services

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## Administration

- Hired eleven crossing guards due to turnover and growth
- Inquiries Received

Council Inquiries	610
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- Permits Issued:

Hauling on Town Roads	5
Excess Loads	190

- Work Orders Processed:

Streetlights	620
Facilities Maintenance	1020
Employee Card Requests	320

## Capital Projects and Property Management (Facilities)

- Project management of large capital projects to increase the capacity of the Town of Caledon including the construction of a new recreation facility in Southfields, the Bolton Fire Station, the Fire Training Facility, conceptual design of the phase three expansion to the Caledon East Community Centre, and the completion of the Works Yard 1 expansion.
- Implemented the 2018 Facilities Capital Plan. Some major projects include animal shelter kennel replacement, installation of new security gate and parking lot urbanization at OPP detachment, Palgrave Fire Station parking lot renovation, Valleywood Fire Station floor restoration, and the Mayfield arena foundation repairs.
- Executed the redesign and construction of an *Accessibility for Ontarians with Disabilities Act*, (AODA), compliant front entrance at Fire Administration.

## Engineering Services

- Implemented one of the Town's largest capital works programs to date, including the full reconstructions of Old School Road, Old Church Road, George Bolton Parkway, and the replacement of Centreville Creek Road & Shaws Creek culverts. Also completed were the designs of future roads and bridges, emergency engineering and construction works, crack sealing program, and the annual Town Enhanced Roads Program (various roads rehabilitated)
- Completed the Innis Lake Road and Patterson Side Road sidewalk construction providing critical pedestrian links in Palgrave and Caledon East respectively
- Completed the Humber Station Road river stabilization project in partnership with the TRCA
- Completed inspections for multiple new developments to ensure the Town's infrastructure is being built in accordance with the appropriate standards
- Engineering Division continues to operate and aid as a project management office for the delivery of all major capital projects for all Town departments/divisions
- Completed bi-annual Road Assessment Program
- Initiated Environmental assessments for Old School Road, Kennedy Road, Dominion Street, Queen St West & Main Street in Alton. Also, designs began for 6 Bridge & Culvert Structures for future rehabilitation/replacement and various storm water facilities
- Completed Phase 2 of 7 of the Town's replacement of the Tormina fence in Bolton
- 3 Stormwater ponds were rehabilitated and designs for future maintenance and retrofits have begun. Coordinated with the Region of Peel on various capital infrastructure projects for construction purposes (Heart Lake Road, Mount Hope Rd, Mount Pleasant Rd watermains)
- Alton Village Storm Drainage Study Phase 2 began in 2018

# 2019 Business Plan - Finance & Infrastructure Services

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## Transportation Engineering

- Attained the Bicycle Friendly Community Bronze designation from the Share The Road Cycling Coalition in 2018
- Reviewed over 350 requests related to traffic safety
- Reviewed over 150 development applications for transportation planning elements
- Over 11,000 Ontario OneCall inquiries and 5,000 locate requests completed within legislative requirements
- Completed the 2018 Pavement Marking Program
- Completed the 2018 Traffic Count Program for both the spring and the fall seasons
- Provided support to the new School Traffic Safety CommitteeInitiated a Town-wide Driver's Speed Feedback Board priority program
- Implemented the signed bike route pilot project, with over 4,000 riders on Etobicoke Creek Trail in Southfield and over 2,000 riders on Humber Valley Heritage Trail in Bolton
- Worked with the Caledon Cycling Task Force to develop a five year work plan and implementation plan for the ultimate cycling routes in Caledon, that include approximately 235 km of designated bike routes, community rides, cycling information kiosks, bike racks and bike repair stations
- Nearing completion of Caledon's Transit Feasibility Study with included direct input from hundreds of stakeholders and consideration of input gathered from other surveys that had thousands of stakeholders participate:
  - Direct input include:
    - 500+ residents responded to the online surveys
    - 300+ residents responded to the telephone surveys
    - 200+ responses received during the Youth Summit (a booth, and an instant survey)
    - 100+ Caledon Town Hall staff during the Public Works Week
    - 100+ stakeholders from external agencies and Town committees such as the Accessibility Advisory Committee, Senior Task Force, and the Cycling Task Force
    - 50+ stakeholders attended the first Public Information Centre in 2017
    - 50+ residents that attended the 2018 "Coffee with Councillors" and other public events (a booth, plus instant feedback on trade-offs of transit options)
    - Direct emails received
    - Feedback received from a 2018 council status update presentation
  - Other input considered:
    - Census trip journey survey in which 16,000+ residents responded; and
    - The Transportation Tomorrow Survey in which 1,100+ households in Caledon responded.
- Continue to collaborate with the municipalities in Ontario to explore Red Light Cameras and Automatic Speed Enforcement technologic and judicial requirements
- Improved policies and procedures on utility coordination, such as validity expansion of locates and enhanced mapping interpretation, to increase the efficiency to handle locate requests to fulfill the Ontario One Call requirements
- Improved traffic-related policies and manuals, such as the development of a new On-Street Parking plan and procedure, revision to the Traffic Impact Study Guidelines, and a creation of a new streetlight decoration request application form

## Roads and Fleet

- Updated the Town's Road Classification maps and permit processes right of way occupancy, road closure/sharing the road and access approvals
- Enhanced the roadside safety program
- Successful completion of Boundary Road Agreement with King Township
- Responded to 64 Winter Events from Snow Removal to Roadside Brushing
- 934 tonnes of Hot Mix laid by hand for pothole repairs which equals 31,204 potholes filled
- 110 kilometers of Rural Road Ditching for proper drainage along the roadside
- Removal & replacement of 270 linear meters of concrete curb
- Removal & replacement of 237 square meters of concrete sidewalk

# 2019 Business Plan - Finance & Infrastructure Services

- Installation of 2,620 linear meters of roadside devices
- Cleaning of Catch Basins in all the villages
- 35 Culverts flushed Entrance & Centerline
- Urban Roads swept twice in 2018
- 4,500 lane kilometers of Gravel Roads Graded
- 2,700 lane kilometers of Roadside Mowing
- 22,831 tonnes of Granular “A” placed back onto the gravel roads
- A total of 260,960 lane kilometers of Roads treated during winter operations
- Re-organized fleet staff to better and more efficiently service Town-owned fleet vehicles normally stationed in the east and west parts of the Town.

## 4. SIGNIFICANT TRENDS AND CHALLENGES

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

### Overall Department Trends and Challenges

Trends	Challenges
<p><b>Maintaining the rural/urban infrastructure balance</b></p> <ul style="list-style-type: none"> <li>• The desire to maintain the agricultural heritage and to support the agricultural community with adequate infrastructure and by-laws that allow the agricultural industry to thrive, clashes with the needs of new development.</li> <li>• Country roads built for tractors and other larger farm equipment do not adequately service the commuter, tourist, cyclist and heavy industrial/freight traffic.</li> <li>• Infrastructure pressures are also increasing from aggregate producers and large fill operators who operate in the Town, and through the normal day-to-day operation of their businesses, are seriously affecting the sustainability of Town infrastructure. The challenge will be to find the right balance of urban/ commercial/ industrial infrastructure and the Town’s ability to sustain that infrastructure in the long-term.</li> <li>• Increased consultation with local developers will be required to find innovative ways to build more sustainable infrastructure that will last longer, be easier to maintain, and will help protect Caledon’s unique identity and character as well as the environment. This process needs to include what we want our communities to look like and a clear definition between the “look and feel” of our urban communities versus our rural estate communities.</li> </ul>	<p><b>Maintaining Baseline Services Levels</b></p> <ul style="list-style-type: none"> <li>• The continued growth in the population of Caledon is creating challenges to maintain service levels. Additional people (residents, recreational users, visitors, etc.), assumed infrastructure (e.g. roads, streetlights, sidewalks), and vehicles will require additional resources in order to maintain baseline service levels. For example, more roads to maintain with the same resources (equipment and staffing) may mean a decline in service levels (e.g. less frequent or longer duration, than in the past, to complete maintenance across a growing Town).</li> </ul> <p><b>Preparing Town Infrastructure for the Future</b></p> <ul style="list-style-type: none"> <li>• In years past, Town road infrastructure was suitable for the traffic that it was required to handle. As the GTA (Greater Toronto Area) grows and many more people are living further outside the GTA and commuting, the nature of the traffic on Town roads has changed significantly as has the volume and speeds travelled on those roads.</li> <li>• It is important that the Town start the process of identifying these demands and to start planning and building new infrastructure to handle these demands and to promote the arrival of new businesses that will be looking at Caledon as a place to call home.</li> <li>• It will be increasingly important to understand the impacts of climate change on key Town infrastructure in order to prepare for and adapt to changes in changing weather patterns and intensity of storm events.</li> </ul>

# 2019 Business Plan - Finance & Infrastructure Services

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## **Technology Driven Engagement and Service Delivery**

- Residents are demanding greater access to the services that Finance & Infrastructure Services provides with demand focused around web and cell phone based technology to facilitate engagement. In 2015, the Town's mobile app and changes to our Town's website facilitated this engagement. This has allowed residents to report ongoing infrastructure related issues directly to the Town from their mobile devices and to receive notice of ongoing road construction activities. The department will continue to improve on the availability of online offerings, including information/notices, long-term plans, and online forms

## **Maintaining Caledon's "Green" Leadership Position**

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

# 2019 Business Plan - Finance & Infrastructure Services

## Trends and Challenges by Division

### Capital Projects & Property Management (Facilities)

Trends	Challenges
<ul style="list-style-type: none"> <li>• Electric Vehicles (EV) are becoming prevalent in both the public (e.g. Town EV vehicles) and private (businesses/individual) realms. This increases needs for EV chargers at Town facilities complete with building electrical upgrades as required.</li> <li>• Energy efficiency and decreased energy intensity continues to be a priority at facilities. This requires continuous research and implementation of building retrofits and technologies in facilities.</li> <li>• Ergonomic work space assessments and accommodations are being requested more frequently. This is mainly due to the time that staff are spending sitting at their desks and working on a computer. Providing healthy, ergonomic workspaces helps to keep staff comfortable and injury-free.</li> </ul>	<ul style="list-style-type: none"> <li>• Upcoming challenges facing the Town from a Facilities Division perspective include:               <ul style="list-style-type: none"> <li>• Optimizing the office area in Town Hall to ensure staff have the right desk configurations to complete their tasks efficiently</li> <li>• Find solutions to limited office space so the Town can continue to offer excellent customer service with the potential of some administration staff working out of satellite facilities</li> <li>• Improvements to existing yards and a new yard in the South-West part of Caledon to more effectively and efficiently service growth in the area</li> <li>• Construction of a new recreation facility and a library in the Southfields community</li> </ul> </li> <li>• Work on a number of these initiatives has already begun and others will start the planning process.</li> <li>• The Town has a number of aging facilities that require additional maintenance and the replacement of major components. In conjunction with a Facilities Requirement Review, a Building Condition Assessment (BCA) was completed in 2016 to assess the condition and 30-year life cycle demands for all Town facilities. Results of this initiative are being consolidated into a corporate Asset Management Plan, which will project the funding required to adequately maintain, repair, replace Town-owned infrastructure to the levels expected by the public/approved by Council.</li> <li>• If the 2018 tariffs on steel carry into 2019, new facility/facility expansion costs have increased significantly and will likely increase further going forward. For projects already in progress, this may result in cost overruns or a reduction in scope to stay within approved budgets.</li> </ul>

# 2019 Business Plan - Finance & Infrastructure Services

## Purchasing and Risk Management

Trends	Challenges
<ul style="list-style-type: none"> <li>Lack of joint several liability will continue to add to municipal insurance costs</li> </ul>	<ul style="list-style-type: none"> <li>An increase in the frequency and severity of natural disasters (e.g. flooding, forest fires) due to climate change and other factors will continue to put upward pressure on insurance premiums overall.</li> <li>Changes to the <i>Construction Lien Act</i> (now <i>Construction Act</i>), and new trade treaties, such as the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and the Canadian Free Trade Agreement (CFTA) brings uncertainty on how courts will interpret the <i>Construction Act</i> and trade treaty agreements and the implications for municipalities</li> </ul>

## Engineering Services

Trends	Challenges
<ul style="list-style-type: none"> <li>There is an increasing demand being placed on the uses of Town rural Right Of Ways (ROW) such as vehicle traffic, various utilities, storm water requirements, increased shoulders for agricultural use, stable slopes, parking, roadside vegetation and now the demand for passive transportation uses (cycling, trail connectivity, etc.) such that the Town's current standard 20 metre ROW may be insufficient in width to accommodate all of the planned uses.</li> <li>Degradation of existing infrastructure such as roads, storm water facilities and bridges with increased risk from Climate Change, particularly storm water events.</li> <li>Degradation of older existing acoustic fences which exist on private property, however there is the expectation that the municipality will replace due to the cost on the resident</li> </ul>	<ul style="list-style-type: none"> <li>The main challenge continuing to face Finance &amp; Infrastructure Services and all municipalities is the current state of the Town's infrastructure due to aging, higher demand (more traffic), and the long-term historic inadequacy of the capital funding and staff resources required to maintain, renew, and grow the Town's critical infrastructure (roads, bridges, culverts, and storm water management).</li> <li>Staffing levels both on the capital and especially the development side will continue to pressure the Division should growth continue at the current or accelerated plan.</li> <li>Staff have been prioritizing from a strategic infrastructure planning methodology that is evolving as asset management planning matures at the Town. Data management, approved service levels/asset conditions, and an adequately funded asset management plan will allow staff to maintain and replace infrastructure in a coordinated manner in the future.</li> </ul>

## Energy & Environment

Trends	Challenges
<ul style="list-style-type: none"> <li>Climate change mitigation and adaptation – With the noticeable increase in extreme weather events, there is a growing sense of urgency among Canadian municipalities and other agencies to better understand the likelihood and impacts of future extreme weather events and to accelerate efforts that contribute to climate change mitigation. The Town is currently faced with the challenge of understanding the future impacts of a changing climate and the potential risks, and vulnerabilities on Town infrastructure and</li> </ul>	<ul style="list-style-type: none"> <li>Energy Conservation – <i>Bill 24, 2018</i> requires that the Town annually reports to the Ministry of Energy on its building energy consumption and associated greenhouse gas emissions. Additionally, the Town must implement an Energy Conservation and Demand Management (ECDM) Plan. The anticipated challenge will be when the Town has to report on the results of its current CDM Plan in 2019. Staff have been actively benchmarking each facility in order to track and report on energy use, and initiated an</li> </ul>

## 2019 Business Plan - Finance & Infrastructure Services

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<p>community assets. This concern is mirrored in the recently released Province of Ontario Climate Change Action Plan. To overcome this, the Town is undertaking a climate change risk assessment and updating its climate change action plan with a renewed vision focusing on both mitigation and adaptation which will be incorporated into the Town's 2019 Climate Change Plan Update. Second, in 2016, the Province enacted <i>Bill 172 Climate Change Mitigation and Low Carbon Economy Act</i> outlining the pending Cap and Trade Program.</p> <ul style="list-style-type: none"><li>• Community behavior change – There is an increasing expectation by residents that municipalities should play a greater role in encouraging positive environmental behaviors at the community level. Many municipalities in the GTA are starting to formally engage the community and this may become an increasing requirement for the Town.</li><li>• The Province is providing direction and formalizing municipalities' role in both Climate Change mitigation and adaptation. This has been seen through policy changes under the Coordinated Land Use Review and Ontario Climate Change Plans. Staff continue to review policy and legislation changes and react where appropriate to update Town practices and standards.</li></ul>	<p>energy revolving fund to pay for energy retrofit projects;</p> <ul style="list-style-type: none"><li>• Energy and Environment as a Division is often approached with a multitude of projects that are broad in nature. Balancing the needs of the Corporation to advance its Green Strategic Plans with staying current on emerging best practices and staff capacity continues to be a challenge for this Division.</li></ul>
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# 2019 Business Plan - Finance & Infrastructure Services

## Finance

Trends	Challenges
<ul style="list-style-type: none"> <li>• Assessment growth projections for the short-term indicate higher residential assessment growth due mainly to growth in the Mayfield West area and the start of several non-residential developments in the Mayfield West and Bolton industrial areas.</li> <li>• Increasing the Town's tax funded capital program to ensure there are sufficient funds to repair, replace, and maintain existing assets; fund the Town's share of growth (development charge) related capital infrastructure projects; and to fund the Town's share of any future Federal and Provincial infrastructure grant programs means property tax increases and allocating a portion of assessment growth revenues.</li> <li>• Working with the Municipal Property Assessment Corporation (MPAC) to ensure all new construction is promptly captured on the assessment roll as part of a commitment to fairness and equity for all taxpayers and to ensure all supplementary tax revenues are captured. In addition, monitoring assessment appeals to ensure that they are completed in a timely fashion to lower financial risk to the Town from tax refunds.</li> <li>• New Asset Management Planning rules and regulations introduced by the Province to ensure that municipalities are meeting the challenges faced from aging assets and increased capital funding needs will increase the need to collaborate in the development of a cohesive and coordinated plan of action for the long term</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable capital funding from property taxes has improved but is still not keeping pace with the capital budget demands and the requirement to address the infrastructure deficit. The Town will have to continue to grow the tax-funded contributions to its capital program in order to meet its share of growth related infrastructure spending, and to address its infrastructure funding deficit on existing assets.</li> <li>• Conducting a review of the assessment base annually to ensure all new growth is captured on the assessment roll and to review the Town's tax ratios are fair and competitive</li> </ul>

# 2019 Business Plan - Finance & Infrastructure Services

## Transportation Engineering

Trends	Challenges
<ul style="list-style-type: none"> <li>Based on past surveys from the Caledon Transportation Master Plan, there are short and long term transportation trends such as increasing speeding vehicles and infiltration traffic especially in the rural areas, growing number of vehicle traffic due to population and employment forecasts in the tri-nodal growth areas, and an increasing aging population resulting in the need of alternative mode of transportation. The Transportation Engineering Division is responsible to mitigate the concerns relating to these trends. Since the inauguration of the Division, there has been an increasing trend of inquiries made by residents, business owners, and councillors, with 119,163,180, 250 traffic inquiries in 2014, 2015, 2016 and 2017 respectively. In 2018, it is expected the Division will respond to a total of 350 inquiries. New regulations (such as Bill 65 relating to policies in School Zones and Community Safety Zones), new technologies (such as Automatic Speeding Enforcement and Drivers' Speed Feedback Boards) add diversity and efficiency in providing traffic safety solutions to the communities. Furthermore, the Transportation Engineering Division provides maintenance to the elements on the roadways such as street lighting, guide rail, traffic signage and pavement markings on a routine basis. In summary, the Transportation Engineering Division strives to provide evidence-based solutions to ensure traffic safety and efficiency are optimized.</li> </ul>	<p><b>Traffic Calming</b></p> <ul style="list-style-type: none"> <li>The Transportation Engineering Division continues to try influencing/changing drivers' behavior by road design such as implementing road devices to calm speeding vehicles, discourage infiltration of private and heavy vehicles. The effectiveness of such devices will diminish when drivers become accustomed to them over time. New policies and a future investment in new technologies will be required.</li> </ul> <p><b>Promote safer walking and cycling (or "Active Transportation")</b></p> <ul style="list-style-type: none"> <li>Based on Council direction and approval of budget, the Transportation Engineering Division is responsible to garner the help of stakeholders and residents to develop a program to encourage walking and cycling. The challenge is to design a program that suits the vast diversity of geography of Caledon (rural, suburban, hills through the valleys and escarpments) as well as the demography of the cyclists, joggers and hikers with various skill levels, for the residents and visitors of Caledon.</li> </ul> <p><b>Assess the feasibility of transit</b></p> <ul style="list-style-type: none"> <li>Council directed the Transportation Engineering Division to investigate the feasibility of transit services in Caledon. Analysis is almost complete. Recommendations on the implementation of transit must balance the needs of a diverse community (including different age groups, different commuting needs – students, commuters, mobility-independence, mix of rural and urban) and the costs.</li> </ul>

# 2019 Business Plan - Finance & Infrastructure Services

## Roads & Fleet

Trends	Challenges
<ul style="list-style-type: none"> <li>• Change in technologies that provide innovative, efficient and effective tools to provide improved service levels</li> <li>• Growing pressures to manage existing and new fleet to maintain service levels and accommodate growth within the Town</li> <li>• Need to decrease environmental impacts of the fleet by reducing its carbon footprint</li> <li>• Road maintenance has gradually increased over the years with the improvement in connectivity between the villages, towns and cities in Caledon</li>   <li>• Change in Provincial legalisation to help provide municipalities with providing a proper level of service</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining infrastructure at the mandated service levels while meeting Council's and taxpayers' expectations within budgetary constraints</li> <li>• Maintaining and fostering a healthy, committed and capable workforce</li> <li>• Managing new infrastructure within the Town to sustain services resulting from growth</li> <li>• Providing innovative, efficient and effective services</li> <li>• Keeping up with the demands of the mandated service records to assure compliance with <i>Highway Traffic Act</i>, Commercial Vehicle Operators Registration and Work Place Safety requirements</li> <li>• Increasing demands to train staff on technology trends to improve accessibility of manufacturer information and diagnostic tools for fleet repairs</li> <li>• Improving the Fleet strategic replacement plan and manage current work demands</li> <li>• Climate change impacts to Caledon roads include more freeze-thaw cycles and shorter duration but more intense winter/weather events.</li> <li>• Assumption of Developments bring more infrastructure for the Town to manage with the current workforce</li> </ul>

# 2019 Business Plan - Finance & Infrastructure Services

## 5. 2019 PRIORITIES

The following is a prioritized list of the 2019 departmental priorities that the department intends to undertake with the 2019 Operating and Capital Budget requested as part of this Business Plan:

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
<b>ADMINISTRATION</b>						
1	Process Review and continuation of the development of Standard Operating Procedures	Base Operating Budget				
2	Infrastructure Forms Review and Update	Base Operating Budget				
3	Website improvements for Infrastructure Section,	Base Operating Budget				
4	Improve internal communications through quarterly "all staff" meetings to keep staff updated on the FIS department's/the Town's initiatives so staff can provide informed responses if/when asked by members of the community in which they serve/live and so staff input is obtained towards the success of various departmental initiatives	Base Operating Budget				
5	Formalize a cross-training program within the department, where appropriate, to ensure there is proper coverage and uninterrupted customer service during vacation/sick/leave, and business continuity situations	Base Operating Budget				
6	Develop a service level matrix that outlines staffing and other resources required to maintain established levels of service within the Town provided by the FIS Department	Base Operating Budget				
<b>CAPITAL PROJECTS AND PROPERTY MANAGEMENT (FACILITIES)</b>						
1	Develop a plan to reduce energy use (and carbon footprint) in all FIS managed facilities with a focus on automated systems and energy conservation and sustainability.	Base Operating Budget				
2	Project management of the design and future construction of the expansion of the Caledon East Community Centre	Capital Budget				
3	Project management of the construction of the new Community Centre in Southfields	Capital Budget				
4	Complete construction of a new Fire Hall and Peel Paramedics Facility in Bolton.	Capital Budget				
5	Complete the repairs and paving of various fire stations and the Kinsmen municipal parking in downtown Bolton.	Capital Budget				

# 2019 Business Plan - Finance & Infrastructure Services

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
6	Replace the again card access and security system					
<b>PURCHASING AND RISK MANAGEMENT</b>						
1	Bring forward updated Purchasing Bylaw	Base Operating Budget				
2	Update purchasing card policy	Base Operating Budget				
3	Conduct tabletop business continuity exercises	Base Operating Budget				
4	Implement guidelines for procurement protests, supplier suspension, non-competitive procurements and supplier evaluation	Capital Budget				
5	Review current insurance program including opportunities for new types of coverage	Base Operating Budget				
6	Continue to grow our "vendor of record" program	Base Operating Budget				
7	Conduct "quote process" staff training sessions	Base Operating Budget				
<b>ENGINEERING SERVICES</b>						
1	Complete all Roads Programs (Enhanced, Roads Recon/Rehab & Growth Related (DC)	Capital Budget				
2	Complete the Bridge Program including the Non-OSIM Structures Program with overall aim to increase the Town's Bridge Condition Index	Capital Budget				
3	Complete Humber Station Reconstruction & Retaining Wall	Capital Budget				
4	Complete New Sidewalk & Curb Program	Capital Budget				
5	Complete Environmental Assessments and detailed designs for Roads	Capital Budget				
6	Complete Environmental Assessments and detailed designs for Bridges	Capital Budget				
8	Complete rehabilitation of identified Storm Water Management Facilities	Capital Budget				
<b>ENERGY AND ENVIRONMENT</b>						
1	Coordinate and lead the implementation of the Peel Climate Change Strategy Partnership's Low Carbon Community Strategy	Base Operating Budget				

# 2019 Business Plan - Finance & Infrastructure Services

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
2	Update the Town's Climate Change Action Plan to incorporate a renewed vision to mitigate the impacts of climate change and adapt and become more resilient to extreme weather events.	Capital Budget Base Operating Budget				
3	Update the Town's Corporate Energy Management Plan with a broader lens of controlling and reducing greenhouse gas emissions emitted by Corporate Operations.	Base Operating Budget Capital Budget				
4	Update the Town's Green Fund framework based on feedback from schools and community groups to introduce a more streamlined grant program in 2020.	Base Operating Budget				
5	Support the preparation of a discussion paper on Climate Change to be considered with the Official Plan Update process.	Base Budget Operating				
6	In partnership with TRCA, finalize and begin implementation of a Sustainable Neighbourhood Retrofit Action Plan for West Bolton.	Capital Budget Base Operating Budget				
7	Work with key agency partners and community stakeholders to highlight storm water management best practices in preparation for extreme weather events.	Base Operating Budget				
8	Update the Town's Corporate Green Building Standard	Capital Budget				
9	Implement a waste retrofit project at Caledon Centre for Recreation and Wellness to improve waste diversion by replacing and updating signage and waste receptacles, and educate staff and community on waste management best practices.	Capital Budget				
<b>FINANCE</b>						
1	Improve processes and controls between Town and the Municipal Property Assessment Corporation to ensure new assessments and assessment changes are reflected on the tax roll in a timely manner and to safeguard against unnecessary assessment/tax losses.	Base Operating Budget				
2	Continue to communicate financial information in an open and transparent manner by applying the GFOA's best practices. In recognition that the Town continues to implement GFOA's best practice guidelines, the Town intends to obtain the GFOA's Distinguished Budget Presentation Award for	Base Operating Budget				

# 2019 Business Plan - Finance & Infrastructure Services

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
	the 2019 Budget and the Canadian Award for Financial Reporting for the 2018 financial statements.					
3	Achieve the Popular Annual Financial Report (PAFR) award for the 2018 financials.	Base Operating Budget				
4	Lead the implementation of an integrated asset management and work order management system within the FIS department and across the organization, including Community Services, Corporate Services.	Capital Budget				
5	Update the Development Charges By-law	Capital Budget				
6	Update the Town's asset management plan and develop an asset management policy.	Base Operating Budget				
TRANSPORTATION						
1	Complete Transit Feasibility Study including a public consultation strategy and prepare a report to Council with staff recommendations	Capital Budget				
2	Manage and effectively implement the annual Pavement Marking Program. Ensure quality control measures are in place and project is on time and within budget.	Base Operating Budget				
3	Implement Traffic Calming measures and Traffic Signal Installation for the intersection as identified in the Caledon Transportation Master Plan	Capital Budget				
4	Complete 2 community cycling events to coincide with application to Share the Road as part of the requirements for a bicycle friendly community.	Base Operating				
5	Manage and effectively implement the annual Guide Rail installation program based on the Road Network Safety Study. Ensure that project is on time and within budget.	Base Operating				
6	Conduct a survey to collect vehicle volume, speed and collision data to support traffic analysis	Capital Budget				
ROADS AND FLEET						
1	Development of a replacement program that reflects Town greening initiatives and the timely replacement of equipment and vehicles.	Capital Budget				
2	Complete Boundary Road Agreements with surrounding municipalities to obtain agreement on which municipality takes the lead on	Base Operating Budget				

# 2019 Business Plan - Finance & Infrastructure Services

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
	maintenance and capital projects on boundary roads, financial reimbursement, etc.					
3	Improve Town road and road right-of-way maintenance practices to increase the long term availability of roads and to ensure the safe passage of traffic on all Town roads	Base Operating Budget				
4	Identify areas where multi-year standing offer contracts are required for repetitive services and products that may be required by the Town. Partner with other local Regional and municipal governments/agencies to effect savings and efficiencies on behalf of the Town.	Base Operating Budget				



TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
OPP Southfields	Capital Project & Property Management	Expense	01-09-155-43030-250-62112 Maintenance & Repairs-Building	\$ 3,813	\$ -	\$ -
			01-09-155-43030-250-62321 Rental-Facility	\$ 19,504	\$ -	\$ -
			01-09-155-43030-250-62335 Contracted Services	\$ 11,667	\$ -	\$ -
			01-09-155-43030-250-62397 Telephone	\$ 3,494	\$ -	\$ -
		<b>Expense Total</b>	<b>\$ 38,478</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 38,478</b>	<b>\$ -</b>	<b>\$ -</b>
<b>OPP Southfields Total</b>						
Caledon Village Municipal Lot	Capital Project & Property Management	Revenue	01-09-155-43050-501-50655 Lease Revenue	\$ (240)	\$ -	\$ -
		<b>Revenue Total</b>	<b>\$ (240)</b>	<b>\$ -</b>	<b>\$ -</b>	
		Expense	01-09-155-43050-501-62111 Maintenance & Repairs-Grounds	\$ 1,575	\$ -	\$ -
			01-09-155-43050-501-62335 Contracted Services	\$ 500	\$ -	\$ -
		<b>Expense Total</b>	<b>\$ 2,075</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 1,835</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Caledon Village Municipal Lot Total</b>						
6211 Old Church Road	Capital Project & Property Management	Expense	01-09-155-43050-375-61520 Wages-Casual Temporary	\$ -	\$ -	\$ 15,700
			01-09-155-43050-375-61523 Benefits-Casual Temporary	\$ -	\$ -	\$ 1,949
			01-09-155-43050-375-62017 Caretaking Supplies	\$ 3,000	\$ 3,000	\$ 3,000
			01-09-155-43050-375-62018 Operating Supplies	\$ 1,000	\$ 1,000	\$ 1,000
			01-09-155-43050-375-62111 Maintenance & Repairs-Grounds	\$ 2,000	\$ 2,000	\$ 2,000
			01-09-155-43050-375-62112 Maintenance & Repairs-Building	\$ 11,000	\$ 10,000	\$ 10,000
			01-09-155-43050-375-62114 Small Equip Repair/Purchase	\$ 1,000	\$ 1,000	\$ 1,000
			01-09-155-43050-375-62115 Maint&Repairs-Non Preventative	\$ 4,725	\$ 4,500	\$ 10,000
			01-09-155-43050-375-62215 Natural Gas	\$ 3,187	\$ 3,037	\$ 4,512
			01-09-155-43050-375-62216 Electricity	\$ 7,755	\$ 8,325	\$ 10,114
			01-09-155-43050-375-62217 Water/Waste Water	\$ 300	\$ 500	\$ 2,000
			01-09-155-43050-375-62335 Contracted Services	\$ 25,000	\$ 24,000	\$ 23,500
			01-09-155-43050-375-62437 Contribution to Reserves	\$ 5,000	\$ -	\$ -
			<b>Expense Total</b>	<b>\$ 63,967</b>	<b>\$ 57,362</b>	<b>\$ 84,775</b>
		<b>Capital Project &amp; Property Management Total</b>				<b>\$ 63,967</b>
<b>6211 Old Church Road Total</b>						
Alton Town Hall	Capital Project & Property Management	Expense	01-09-155-43050-310-62312 Insurance	\$ 2,971	\$ 2,803	\$ 2,478
		<b>Expense Total</b>	<b>\$ 2,971</b>	<b>\$ 2,803</b>	<b>\$ 2,478</b>	
		<b>Capital Project &amp; Property Management Total</b>				<b>\$ 2,971</b>
<b>Alton Town Hall Total</b>						
Belfountain Community Hall	Capital Project & Property Management	Revenue	01-09-155-43050-315-50060 Auditorium/Room Rentals	\$ (1,500)	\$ (1,000)	\$ (1,000)
			01-09-155-43050-315-50230 Rentals	\$ (9,864)	\$ (10,092)	\$ (5,400)
		<b>Revenue Total</b>	<b>\$ (11,364)</b>	<b>\$ (11,092)</b>	<b>\$ (6,400)</b>	
		Expense	01-09-155-43030-315-61108 Distributed Salaries	\$ 16,414	\$ -	\$ -
			01-09-155-43030-315-61520 Wages-Casual Temporary	\$ -	\$ 14,300	\$ 14,040
			01-09-155-43030-315-61523 Benefits-Casual Temporary	\$ -	\$ 1,749	\$ 1,743
			01-09-155-43030-315-62018 Operating Supplies	\$ 1,500	\$ 1,500	\$ 1,500
			01-09-155-43030-315-62112 Maintenance & Repairs-Building	\$ 2,000	\$ 1,500	\$ 1,500
			01-09-155-43030-315-62321 Rental Facility	\$ 6,864	\$ 7,032	\$ 5,400
			01-09-155-43030-315-62335 Contracted Services	\$ 3,500	\$ 3,500	\$ 3,500
			01-09-155-43030-315-62397 Telephone	\$ 2,500	\$ 2,500	\$ 2,500
			01-09-155-43050-315-61520 Wages-Casual Temporary	\$ 14,600	\$ -	\$ 1,200
			01-09-155-43050-315-61522 Recovery-Wages-Casual Temp	\$ (16,414)	\$ -	\$ -
			01-09-155-43050-315-61523 Benefits-Casual Temporary	\$ 1,814	\$ -	\$ 149
			01-09-155-43050-315-62011 Office Supplies	\$ -	\$ 100	\$ 100
			01-09-155-43050-315-62014 Uniforms/Protective Clothing	\$ -	\$ 200	\$ 100
			01-09-155-43050-315-62017 Caretaking Supplies	\$ 1,000	\$ 500	\$ 500
			01-09-155-43050-315-62018 Operating Supplies	\$ 750	\$ 500	\$ 500
			01-09-155-43050-315-62111 Maintenance & Repairs-Grounds	\$ 2,100	\$ 2,000	\$ 2,000
			01-09-155-43050-315-62112 Maintenance & Repairs-Building	\$ 3,000	\$ 3,000	\$ 3,000
			01-09-155-43050-315-62114 Small Equip Repair/Purchase	\$ 500	\$ 500	\$ 500
			01-09-155-43050-315-62215 Natural Gas	\$ 3,000	\$ 3,876	\$ 5,876
			01-09-155-43050-315-62216 Electricity	\$ 1,844	\$ 1,797	\$ 1,637
			01-09-155-43050-315-62312 Insurance	\$ 3,371	\$ 3,180	\$ 2,779
			01-09-155-43050-315-62335 Contracted Services	\$ 3,000	\$ 2,550	\$ 2,500
01-09-155-43050-315-62437 Contribution to Reserves	\$ 1,000		\$ 1,000	\$ -		
<b>Expense Total</b>	<b>\$ 52,343</b>		<b>\$ 51,284</b>	<b>\$ 51,024</b>		
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 40,979</b>	<b>\$ 40,192</b>	<b>\$ 44,624</b>
<b>Belfountain Community Hall Total</b>						
Bolton Municipal Lot	Capital Project & Property Management	Expense	01-09-155-43050-500-62111 Maintenance & Repairs-Grounds	\$ 5,250	\$ 5,000	\$ -
			01-09-155-43050-500-62335 Contracted Services	\$ 1,000	\$ -	\$ -
		<b>Expense Total</b>	<b>\$ 6,250</b>	<b>\$ 5,000</b>	<b>\$ -</b>	
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 6,250</b>	<b>\$ 5,000</b>	<b>\$ -</b>
<b>Bolton Municipal Lot Total</b>						
Fire Administration	Capital Project & Property Management	Revenue	01-09-155-43050-199-50655 Lease Revenue	\$ -	\$ (7,794)	\$ (7,560)
		<b>Revenue Total</b>	<b>\$ -</b>	<b>\$ (7,794)</b>	<b>\$ (7,560)</b>	
		Expense	01-09-155-43050-199-62017 Caretaking Supplies	\$ 200	\$ 200	\$ 200
			01-09-155-43050-199-62111 Maintenance & Repairs-Grounds	\$ 1,500	\$ 1,500	\$ 1,500
		<b>Expense Total</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 2,900</b>	<b>\$ (4,894)</b>	<b>\$ (4,660)</b>
<b>Fire Administration Total</b>						

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Kinsmen Building - Bolton	Capital Project & Property Management	Expense	01-09-155-43050-330-62111 Maintenance & Repairs-Grounds	\$ 1,575	\$ 1,500	\$ -		
			01-09-155-43050-330-62112 Maintenance & Repairs-Building	\$ 3,000	\$ 2,500	\$ 2,500		
			01-09-155-43050-330-62312 Insurance	\$ 1,239	\$ 1,162	\$ 1,139		
			01-09-155-43050-330-62437 Contribution to Reserves	\$ 1,000	\$ 1,000	\$ 500		
		<b>Expense Total</b>	<b>\$ 6,814</b>	<b>\$ 6,162</b>	<b>\$ 4,139</b>			
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 6,814</b>	<b>\$ 6,162</b>	<b>\$ 4,139</b>		
<b>Kinsmen Building - Bolton Total</b>								
Melville	Capital Project & Property Management	Expense	01-09-155-43050-335-62112 Maintenance & Repairs-Building	\$ 1,200	\$ 1,200	\$ 1,200		
			01-09-155-43050-335-62312 Insurance	\$ 846	\$ 793	\$ 777		
			01-09-155-43050-335-62437 Contribution to Reserves	\$ 500	\$ 500	\$ 300		
		<b>Expense Total</b>	<b>\$ 2,546</b>	<b>\$ 2,493</b>	<b>\$ 2,277</b>			
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 2,546</b>	<b>\$ 2,493</b>	<b>\$ 2,277</b>		
<b>Melville Total</b>								
Old Bolton Fire Station	Capital Project & Property Management	Expense	01-09-155-43050-305-62017 Caretaking Supplies	\$ 500	\$ 500	\$ -		
			01-09-155-43050-305-62018 Operating Supplies	\$ 2,500	\$ 2,500	\$ -		
			01-09-155-43050-305-62111 Maintenance & Repairs-Grounds	\$ 5,145	\$ 4,900	\$ -		
			01-09-155-43050-305-62112 Maintenance & Repairs-Building	\$ 5,000	\$ 5,000	\$ -		
			01-09-155-43050-305-62215 Natural Gas	\$ 6,005	\$ 4,500	\$ -		
			01-09-155-43050-305-62216 Electricity	\$ 13,520	\$ 15,000	\$ -		
			01-09-155-43050-305-62312 Insurance	\$ 4,170	\$ 3,934	\$ -		
			01-09-155-43050-305-62335 Contracted Services	\$ 2,600	\$ 2,600	\$ -		
			<b>Expense Total</b>	<b>\$ 39,440</b>	<b>\$ 38,934</b>	<b>\$ -</b>		
		<b>Capital Project &amp; Property Management Total</b>				<b>\$ 39,440</b>	<b>\$ 38,934</b>	<b>\$ -</b>
<b>Old Bolton Fire Station Total</b>								
Old Caledon Township Hall	Capital Project & Property Management	Expense	01-09-155-43050-340-61520 Wages-Casual Temporary	\$ -	\$ -	\$ 500		
			01-09-155-43050-340-61523 Benefits-Casual Temporary	\$ -	\$ -	\$ 62		
			01-09-155-43050-340-62017 Caretaking Supplies	\$ 200	\$ 200	\$ 200		
			01-09-155-43050-340-62018 Operating Supplies	\$ 150	\$ 150	\$ 150		
			01-09-155-43050-340-62111 Maintenance & Repairs-Grounds	\$ 4,725	\$ 4,500	\$ 4,500		
			01-09-155-43050-340-62112 Maintenance & Repairs-Building	\$ 1,500	\$ 1,000	\$ 1,000		
			01-09-155-43050-340-62312 Insurance	\$ 4,437	\$ 4,186	\$ 3,697		
			01-09-155-43050-340-62335 Contracted Services	\$ 7,150	\$ 6,500	\$ 6,000		
			01-09-155-43050-340-62397 Telephone	\$ 1,200	\$ 1,000	\$ 1,400		
			01-09-155-43050-340-62437 Contribution to Reserves	\$ 1,000	\$ 1,000	\$ 300		
			<b>Expense Total</b>	<b>\$ 20,362</b>	<b>\$ 18,536</b>	<b>\$ 17,809</b>		
		<b>Capital Project &amp; Property Management Total</b>				<b>\$ 20,362</b>	<b>\$ 18,536</b>	<b>\$ 17,809</b>
<b>Old Caledon Township Hall Total</b>								
OPP Bolton	Capital Project & Property Management	Expense	01-09-155-43030-210-62014 Uniforms/Protective Clothing	\$ -	\$ -	\$ 450		
			01-09-155-43030-210-62017 Caretaking Supplies	\$ 500	\$ 500	\$ 500		
			01-09-155-43030-210-62112 Maintenance & Repairs-Building	\$ 600	\$ 600	\$ 600		
			01-09-155-43030-210-62321 Rental-Facility	\$ 5,640	\$ 5,508	\$ 6,000		
			01-09-155-43030-210-62335 Contracted Services	\$ 3,500	\$ 3,500	\$ 3,500		
		01-09-155-43030-210-62397 Telephone	\$ 5,241	\$ 5,241	\$ 5,241			
<b>Expense Total</b>	<b>\$ 15,481</b>	<b>\$ 15,349</b>	<b>\$ 16,291</b>					
<b>Capital Project &amp; Property Management Total</b>				<b>\$ 15,481</b>	<b>\$ 15,349</b>	<b>\$ 16,291</b>		
<b>OPP Bolton Total</b>								
OPP Caledon East	Capital Project & Property Management	Revenue	01-09-155-43030-220-50310 External Cost Recovery	\$ (23,300)	\$ (20,000)	\$ (20,000)		
			01-09-155-43030-220-50512 OPP False Alarms	\$ -	\$ (7,632)	\$ (7,632)		
			01-09-155-43030-220-50513 OPP Miscellaneous	\$ -	\$ (48,121)	\$ (48,121)		
			01-09-155-43030-220-50516 Rents-OPP Caledon East	\$ (56,000)	\$ (56,000)	\$ (56,000)		
			01-09-155-43030-220-50517 Recoveries-OPP	\$ (540,557)	\$ (427,872)	\$ (408,958)		
			<b>Revenue Total</b>	<b>\$ (619,857)</b>	<b>\$ (559,625)</b>	<b>\$ (540,711)</b>		
		Expense	01-09-155-43030-220-61108 Distributed Salaries	\$ 95,462	\$ 93,820	\$ 75,628		
			01-09-155-43030-220-61510 Salaries-Permanent	\$ 68,920	\$ 65,551	\$ 70,763		
			01-09-155-43030-220-61513 Benefits-Permanent	\$ 21,467	\$ 20,672	\$ 22,619		
			01-09-155-43030-220-61520 Wages-Casual Temporary	\$ 3,500	\$ 3,300	\$ 3,300		
			01-09-155-43030-220-61523 Benefits-Casual Temporary	\$ 435	\$ 404	\$ 410		
			01-09-155-43030-220-62014 Uniforms/Protective Clothing	\$ 500	\$ 450	\$ -		
	01-09-155-43030-220-62017 Caretaking Supplies		\$ 5,500	\$ 5,250	\$ 5,150			
	01-09-155-43030-220-62018 Operating Supplies		\$ 7,875	\$ 7,875	\$ 7,725			
	01-09-155-43030-220-62021 Program Supplies		\$ 5,000	\$ 5,000	\$ 5,000			
	01-09-155-43030-220-62111 Maintenance & Repairs-Grounds		\$ 7,500	\$ 5,000	\$ 3,000			
	01-09-155-43030-220-62112 Maintenance & Repairs-Building		\$ 8,200	\$ 7,875	\$ 7,725			
	01-09-155-43030-220-62114 Small Equip Repair/Purchase		\$ 7,500	\$ 7,000	\$ 7,000			
	01-09-155-43030-220-62130 Generator-Fuel & Maintenance		\$ 5,000	\$ 5,000	\$ 5,000			
	01-09-155-43030-220-62215 Natural Gas		\$ 8,315	\$ 5,714	\$ 5,714			
	01-09-155-43030-220-62216 Electricity		\$ 61,733	\$ 62,970	\$ 62,970			
	01-09-155-43030-220-62217 Water/Waste Water		\$ 2,175	\$ 2,110	\$ 2,000			
	01-09-155-43030-220-62310 Training/Development/Seminars		\$ 1,550	\$ 1,550	\$ 1,550			
	01-09-155-43030-220-62312 Insurance		\$ 8,100	\$ 7,641	\$ 6,777			
	01-09-155-43030-220-62314 Mileage		\$ 600	\$ 600	\$ 600			
	01-09-155-43030-220-62319 Grants		\$ 20,000	\$ 20,000	\$ 27,000			
	01-09-155-43030-220-62335 Contracted Services		\$ 114,858	\$ 111,508	\$ 100,000			
	01-09-155-43030-220-62396 Mobile Phones / Pagers		\$ 746	\$ 746	\$ 746			
	01-09-155-43030-220-62397 Telephone		\$ 4,000	\$ 4,000	\$ 3,500			
	01-09-155-43030-220-62437 Contribution to Reserves		\$ -	\$ -	\$ -			
	<b>Expense Total</b>		<b>\$ 458,936</b>	<b>\$ 444,036</b>	<b>\$ 426,177</b>			
	<b>Capital Project &amp; Property Management Total</b>				<b>\$ (160,921)</b>	<b>\$ (115,589)</b>	<b>\$ (114,534)</b>	
	<b>OPP Caledon East Total</b>							

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget			
OPP Orangeville	Capital Project & Property Management	Expense	01-09-155-43030-240-62321 Rental-Facility	\$ 15,184	\$ 11,184	\$ 11,184			
			01-09-155-43030-240-62335 Contracted Services	\$ 3,000	\$ 1,500	\$ 1,500			
		<b>Expense Total</b>		<b>\$ 18,184</b>	<b>\$ 12,684</b>	<b>\$ 12,684</b>			
	<b>Capital Project &amp; Property Management Total</b>			<b>\$ 18,184</b>	<b>\$ 12,684</b>	<b>\$ 12,684</b>			
<b>OPP Orangeville Total</b>									
Peel Paramedic (Old Church)	Capital Project & Property Management	Revenue	01-09-155-43050-198-50655 Lease Revenue	\$ (6,765)	\$ (6,500)	\$ -			
		<b>Revenue Total</b>		<b>\$ (6,765)</b>	<b>\$ (6,500)</b>	<b>\$ -</b>			
		Expense	01-09-155-43050-198-62111 Maintenance & Repairs-Grounds	\$ 4,725	\$ 5,000	\$ -			
			01-09-155-43050-198-61108 Distributed Salaries	\$ 2,040	\$ -	\$ -			
	<b>Expense Total</b>		<b>\$ 6,765</b>	<b>\$ 5,000</b>	<b>\$ -</b>				
<b>Capital Project &amp; Property Management Total</b>			<b>\$ -</b>	<b>\$ (1,500)</b>	<b>\$ -</b>				
<b>Peel Paramedic (Old Church) Total</b>									
St.Andrew	Capital Project & Property Management	Expense	01-09-155-43050-360-62112 Maintenance & Repairs-Building	\$ 1,200	\$ 1,200	\$ 600			
			01-09-155-43050-360-62312 Insurance	\$ 3,553	\$ 3,352	\$ 3,286			
			01-09-155-43050-360-62437 Contribution to Reserves	\$ 500	\$ 500	\$ 300			
	<b>Expense Total</b>		<b>\$ 5,253</b>	<b>\$ 5,052</b>	<b>\$ 4,186</b>				
<b>Capital Project &amp; Property Management Total</b>			<b>\$ 5,253</b>	<b>\$ 5,052</b>	<b>\$ 4,186</b>				
<b>St.Andrew Total</b>									
Town Hall	Administration	Expense	01-09-115-40010-365-61510 Salaries-Permanent	\$ 207,148	\$ 200,181	\$ 191,027			
			01-09-115-40010-365-61513 Benefits-Permanent	\$ 65,180	\$ 62,800	\$ 63,949			
			01-09-115-40010-365-61520 Wages-Casual Temporary	\$ 288,516	\$ 235,855	\$ 223,834			
			01-09-115-40010-365-61523 Benefits-Casual Temporary	\$ 34,622	\$ 28,850	\$ 27,863			
			01-09-115-40010-365-62011 Office Supplies	\$ 1,000	\$ 2,500	\$ 3,000			
			01-09-115-40010-365-62014 Uniforms/Protective Clothing	\$ 1,835	\$ 1,035	\$ 1,035			
			01-09-115-40010-365-62245 Studies/Consultants	\$ -	\$ 1,000	\$ 1,000			
			01-09-115-40010-365-62310 Training/Development/Seminars	\$ 4,000	\$ 2,000	\$ 3,500			
			01-09-115-40010-365-62311 Memberships/Dues	\$ 2,500	\$ 2,500	\$ 2,500			
			01-09-115-40010-365-62312 Insurance	\$ -	\$ 265,738	\$ 253,861			
			01-09-115-40010-365-62314 Mileage	\$ 250	\$ 500	\$ 500			
			01-09-115-40010-365-62315 Printing & Advertising	\$ 500	\$ 500	\$ 1,000			
			01-09-115-40010-365-62346 Courier	\$ 100	\$ 250	\$ 250			
			01-09-115-40010-365-62375 Meeting Expenses	\$ 750	\$ 1,000	\$ 1,000			
			01-09-115-40010-365-62396 Mobile Phones / Pagers	\$ 500	\$ 500	\$ 500			
			<b>Expense Total</b>	<b>\$ 606,901</b>	<b>\$ 805,209</b>	<b>\$ 774,819</b>			
			<b>Administration Total</b>			<b>\$ 606,901</b>	<b>\$ 805,209</b>	<b>\$ 774,819</b>	
			Capital Project & Property Management	Revenue		01-09-155-43040-365-50613 Miscellaneous Fees	\$ (2,160)	\$ (4,000)	\$ -
						01-09-155-43050-365-50300 Internal Recoveries	\$ (7,500)	\$ -	\$ -
						01-09-155-75300-365-50560 Counter Sales	\$ (62,000)	\$ (55,000)	\$ (50,000)
		01-09-155-75300-365-50561 Catered Sales			\$ (6,500)	\$ (6,500)	\$ (6,500)		
	<b>Revenue Total</b>	<b>\$ (78,160)</b>		<b>\$ (65,500)</b>	<b>\$ (56,500)</b>				
	Expense			01-09-155-43020-365-61510 Salaries-Permanent	\$ 201,080	\$ 195,566	\$ 179,494		
				01-09-155-43020-365-61512 Recovery-Salaries-Permanent	\$ (180,582)	\$ (175,473)	\$ (166,774)		
				01-09-155-43020-365-61513 Benefits-Permanent	\$ 56,895	\$ 55,109	\$ 52,799		
				01-09-155-43020-365-62011 Office Supplies	\$ 500	\$ 1,000	\$ 1,000		
				01-09-155-43020-365-62014 Uniforms/Protective Clothing	\$ 500	\$ 500	\$ 500		
				01-09-155-43020-365-62018 Operating Supplies	\$ 500	\$ 500	\$ 500		
				01-09-155-43020-365-62239 Equipment	\$ -	\$ 1,000	\$ 1,000		
				01-09-155-43020-365-62310 Training/Development/Seminars	\$ 7,500	\$ 7,500	\$ 7,500		
				01-09-155-43020-365-62311 Memberships/Dues	\$ 3,100	\$ 3,100	\$ 3,100		
				01-09-155-43020-365-62314 Mileage	\$ 1,000	\$ 1,667	\$ 1,667		
				01-09-155-43020-365-62396 Mobile Phones / Pagers	\$ 950	\$ 850	\$ 850		
				01-09-155-43040-365-61510 Salaries-Permanent	\$ 167,802	\$ 166,483	\$ 166,089		
				01-09-155-43040-365-61513 Benefits-Permanent	\$ 49,960	\$ 49,022	\$ 49,838		
				01-09-155-43040-365-61520 Wages-Casual Temporary	\$ 77,800	\$ 76,439	\$ 55,957		
				01-09-155-43040-365-61523 Benefits-Casual Temporary	\$ 9,819	\$ 9,347	\$ 6,771		
				01-09-155-43040-365-62011 Office Supplies	\$ 300	\$ 300	\$ 300		
				01-09-155-43040-365-62014 Uniforms/Protective Clothing	\$ 2,000	\$ 900	\$ 900		
				01-09-155-43040-365-62017 Caretaking Supplies	\$ 300	\$ 300	\$ 300		
				01-09-155-43040-365-62018 Operating Supplies	\$ 1,750	\$ 1,500	\$ 1,500		
				01-09-155-43040-365-62020 E-Registration Fees	\$ 220	\$ -	\$ -		
				01-09-155-43040-365-62114 Small Equip Repair/Purchase	\$ 3,500	\$ 3,000	\$ 2,500		
				01-09-155-43040-365-62239 Equipment	\$ 1,000	\$ 750	\$ 750		
			01-09-155-43040-365-62256 Security	\$ 17,500	\$ 15,000	\$ 11,000			
		01-09-155-43040-365-62310 Training/Development/Seminars	\$ 1,750	\$ 1,750	\$ 1,750				

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget						
Town Hall	Capital Project & Property Management	Expense	01-09-155-43040-365-62311 Memberships/Dues	\$ 500	\$ 500	\$ -						
			01-09-155-43040-365-62314 Mileage	\$ 1,000	\$ 1,500	\$ 2,000						
			01-09-155-43040-365-62335 Contracted Services	\$ 15,000	\$ 12,000	\$ 10,000						
			01-09-155-43040-365-62396 Mobile Phones / Pagers	\$ 900	\$ 900	\$ 900						
			01-09-155-43050-365-61510 Salaries-Permanent	\$ 182,344	\$ 178,606	\$ 173,374						
			01-09-155-43050-365-61512 Recovery-Salaries-Permanent	\$ (78,962)	\$ (77,320)	\$ (114,828)						
			01-09-155-43050-365-61513 Benefits-Permanent	\$ 53,026	\$ 51,607	\$ 51,497						
			01-09-155-43050-365-61520 Wages-Casual Temporary	\$ 54,700	\$ 53,444	\$ 51,900						
			01-09-155-43050-365-61523 Benefits-Casual Temporary	\$ 10,792	\$ 10,463	\$ 10,240						
			01-09-155-43050-365-62011 Office Supplies	\$ 200	\$ 200	\$ 200						
			01-09-155-43050-365-62014 Uniforms/Protective Clothing	\$ 1,000	\$ 550	\$ 550						
			01-09-155-43050-365-62017 Caretaking Supplies	\$ 13,000	\$ 13,000	\$ 11,000						
			01-09-155-43050-365-62018 Operating Supplies	\$ 11,000	\$ 11,000	\$ 11,000						
			01-09-155-43050-365-62111 Maintenance & Repairs-Grounds	\$ 5,000	\$ 5,000	\$ 5,000						
			01-09-155-43050-365-62112 Maintenance & Repairs-Building	\$ 50,000	\$ 40,000	\$ 35,000						
			01-09-155-43050-365-62114 Small Equip Repair/Purchase	\$ 8,000	\$ 8,000	\$ 8,000						
			01-09-155-43050-365-62115 Maint&Repairs-Non Preventative	\$ 15,750	\$ 15,000	\$ 15,000						
			01-09-155-43050-365-62130 Generator-Fuel & Maintenance	\$ 5,000	\$ 7,500	\$ 7,500						
			01-09-155-43050-365-62215 Natural Gas	\$ 14,051	\$ 14,709	\$ 20,277						
			01-09-155-43050-365-62216 Electricity	\$ 153,541	\$ 150,714	\$ 130,000						
			01-09-155-43050-365-62217 Water/Waste Water	\$ 5,250	\$ 5,250	\$ 5,000						
			01-09-155-43050-365-62256 Security	\$ 17,000	\$ 16,000	\$ 16,000						
			01-09-155-43050-365-62310 Training/Development/Seminars	\$ 3,900	\$ 3,900	\$ 3,900						
			01-09-155-43050-365-62314 Mileage	\$ 1,000	\$ 1,000	\$ 1,000						
			01-09-155-43050-365-62335 Contracted Services	\$ 118,000	\$ 115,000	\$ 115,000						
			01-09-155-43050-365-62378 Furniture/Fixtures	\$ 32,500	\$ 32,750	\$ 27,750						
			01-09-155-43050-365-62396 Mobile Phones / Pagers	\$ 2,000	\$ 1,750	\$ 1,750						
			01-09-155-43050-365-62437 Contribution to Reserves	\$ 11,722	\$ 11,000	\$ 10,600						
			01-09-155-75300-365-61520 Wages-Casual Temporary	\$ 87,500	\$ 86,035	\$ 84,500						
			01-09-155-75300-365-61523 Benefits-Casual Temporary	\$ 18,746	\$ 18,267	\$ 18,093						
			01-09-155-75300-365-62014 Uniforms/Protective Clothing	\$ 1,000	\$ 600	\$ 600						
			01-09-155-75300-365-62017 Caretaking Supplies	\$ 500	\$ 500	\$ 500						
			01-09-155-75300-365-62023 Concession Purchases	\$ 45,000	\$ 40,000	\$ 40,000						
			01-09-155-75300-365-62027 Special Event Supplies	\$ 200	\$ 200	\$ 200						
			01-09-155-75300-365-62030 Coffee & Supplies	\$ 8,000	\$ 8,000	\$ 7,000						
			01-09-155-75300-365-62114 Small Equip Repair/Purchase	\$ 3,000	\$ 2,500	\$ 2,500						
			01-09-155-75300-365-62314 Mileage	\$ 200	\$ 200	\$ 200						
			01-09-155-75300-365-62335 Contracted Services	\$ 3,500	\$ 3,000	\$ 2,000						
			<b>Expense Total</b>				<b>\$ 1,300,004</b>	<b>\$ 1,259,435</b>	<b>\$ 1,144,494</b>			
			<b>Capital Project &amp; Property Management Total</b>				<b>\$ 1,221,844</b>	<b>\$ 1,193,935</b>	<b>\$ 1,087,994</b>			
			Town Hall	Capital Project & Property Management	Revenue	01-09-255-44040-365-50325 Tree Seedling Program	\$ (16,800)	\$ (11,000)	\$ (11,000)			
						01-09-255-44040-365-50352 MicroFIT Meters	\$ (27,000)	\$ (30,000)	\$ (30,000)			
						01-09-255-44040-365-50357 Small FIT meter fee	\$ -	\$ -	\$ (1,000)			
						01-09-255-44040-365-50760 Special Events	\$ -	\$ -	\$ (100)			
						<b>Revenue Total</b>				<b>\$ (43,800)</b>	<b>\$ (41,000)</b>	<b>\$ (42,100)</b>
						Town Hall	Capital Project & Property Management	Expense	01-09-255-44040-365-61510 Salaries-Permanent	\$ 240,611	\$ 230,173	\$ 231,292
									01-09-255-44040-365-61513 Benefits-Permanent	\$ 72,554	\$ 69,460	\$ 72,102
									01-09-255-44040-365-61520 Wages-Casual Temporary	\$ 11,300	\$ 11,100	\$ 10,900
									01-09-255-44040-365-61523 Benefits-Casual Temporary	\$ 1,404	\$ 1,358	\$ 1,353
									01-09-255-44040-365-62011 Office Supplies	\$ 200	\$ 200	\$ 200
01-09-255-44040-365-62224 Community Green Fund	\$ 17,000	\$ 12,000							\$ 12,000			
01-09-255-44040-365-62305 Computer Services	\$ 21,985	\$ 21,985							\$ 21,000			
01-09-255-44040-365-62310 Training/Development/Seminars	\$ 5,500	\$ 5,500							\$ 5,250			
01-09-255-44040-365-62311 Memberships/Dues	\$ 5,865	\$ 5,865							\$ 5,500			
01-09-255-44040-365-62314 Mileage	\$ 1,500	\$ 1,500							\$ 1,500			
01-09-255-44040-365-62315 Printing & Advertising	\$ 3,000	\$ 3,000							\$ 3,500			
01-09-255-44040-365-62320 Smart Commute	\$ 1,400	\$ 1,400							\$ 1,400			
01-09-255-44040-365-62328 Tree Seedling Program	\$ 15,000	\$ 11,000							\$ 10,000			
01-09-255-44040-365-62346 Courier	\$ 100	\$ 100							\$ 100			
01-09-255-44040-365-62355 Special Events	\$ 4,650	\$ 4,000							\$ 4,000			
01-09-255-44040-365-62375 Meeting Expenses	\$ -	\$ 650	\$ 650									
01-09-255-44040-365-62393 School Community Green Fund	\$ 18,000	\$ 18,000	\$ 18,000									
01-09-255-44040-365-62396 Mobile Phones / Pagers	\$ 500	\$ 500	\$ 300									
01-09-255-44040-365-62437 Contribution to Reserves	\$ 26,750	\$ 29,750	\$ 29,750									
01-09-255-44040-365-62446 MicroFIT Meters	\$ 250	\$ 250	\$ 250									
<b>Expense Total</b>				<b>\$ 447,569</b>	<b>\$ 427,791</b>	<b>\$ 429,047</b>						
<b>Energy &amp; Environment Total</b>				<b>\$ 403,769</b>	<b>\$ 386,791</b>	<b>\$ 386,947</b>						

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Town Hall	Engineering Services	Revenue	01-09-265-49010-365-50310 External Recovery - Region	\$ (340,612)	\$ (340,612)	\$ (340,612)		
			01-09-265-49010-365-50319 Grants/Subsidies	\$ (500)	\$ (500)	\$ (500)		
			01-09-265-49010-365-50328 Engineering Fee	\$ (575,904)	\$ (479,508)	\$ (359,510)		
			01-09-265-49010-365-50337 Benchmark Fee-Eng.	\$ (6,625)	\$ (6,625)	\$ (6,625)		
			01-09-265-49010-365-50341 Eng. Drawing Fee	\$ (4,335)	\$ (4,335)	\$ (4,335)		
		<b>Revenue Total</b>	<b>\$ (927,976)</b>	<b>\$ (831,580)</b>	<b>\$ (711,582)</b>			
		Expense	01-09-265-49010-365-61109 Salary Recovery	\$ (426,596)	\$ (443,527)	\$ (469,909)		
			01-09-265-49010-365-61510 Salaries-Permanent	\$ 937,886	\$ 928,908	\$ 865,268		
			01-09-265-49010-365-61513 Benefits-Permanent	\$ 271,044	\$ 269,201	\$ 256,165		
			01-09-265-49010-365-61520 Wages-Casual Temporary	\$ 36,500	\$ 35,900	\$ 57,580		
			01-09-265-49010-365-61523 Benefits-Casual Temporary	\$ 4,535	\$ 4,391	\$ 7,454		
			01-09-265-49010-365-62014 Uniforms/Protective Clothing	\$ 1,400	\$ 3,700	\$ 3,400		
			01-09-265-49010-365-62018 Operating Supplies	\$ 2,200	\$ 500	\$ 350		
			01-09-265-49010-365-62245 Studies/Consultants	\$ 147,150	\$ 147,150	\$ 142,850		
			01-09-265-49010-365-62310 Training/Development/Seminars	\$ 18,500	\$ 18,500	\$ 16,500		
	01-09-265-49010-365-62311 Memberships/Dues		\$ 4,550	\$ 4,550	\$ 3,000			
	01-09-265-49010-365-62314 Mileage		\$ 13,700	\$ 13,700	\$ 10,500			
	01-09-265-49010-365-62315 Printing & Advertising		\$ 500	\$ 500	\$ 500			
	01-09-265-49010-365-62375 Meeting Expenses		\$ 600	\$ -	\$ -			
	01-09-265-49010-365-62396 Mobile Phones / Pagers		\$ 3,200	\$ 3,200	\$ 2,835			
	01-09-265-49010-365-62402 External Debt Repayment		\$ 981,612	\$ 1,190,612	\$ 790,612			
	01-09-265-49010-365-62403 External Debt Repay. Principal	\$ 934,000	\$ 310,000	\$ 310,000				
	01-09-265-49010-365-62418 Debt Repayment	\$ -	\$ 140,000	\$ 140,000				
	01-09-265-49010-365-62437 Contribution to Reserves	\$ 19,500	\$ 19,500	\$ 19,500				
	<b>Expense Total</b>	<b>\$ 2,950,281</b>	<b>\$ 2,646,785</b>	<b>\$ 2,156,605</b>				
	<b>Engineering Services Total</b>				<b>\$ 2,022,305</b>	<b>\$ 1,815,205</b>	<b>\$ 1,445,023</b>	
	Town Hall	Finance	Revenue	01-01-285-43060-365-50310 External Cost Recovery	\$ (54,856)	\$ (43,620)	\$ -	
				01-01-285-43070-365-50522 Copy Fees	\$ -	\$ -	\$ (1,200)	
				01-01-285-43070-365-50562 Garbage Tag Sales	\$ -	\$ -	\$ (2,800)	
		<b>Revenue Total</b>	<b>\$ (54,856)</b>	<b>\$ (43,620)</b>	<b>\$ (4,000)</b>			
		Expense	01-01-285-43060-365-61510 Salaries-Permanent	\$ 1,427,076	\$ 1,286,403	\$ 1,146,029		
			01-01-285-43060-365-61513 Benefits-Permanent	\$ 414,925	\$ 373,483	\$ 338,672		
			01-01-285-43060-365-61520 Wages-Casual Temporary	\$ 11,300	\$ 46,100	\$ -		
			01-01-285-43060-365-61523 Benefits-Casual Temporary	\$ 1,404	\$ 5,558	\$ -		
			01-01-285-43060-365-62011 Office Supplies	\$ 5,000	\$ 6,000	\$ 6,000		
			01-01-285-43060-365-62310 Training/Development/Seminars	\$ 26,400	\$ 25,500	\$ 21,000		
01-01-285-43060-365-62311 Memberships/Dues			\$ 13,500	\$ 14,000	\$ 11,000			
01-01-285-43060-365-62314 Mileage			\$ 1,000	\$ 1,000	\$ 1,000			
01-01-285-43060-365-62315 Printing & Advertising			\$ 1,000	\$ 4,000	\$ 4,000			
01-01-285-43060-365-62335 Contracted Services			\$ 2,200	\$ 2,200	\$ 2,200			
01-01-285-43060-365-62346 Courier			\$ 200	\$ 200	\$ 200			
01-01-285-43060-365-62375 Meeting Expense			\$ 400	\$ 500	\$ 400			
01-01-285-43060-365-62396 Mobile Phones / Pagers			\$ 1,100	\$ 1,100	\$ 800			
01-01-285-43070-365-61510 Salaries-Permanent			\$ 360,670	\$ 364,555	\$ 354,180			
01-01-285-43070-365-61513 Benefits-Permanent			\$ 104,951	\$ 104,536	\$ 105,958			
01-01-285-43070-365-62011 Office Supplies			\$ 1,000	\$ 1,000	\$ 1,000			
01-01-285-43070-365-62310 Training/Development/Seminars			\$ 5,500	\$ 5,500	\$ 5,000			
01-01-285-43070-365-62311 Memberships/Dues			\$ 3,600	\$ 3,600	\$ 2,500			
01-01-285-43070-365-62314 Mileage			\$ 900	\$ 900	\$ 900			
01-01-285-43070-365-62315 Printing & Advertising			\$ 13,100	\$ 13,250	\$ 12,500			
01-01-285-43070-365-62335 Contracted Services			\$ 183,820	\$ 185,220	\$ 145,220			
01-01-285-43070-365-62396 Mobile Phones / Pagers			\$ 336	\$ 336	\$ 252			
01-01-285-43070-365-62412 Special Charges			\$ 1,800	\$ 2,000	\$ 2,000			
01-01-285-43070-365-62415 Garbage Tags			\$ -	\$ -	\$ 1,000			
<b>Expense Total</b>			<b>\$ 2,580,732</b>	<b>\$ 2,446,941</b>	<b>\$ 2,161,811</b>			
<b>Finance Total</b>				<b>\$ 2,525,876</b>	<b>\$ 2,403,321</b>	<b>\$ 2,157,811</b>		
Town Hall			Purchasing & Risk Management	Revenue	01-01-435-43090-365-50520 Document Sales	\$ (26,000)	\$ (22,000)	\$ (18,000)
		<b>Revenue Total</b>			<b>\$ (26,000)</b>	<b>\$ (22,000)</b>	<b>\$ (18,000)</b>	
		Expense		01-01-435-43090-365-61510 Salaries-Permanent	\$ 550,204	\$ 532,086	\$ 524,056	
			01-01-435-43090-365-61513 Benefits-Permanent	\$ 166,189	\$ 160,172	\$ 163,435		
			01-01-435-43090-365-62011 Office Supplies	\$ 2,500	\$ 2,500	\$ 2,500		
			01-01-435-43090-365-62020 E-Registration Fees	\$ 2,600	\$ 2,200	\$ -		
	01-01-435-43090-365-62310 Training/Development/Seminars		\$ 16,000	\$ 17,525	\$ 17,525			
	01-01-435-43090-365-62311 Memberships/Dues		\$ 5,000	\$ 5,395	\$ 5,395			
	01-01-435-43090-365-62314 Mileage		\$ 900	\$ 1,000	\$ 1,000			
	01-01-435-43090-365-62396 Mobile Phones / Pagers		\$ 428	\$ 276	\$ 276			
	<b>Expense Total</b>		<b>\$ 743,821</b>	<b>\$ 721,154</b>	<b>\$ 714,187</b>			
	<b>Purchasing &amp; Risk Management Total</b>				<b>\$ 717,821</b>	<b>\$ 699,154</b>	<b>\$ 696,187</b>	

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
Town Hall	Road & Fleet Services	Revenue	01-09-495-40010-365-50050 Miscellaneous	\$ (49,078)	\$ (24,078)	\$ (24,078)
			01-09-495-40010-365-50300 Internal Recoveries	\$ (106,295)	\$ (83,200)	\$ (83,200)
			01-09-495-40010-365-50304 Peel Services	\$ (15,000)	\$ (15,000)	\$ (15,000)
			01-09-495-40010-365-50305 Culvert Permits	\$ (37,390)	\$ (37,390)	\$ (37,390)
			01-09-495-40010-365-50306 Mainten. Unassumed Roads	\$ (60,000)	\$ (60,000)	\$ (60,000)
			01-09-495-40010-365-50309 Municipal Sign #	\$ (5,000)	\$ (5,000)	\$ (5,000)
			01-09-495-40010-365-50310 External Cost Recovery	\$ (25,000)	\$ (25,000)	\$ (25,000)
			01-09-495-40010-365-50312 Peel Ambulance	\$ (10,000)	\$ (2,500)	\$ (2,500)
			01-09-495-40010-365-50314 Caledon Community Service	\$ (140,000)	\$ (120,000)	\$ (120,000)
			01-09-495-40010-365-50319 Grants/Subsidies	\$ (8,000)	\$ (8,000)	\$ (8,000)
			01-09-495-40010-365-50331 Program Cost Recoveries	\$ (10,000)	\$ (10,000)	\$ (10,000)
			01-09-495-40010-365-50334 Vehicle-Building & Enforcement	\$ (12,000)	\$ (12,000)	\$ (10,000)
			01-09-495-40010-365-50336 Recreation-vehicle rental	\$ (3,500)	\$ (5,500)	\$ (5,000)
			01-09-495-40010-365-50340 Inter. Fleet Maintenance	\$ (275,000)	\$ (267,012)	\$ (257,012)
			01-09-495-40010-365-50353 Heavy Truckload Rd Use	\$ (5,000)	\$ (4,966)	\$ (4,966)
			01-09-495-40010-365-50358 Scrap Metal Sales	\$ (5,000)	\$ (5,000)	\$ (5,000)
			01-09-495-40010-365-50360 Streetlight Recovery	\$ -	\$ -	\$ 15,100
			01-09-495-49090-365-50310 External Cost Recovery	\$ (35,000)	\$ (35,000)	\$ -
			01-09-495-49140-365-50310 External Cost Recovery	\$ (46,000)	\$ (46,000)	\$ (46,000)
			<b>Revenue Total</b>			<b>\$ (847,263)</b>
		Expense	01-09-495-40010-365-62014 Uniforms/Protective Clothing	\$ 87,075	\$ 85,000	\$ 81,000
			01-09-495-40010-365-62018 Operating Supplies	\$ 6,000	\$ 6,000	\$ 6,000
			01-09-495-40010-365-62122 Pit Operations	\$ 5,000	\$ 5,000	\$ 5,000
			01-09-495-40010-365-62216 Electricity	\$ 2,100	\$ -	\$ 171,084
			01-09-495-40010-365-62310 Training/Development/Seminars	\$ 46,000	\$ 40,000	\$ 40,000
			01-09-495-40010-365-62311 Memberships/Dues	\$ 18,500	\$ 18,000	\$ 11,000
			01-09-495-40010-365-62312 Insurance	\$ 281,683	\$ -	\$ -
			01-09-495-40010-365-62314 Mileage	\$ 1,500	\$ 1,500	\$ 1,500
			01-09-495-40010-365-62339 Communication Equipment	\$ 16,462	\$ 16,462	\$ 16,462
			01-09-495-40010-365-62361 Professional Services	\$ 50,000	\$ 45,000	\$ 45,000
			01-09-495-40010-365-62396 Mobile Phones / Pagers	\$ 6,660	\$ 5,808	\$ 5,808
			01-09-495-40010-365-62418 Debt Repayment	\$ 290,370	\$ 290,370	\$ 290,370
			01-09-495-40010-365-62437 Contribution to reserves	\$ 5,000	\$ 5,000	\$ 5,000
			01-09-495-40010-365-63037 Software Licence Subscription	\$ 15,000	\$ 7,000	\$ 7,000
			01-09-495-49050-365-61510 Salaries-Permanent	\$ 154,558	\$ 142,823	\$ 147,562
			01-09-495-49050-365-61513 Benefits-Permanent	\$ 46,821	\$ 43,885	\$ 45,751
			01-09-495-49050-365-61540 Wages-CUPE	\$ 497,835	\$ 470,249	\$ 535,142
			01-09-495-49050-365-61541 Overtime-CUPE	\$ 20,000	\$ 20,000	\$ 20,000
			01-09-495-49050-365-61543 Benefits-CUPE	\$ 154,071	\$ 145,931	\$ 174,506
			01-09-495-49050-365-62001 Fire/Hvy Duty Vehicle Mtce/Sup	\$ 385,000	\$ 385,000	\$ 300,000
01-09-495-49050-365-62002 Constr. Vehicle Mtce/Supplies	\$ 250,000	\$ 250,000	\$ 200,000			
01-09-495-49050-365-62003 Diesel Fuel	\$ 425,000	\$ 425,000	\$ 373,000			
01-09-495-49050-365-62004 Unleaded Gasoline	\$ 220,434	\$ 200,434	\$ 200,434			
01-09-495-49050-365-62005 Misc Fuels	\$ 75,000	\$ 75,000	\$ 75,000			
01-09-495-49050-365-62012 Vehicle Maintenance/Supplies	\$ 150,000	\$ 150,000	\$ 150,000			
01-09-495-49050-365-62114 Small Equip Repair/Purchase	\$ 100,000	\$ 100,000	\$ 80,000			
01-09-495-49050-365-62316 Rental Equipment	\$ 73,000	\$ 40,000	\$ 40,000			
01-09-495-49050-365-62397 Telephone	\$ 18,000	\$ 15,000	\$ -			
01-09-495-49050-365-62418 Debt Repayment	\$ -	\$ -	\$ 309,954			
01-09-495-49050-365-62437 Contribution to Reserves	\$ 240,000	\$ 240,000	\$ 330,046			
01-09-495-49080-365-61216 Standby	\$ -	\$ 17,000	\$ 17,000			
01-09-495-49080-365-61510 Salaries-Permanent	\$ 615,208	\$ 497,794	\$ 410,028			
01-09-495-49080-365-61511 Overtime-Permanent	\$ 39,500	\$ 39,500	\$ 39,500			
01-09-495-49080-365-61513 Benefits-Permanent	\$ 167,945	\$ 146,374	\$ 124,551			
01-09-495-49080-365-61520 Wages-Casual Temporary	\$ -	\$ 101,700	\$ 100,189			
01-09-495-49080-365-61522 Recovery-Wages-Casual Temp	\$ (61,473)	\$ -	\$ -			
01-09-495-49080-365-61523 Benefits-Casual Temporary	\$ -	\$ 12,440	\$ 12,023			
01-09-495-49080-365-61540 Wages-CUPE	\$ 2,074,769	\$ 2,024,616	\$ 1,992,746			
01-09-495-49080-365-61541 Overtime-CUPE	\$ 100,000	\$ 80,000	\$ 80,000			
01-09-495-49080-365-61542 Recovery-Wages-CUPE	\$ (11,404)	\$ (11,404)	\$ (11,404)			
01-09-495-49080-365-61543 Benefits-CUPE	\$ 573,666	\$ 563,401	\$ 583,129			
01-09-495-49090-365-62018 Operation Supplies	\$ 3,444	\$ 3,444	\$ 3,444			
01-09-495-49090-365-62227 Material - Cold Patch	\$ 100,000	\$ 100,000	\$ 100,000			
01-09-495-49090-365-62230 Base Repairs-Paved	\$ 100,000	\$ 100,000	\$ 100,000			
01-09-495-49090-365-62235 Sidewalk Maintenance	\$ 35,000	\$ 135,000	\$ 135,000			
01-09-495-49090-365-62335 Contracted Services	\$ 65,000	\$ 65,000	\$ 65,000			
01-09-495-49090-365-62349 Sweeping Contracts	\$ 54,000	\$ 95,000	\$ 95,000			
01-09-495-49100-365-62018 Operating Supplies	\$ 1,500	\$ 1,500	\$ 1,500			
01-09-495-49100-365-62040 Gravel	\$ 175,000	\$ 175,000	\$ 175,000			

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget					
Town Hall	Road & Fleet Services	Expense	01-09-495-49100-365-62226 Base Repairs-Unpaved	\$ 30,000	\$ 30,000	\$ 30,000					
			01-09-495-49100-365-62239 Equipment	\$ 25,000	\$ 25,000	\$ 25,000					
			01-09-495-49100-365-63036 Summer Mtrl Purch-Calcium	\$ 227,434	\$ 177,434	\$ 177,434					
			01-09-495-49140-365-62255 RofP. Plow/Sand Contract	\$ 50,000	\$ 50,000	\$ 50,000					
			01-09-495-49140-365-62335 Contracted Services	\$ 46,039	\$ 46,039	\$ 46,039					
			01-09-495-49140-365-62336 Equipment Rental	\$ 25,000	\$ 20,000	\$ 20,000					
			01-09-495-49140-365-62363 Winter Parking Lot Maint.	\$ 45,976	\$ 45,976	\$ 45,976					
			01-09-495-49140-365-63036 Calcium	\$ 25,000	\$ 75,000	\$ 120,000					
			01-09-495-49140-365-63038 Salt & Sand	\$ 900,000	\$ 830,000	\$ 830,000					
			01-09-495-49200-365-62018 Operating Supplies	\$ 1,500	\$ 1,500	\$ 1,500					
			01-09-495-49200-365-62237 Tree Maintenance Contract	\$ 50,000	\$ 50,000	\$ 50,000					
			01-09-495-49200-365-62257 Shouldering	\$ 25,000	\$ 25,000	\$ 25,000					
			01-09-495-49200-365-62335 Contracted Services	\$ 3,000	\$ 3,000	\$ 1,000					
			01-09-495-49200-365-62365 Guide Beam/Post Maint.	\$ 20,000	\$ 20,000	\$ 20,000					
			01-09-495-49200-365-62437 Contribution to Reserves	\$ 225,000	\$ 225,000	\$ 225,000					
			01-09-495-49210-365-62018 Operating Supplies	\$ 1,500	\$ 1,500	\$ 1,500					
			01-09-495-49210-365-62335 Contracted Services	\$ 2,500	\$ 1,000	\$ 1,000					
			01-09-495-49210-365-62338 Catch Basin Cleaning	\$ 65,000	\$ 65,000	\$ 60,000					
			01-09-495-49210-365-62351 Ditch Cleaning	\$ 168,000	\$ 56,000	\$ 56,000					
			01-09-495-49210-365-62367 Culvert	\$ 50,000	\$ 50,000	\$ 50,000					
			01-09-495-49210-365-62369 Culvert Maintenance	\$ 52,000	\$ 52,000	\$ 52,000					
			01-09-495-49220-365-62335 Contracted Services	\$ 50,000	\$ 50,000	\$ 50,000					
			01-09-495-49220-365-62343 Contract-Railway Crossing	\$ 60,000	\$ 60,000	\$ 60,000					
			01-09-495-49220-365-62364 Bridge Maintenance	\$ 20,000	\$ 20,000	\$ 20,000					
			<b>Expense Total</b>				<b>\$ 9,841,173</b>	<b>\$ 9,354,276</b>	<b>\$ 9,706,774</b>		
			<b>Road &amp; Fleet Services Total</b>				<b>\$ 8,993,910</b>	<b>\$ 8,588,630</b>	<b>\$ 9,003,728</b>		
			Town Hall	Traffic	Revenue	01-09-500-49115-365-50310 External Cost Recovery	\$ (80,000)	\$ (45,000)	\$ (35,000)		
						01-09-500-49115-365-50360 Streetlight Recovery	\$ (109,500)	\$ (115,100)	\$ (115,100)		
					<b>Revenue Total</b>				<b>\$ (189,500)</b>	<b>\$ (160,100)</b>	<b>\$ (150,100)</b>
					Expense	01-09-500-49115-365-61510 Salaries- Permanent	\$ 394,839	\$ 334,178	\$ 317,445		
						01-09-500-49115-365-61511 Overtime-Permanent	\$ 6,500	\$ 6,500	\$ 6,500		
						01-09-500-49115-365-61512 Recovery-Salaries-Permanent	\$ -	\$ -	\$ (33,484)		
						01-09-500-49115-365-61513 Benefits - Permanent	\$ 116,107	\$ 98,043	\$ 97,374		
						01-09-500-49115-365-61520 Wages-Casual Temporary	\$ 90,740	\$ 67,700	\$ 66,700		
						01-09-500-49115-365-61521 Overtime	\$ 2,500	\$ 2,500	\$ 2,500		
01-09-500-49115-365-61523 Benefits-Casual Temporary	\$ 11,182	\$ 8,281				\$ 8,279					
01-09-500-49115-365-62014 Uniforms	\$ 1,500	\$ 900				\$ 900					
01-09-500-49115-365-62216 Electricity	\$ 531,550	\$ 625,000				\$ 625,000					
01-09-500-49115-365-62245 Studies/Consultants	\$ 66,000	\$ 66,000				\$ 66,000					
01-09-500-49115-365-62310 Training/Development/Seminars	\$ 9,250	\$ 8,000				\$ 7,500					
01-09-500-49115-365-62311 Memberships/Dues	\$ 2,600	\$ 2,500				\$ 2,500					
01-09-500-49115-365-62314 Mileage	\$ 4,500	\$ 6,000				\$ 6,000					
01-09-500-49115-365-62315 Printing & Advertising	\$ 2,500	\$ 500				\$ 500					
01-09-500-49115-365-62331 Transit	\$ 340,227	\$ 58,473				\$ -					
01-09-500-49115-365-62335 Contracted Services	\$ 100,000	\$ 110,000				\$ 139,000					
01-09-500-49115-365-62347 Pavement Marking Contract	\$ 180,000	\$ 180,000				\$ 170,540					
01-09-500-49115-365-62375 Meeting Expense	\$ 650	\$ 650				\$ 650					
01-09-500-49115-365-62396 Mobile Phones/Pagers	\$ 1,250	\$ 1,250				\$ 1,250					
01-09-500-49115-365-62398 Expenses - Recoverable	\$ 10,000	\$ 10,000				\$ -					
01-09-500-49115-365-62659 Streetlight Maintenance	\$ 260,000	\$ 137,000				\$ 137,000					
01-09-500-49115-365-62660 Traffic Operations Maintenance	\$ 138,000	\$ 100,000				\$ 100,000					
01-09-500-49115-365-62661 Streetlight Mtce-Region	\$ 70,000	\$ 35,000				\$ 35,000					
<b>Expense Total</b>						<b>\$ 2,339,895</b>	<b>\$ 1,858,475</b>	<b>\$ 1,757,154</b>			
<b>Traffic Total</b>						<b>\$ 2,150,395</b>	<b>\$ 1,698,375</b>	<b>\$ 1,607,054</b>			
<b>Town Hall Total</b>						<b>\$ 18,642,821</b>	<b>\$ 17,590,620</b>	<b>\$ 17,159,563</b>			

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
<b>Yard 1</b>	<b>Capital Project &amp; Property Management</b>	Expense	01-09-155-43050-511-62018 Operating Supplies	\$ 39,040	\$ 39,040	\$ 38,290
			01-09-155-43050-511-62112 Maintenance & Repairs-Building	\$ 57,512	\$ 55,837	\$ 54,837
			01-09-155-43050-511-62215 Natural Gas	\$ 8,722	\$ 8,722	\$ 8,722
			01-09-155-43050-511-62216 Electricity	\$ 32,610	\$ 32,610	\$ 23,879
			01-09-155-43050-511-62312 Insurance	\$ 5,506	\$ 5,194	\$ 4,592
			01-09-155-43050-511-62397 Telephone	\$ -	\$ 6,500	\$ 6,000
			01-09-155-43050-511-62437 Contribution to Reserves	\$ 5,000	\$ -	\$ -
			<b>Expense Total</b>	<b>\$ 148,390</b>	<b>\$ 147,903</b>	<b>\$ 136,320</b>
			<b>Capital Project &amp; Property Management Total</b>	<b>\$ 148,390</b>	<b>\$ 147,903</b>	<b>\$ 136,320</b>
		<b>Yard 1 Total</b>			<b>\$ 148,390</b>	<b>\$ 147,903</b>
<b>Yard 2</b>	<b>Capital Project &amp; Property Management</b>	Expense	01-09-155-43050-512-62018 Operating Supplies	\$ 25,841	\$ 25,841	\$ 25,091
			01-09-155-43050-512-62112 Maintenance & Repairs-Building	\$ 67,898	\$ 65,921	\$ 64,921
			01-09-155-43050-512-62215 Natural Gas	\$ 8,586	\$ 7,684	\$ 10,657
			01-09-155-43050-512-62216 Electricity	\$ 8,753	\$ 20,245	\$ 25,371
			01-09-155-43050-512-62312 Insurance	\$ 11,542	\$ 10,889	\$ 9,597
			01-09-155-43050-512-62396 Mobile Phones / Pagers	\$ 770	\$ 770	\$ 770
			01-09-155-43050-512-62397 Telephone	\$ -	\$ 3,700	\$ 3,630
			01-09-155-43050-512-62437 Contribution to Reserves	\$ 10,393	\$ -	\$ -
			<b>Expense Total</b>	<b>\$ 133,783</b>	<b>\$ 135,050</b>	<b>\$ 140,037</b>
		<b>Capital Project &amp; Property Management Total</b>	<b>\$ 133,783</b>	<b>\$ 135,050</b>	<b>\$ 140,037</b>	
<b>Yard 2 Total</b>			<b>\$ 133,783</b>	<b>\$ 135,050</b>	<b>\$ 140,037</b>	
<b>Yard 3</b>	<b>Capital Project &amp; Property Management</b>	Expense	01-09-155-43050-513-62018 Operating Supplies	\$ 11,664	\$ 11,664	\$ 10,914
			01-09-155-43050-513-62112 Maintenance & Repairs-Building	\$ 22,897	\$ 22,230	\$ 21,230
			01-09-155-43050-513-62215 Natural Gas	\$ 3,206	\$ 3,127	\$ 4,291
			01-09-155-43050-513-62216 Electricity	\$ 5,346	\$ 5,890	\$ 8,383
			01-09-155-43050-513-62312 Insurance	\$ 3,547	\$ 3,346	\$ 3,016
			01-09-155-43050-513-62397 Telephone	\$ -	\$ 3,000	\$ 2,900
		<b>Expense Total</b>	<b>\$ 46,660</b>	<b>\$ 49,257</b>	<b>\$ 50,734</b>	
<b>Capital Project &amp; Property Management Total</b>	<b>\$ 46,660</b>	<b>\$ 49,257</b>	<b>\$ 50,734</b>			
<b>Yard 3 Total</b>			<b>\$ 46,660</b>	<b>\$ 49,257</b>	<b>\$ 50,734</b>	
<b>Finance &amp; Infrastructure Total</b>			<b>\$ 19,076,193</b>	<b>\$ 18,005,414</b>	<b>\$ 17,556,723</b>	



TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/ Expense	Account	2019 Budget	2018 Budget	2017 Budget	
Administration	Expense	01-10-115-40010-365-62312 Insurance	\$ 77,293	\$ 160,293	\$ 151,382	
		01-10-115-40010-365-62317 Audit	\$ 50,000	\$ 50,000	\$ 50,000	
		01-10-115-40010-365-62319 Grants	\$ 132,130	\$ 121,130	\$ 121,130	
		01-10-115-40010-365-62327 Municipal Taxes	\$ 13,500	\$ 13,500	\$ 16,767	
		01-10-115-40010-365-62335 Contracted Services	\$ 24,550	\$ 20,250	\$ 20,000	
		01-10-115-40010-365-62408 Contingency	\$ 601,051	\$ 464,051	\$ 439,051	
		01-10-115-40010-365-62418 Debt Repayment	\$ 515,419	\$ 515,419	\$ 515,419	
		01-10-115-40010-365-62805 Managed Payroll Savings	\$ (333,333)	\$ (333,333)	\$ (333,333)	
		01-10-115-40010-850-62312 Insurance	\$ 21,160	\$ -	\$ -	
	01-10-115-40010-850-62327 Municipal Taxes	\$ 95,000	\$ 80,000	\$ -		
<b>Expense Total</b>			<b>\$ 1,196,770</b>	<b>\$ 1,091,310</b>	<b>\$ 980,416</b>	
<b>Administration Total</b>			<b>\$ 1,196,770</b>	<b>\$ 1,091,310</b>	<b>\$ 980,416</b>	
Bolton Business Improvement	Expense	01-10-135-42010-365-62319 Grants	\$ 56,000	\$ 56,000	\$ 56,000	
		01-10-135-42010-365-62437 Contribution to Reserves	\$ 98,995	\$ 98,995	\$ 98,995	
	<b>Expense Total</b>			<b>\$ 154,995</b>	<b>\$ 154,995</b>	<b>\$ 154,995</b>
<b>Bolton Business Improvement Total</b>			<b>\$ 154,995</b>	<b>\$ 154,995</b>	<b>\$ 154,995</b>	
Capital/Reserve Transfer	Revenue	01-10-165-42020-365-50986 Reserve Fund To Revenue	\$ (2,637,455)	\$ (2,638,735)	\$ (2,638,735)	
	<b>Revenue Total</b>			<b>\$ (2,637,455)</b>	<b>\$ (2,638,735)</b>	<b>\$ (2,638,735)</b>
<b>Capital/Reserve Transfer Total</b>			<b>\$ (2,637,455)</b>	<b>\$ (2,638,735)</b>	<b>\$ (2,638,735)</b>	
Centralized Charges	Revenue	01-10-175-42030-365-50348 Insurance Reimbursements	\$ (20,000)	\$ (20,000)	\$ (20,000)	
		01-10-175-42030-365-50300 Internal Recoveries	\$ (12,000)	\$ -	\$ -	
	<b>Revenue Total</b>			<b>\$ (32,000)</b>	<b>\$ (20,000)</b>	<b>\$ (20,000)</b>
	Expense	01-10-175-42030-365-62009 Bulk Office Supplies	\$ 20,000	\$ 20,000	\$ 20,000	
		01-10-175-42030-365-62011 Office Supplies	\$ 5,500	\$ 5,500	\$ 3,400	
		01-10-175-42030-365-62016 Records Management Supplies	\$ 25,000	\$ 25,000	\$ 25,000	
		01-10-175-42030-365-62018 Operating Supplies	\$ 20,000	\$ 20,000	\$ 20,000	
		01-10-175-42030-365-62249 Copiers/Faxes	\$ 124,000	\$ 124,000	\$ 165,000	
		01-10-175-42030-365-62254 Maintenance Contracts - IT	\$ 1,323,266	\$ 1,046,930	\$ 872,351	
		01-10-175-42030-365-62303 New Staff Technology	\$ 40,000	\$ -	\$ -	
		01-10-175-42030-365-62305 Computer Services	\$ 60,000	\$ 60,000	\$ 60,000	
		01-10-175-42030-365-62309 Insurance Deductible	\$ 130,000	\$ 290,000	\$ 290,000	
		01-10-175-42030-365-62313 Insurance Adjust. Service	\$ 81,000	\$ 40,000	\$ 40,000	
		01-10-175-42030-365-62322 Postage	\$ 117,800	\$ 110,000	\$ 110,000	
		01-10-175-42030-365-62396 Mobile Phones / Pagers	\$ 1,500	\$ 1,500	\$ 1,500	
01-10-175-42030-365-62397 Telephone		\$ 77,000	\$ 77,000	\$ 77,000		
<b>Expense Total</b>			<b>\$ 2,025,066</b>	<b>\$ 1,819,930</b>	<b>\$ 1,684,251</b>	
<b>Centralized Charges Total</b>			<b>\$ 1,993,066</b>	<b>\$ 1,799,930</b>	<b>\$ 1,664,251</b>	
Fees & Service Charges	Revenue	01-10-275-42170-365-50050 Miscellaneous	\$ (15,000)	\$ (21,100)	\$ (41,100)	
		01-10-275-42170-365-50300 Internal Recoveries	\$ (786,843)	\$ (745,562)	\$ (730,943)	
		01-10-275-42170-365-50333 Mortgage Company Fee	\$ (69,500)	\$ (60,000)	\$ (50,000)	
		01-10-275-42170-365-50335 Ownership Change Fee	\$ (43,750)	\$ (43,750)	\$ (43,750)	
		01-10-275-42170-365-50339 Tax Account Fees	\$ (101,392)	\$ (89,092)	\$ (89,092)	
		01-10-275-42170-365-50354 Tax Cert. - Fast Track	\$ (27,261)	\$ (23,961)	\$ (23,961)	
		01-10-275-42170-365-50515 Tax Certificate	\$ (29,989)	\$ (25,989)	\$ (25,989)	
	<b>Revenue Total</b>			<b>\$ (1,073,735)</b>	<b>\$ (1,009,454)</b>	<b>\$ (1,004,835)</b>
<b>Fees &amp; Service Charges Total</b>			<b>\$ (1,073,735)</b>	<b>\$ (1,009,454)</b>	<b>\$ (1,004,835)</b>	

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/ Expense	Account	2019 Budget	2018 Budget	2017 Budget	
<b>Financial Expenses</b>	Expense	01-10-295-42180-365-62244 Bank Charges	\$ 141,513	\$ 141,513	\$ 116,000	
		01-10-295-42180-365-62417 Town PIL due to Region	\$ 7,400	\$ 21,400	\$ 20,400	
		01-10-295-42180-365-62420 Caledon Hydro Debt Repayment	\$ 164,455	\$ 318,735	\$ 318,735	
		01-10-295-42180-365-62421 Collection Fees	\$ 1,000	\$ 1,000	\$ 1,000	
		01-10-295-42180-365-62422 Tax Adjustments	\$ 400,000	\$ 400,000	\$ 300,000	
		01-10-295-42180-365-62429 Caledon Hydro Debt Principal	\$ 2,473,000	\$ 2,320,000	\$ 2,320,000	
	<b>Expense Total</b>		<b>\$ 3,187,368</b>	<b>\$ 3,202,648</b>	<b>\$ 3,076,135</b>	
<b>Financial Expenses Total</b>			<b>\$ 3,187,368</b>	<b>\$ 3,202,648</b>	<b>\$ 3,076,135</b>	
<b>Grants</b>	Revenue	01-10-415-42230-365-50952 General Support Grant	\$ (832,900)	\$ (1,156,300)	\$ (1,147,400)	
	<b>Revenue Total</b>		<b>\$ (832,900)</b>	<b>\$ (1,156,300)</b>	<b>\$ (1,147,400)</b>	
	Expense	01-10-415-42230-365-62251 Grants-DC Exemptions/Discounts	\$ 100,000	\$ 100,000	\$ 100,000	
	<b>Expense Total</b>		<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	
<b>Grants Total</b>			<b>\$ (732,900)</b>	<b>\$ (1,056,300)</b>	<b>\$ (1,047,400)</b>	
<b>Other Revenue</b>	Revenue	01-10-375-42200-365-50575 Penalty/Interest-Taxes	\$ (1,450,000)	\$ (1,375,000)	\$ (1,375,000)	
		01-10-375-42200-365-50580 Interest Earned	\$ (6,000)	\$ -	\$ (1,669,757)	
		01-10-375-42200-365-50585 Interest Earned - Investment	\$ (2,512,143)	\$ (2,012,143)	\$ -	
	<b>Revenue Total</b>		<b>\$ (3,968,143)</b>	<b>\$ (3,387,143)</b>	<b>\$ (3,044,757)</b>	
<b>Other Revenue Total</b>			<b>\$ (3,968,143)</b>	<b>\$ (3,387,143)</b>	<b>\$ (3,044,757)</b>	
<b>Reserves</b>	Expense	01-10-485-40010-365-62420 Interest Earned on Reserves	\$ 878,000	\$ 575,000	\$ 550,000	
		01-10-485-40010-365-62437 Contribution to Reserves	\$ 200,000	\$ 353,000	\$ 215,000	
		01-10-485-40010-365-62438 Capital exp. (tax levy)	\$ 19,570,102	\$ 17,739,296	\$ 14,820,586	
		01-10-485-40010-365-62440 Contribution to Broadband Levy	\$ 300,000	\$ 300,000	\$ 300,000	
	<b>Expense Total</b>		<b>\$ 20,948,102</b>	<b>\$ 18,967,296</b>	<b>\$ 15,885,586</b>	
<b>Reserves Total</b>			<b>\$ 20,948,102</b>	<b>\$ 18,967,296</b>	<b>\$ 15,885,586</b>	
<b>Taxation</b>	Revenue	01-10-505-42210-365-50932 PIL-Canada	\$ (30,000)	\$ (30,000)	\$ (28,000)	
		01-10-505-42210-365-50934 PIL-Ontario	\$ (80,850)	\$ (80,850)	\$ (75,850)	
		01-10-505-42210-365-50944 Other Municipalities	\$ (260,757)	\$ (200,757)	\$ (112,557)	
		01-10-505-42210-365-50946 PIL - Other	\$ (85,000)	\$ (85,000)	\$ (105,000)	
		01-10-505-42240-365-50923 Property Tax - Railways	\$ (110,000)	\$ (110,000)	\$ (110,000)	
		01-10-505-42260-365-50900 Current Levy-Res/Farm	\$ (59,706,688)	\$ (54,666,191)	\$ (49,158,249)	
		01-10-505-42260-365-50901 Current Levy-Multi Res	\$ (183,273)	\$ (183,273)	\$ (183,273)	
		01-10-505-42260-365-50902 Current Levy - Commercial	\$ (5,325,613)	\$ (5,325,613)	\$ (5,325,613)	
		01-10-505-42260-365-50903 Current Levy-Industrial	\$ (2,647,820)	\$ (2,647,820)	\$ (2,647,820)	
		01-10-505-42260-365-50904 Current Levy - Pipelines	\$ (55,868)	\$ (55,868)	\$ (55,868)	
		01-10-505-42260-365-50905 Current Levy-Farmland	\$ (517,303)	\$ (517,303)	\$ (517,303)	
		01-10-505-42260-365-50906 Current Levy-Managed Fore	\$ (53,571)	\$ (53,571)	\$ (53,571)	
		01-10-505-42260-365-50907 Supplementary-Res/Farm	\$ (903,215)	\$ (853,215)	\$ (803,214)	
		01-10-505-42260-365-50915 Broadband Tax levy-----Broadband Tax Levy	\$ (300,000)	\$ (300,000)	\$ (300,000)	
		01-10-505-42260-365-50922 Bolton B.I.A.	\$ (56,000)	\$ (56,000)	\$ (56,000)	
		<b>Revenue Total</b>		<b>\$ (70,315,958)</b>	<b>\$ (65,165,461)</b>	<b>\$ (59,532,318)</b>
		Expense	01-10-505-42250-365-62551 Elderly Tax Assistance	\$ 60,050	\$ 56,800	\$ 54,550
		<b>Expense Total</b>		<b>\$ 60,050</b>	<b>\$ 56,800</b>	<b>\$ 54,550</b>
	<b>Taxation Total</b>			<b>\$ (70,255,908)</b>	<b>\$ (65,108,661)</b>	<b>\$ (59,477,768)</b>
	<b>Corporate Accounts Total</b>			<b>\$ (51,187,840)</b>	<b>\$ (47,984,114)</b>	<b>\$ (45,452,112)</b>

**TOWN OF CALEDON  
2019 CAPITAL BUDGETS - FINANCE AND INFRASTRUCTURE**

Department	Division	Project #	Project Name	Total Project Budget
<b>Finance &amp; Infrastructure Services</b>	Capital Project & Property Management	19-013	OPP Equipment	\$ 150,000
		19-014	Yard 2 Fuel System Replacement and Fleet Tools	\$ 200,000
		19-015	Facility Energy Reduction	\$ 50,000
		19-018	Kinsmen Building Rehabilitation	\$ 131,378
		19-019	Town Hall Improvements	\$ 475,732
	Road & Fleet Services	19-001	Replacement of One Roadside Brush Chipper	\$ 125,000
		19-003	Surface Treatment Program	\$ 850,000
		19-004	Gravel Resurfacing Program - Humberstation Road from Highway 9 to Patterson Sideroad - Kennedy Road from Charleston Sideroad to Olde Base Line Road - Torbram Road fro King Street to Mayfield Road	\$ 200,000
		19-005	Sidewalk Repair & Rehabilitation Program	\$ 200,000
		19-009	Gravel Retriever	\$ 25,000
		19-010	Replacement of Two Tri-Axle Dump Trucks	\$ 750,000
		19-011	Purchase of By-Law Vehicles (2)	\$ 128,000
		19-082	Town Hall Tractor Replacement	\$ 55,000
		19-083	Parks Equipment (Trails and Parks)	\$ 75,000
		19-085	Assumption of Outstanding Developments	\$ 500,000
		19-086	Asphalt Walkways Program Caledon Village Walkways: - Between 7 & 9 Autumn Drive to Highway 10 (Caledon Village Place) - Between 13 & 15 Autumn Drive to Highway 10 (Caledon Village Fairgrounds) - Between Massari Street to Jason Alexander Baseball Diamond Bolton Walkway: - Between Downey Drive and Ellwood School Caledon East Walkways: - Oliver's Lane to the Caledon Trail - Man 'O' War Court to Cranston Drive	\$ 200,000
	19-155	Topographic Survey Inglewood and Alton	\$ 50,000	
	Finance	19-071	Transit Development Charges Study	\$ 80,000
	Purchasing & Risk Management	19-152	Update Construction Documents and Contracts	\$ 25,000
	Energy & Environment	19-124	Low Emissions Vehicle Strategy	\$ 50,000
		19-128	Energy and Environment Projects	\$ 116,000
	Traffic	19-119	Traffic Data Collection Program	\$ 82,000
		19-120	Traffic Calming Program	\$ 56,000
		19-121	Road Safety Program Comprehensive list of roads can be located attached to the detail sheet	\$ 400,000
		19-122	Cycling Program	\$ 30,000
		19-123	Columbia Way Environmental Assessment	\$ 370,000

**TOWN OF CALEDON  
2019 CAPITAL BUDGETS - FINANCE AND INFRASTRUCTURE**

Department	Division	Project #	Project Name	Total Project Budget
<b>Finance &amp; Infrastructure Services</b>	Engineering Services	19-072	Enhanced Roads Program Comprehensive list of roads can be located attached to detail sheet	\$ 4,100,000
		19-073	Growth-related Roads Program - The Grange Sideroad from Heart Lake Road to Horseshoe Hill Road - The Grange Sideroad from Kennedy Road to Heart Lake Road - The Grange Sideroad from McLaren Road to McLaughlin Road - Heart Lake Road from McGregor Drive to Castlewood Court - Heart Lake Road from Beech Grove Sideroad to 1500m North of Beech Grove Sideroad - Heart Lake Road from Highpoint Sideroad to McGregor Drive - Heart Lake Road from Castlewood Court to 650m South of Castlewood Court - Heart Lake Road from Highway 9 to High Point Sideroad - Chinguacousy Road from Boston Mills Road to Old Pavilion Road - Chinguacousy Road from Old Pavilion Road to Budak Trail - Chinguacousy Road from Budak Trail to 560m South of Budak Trail - Chinguacousy Road from Station Road to 730m North of Station Road - Chinguacousy Road from Station Road King Street	\$ 9,263,865
		19-074	Road Engineering Design and Environmental Assessment - Old School Road from Torbram Road to Airport Road - Old School Road from Bramalea Road to Torbram Road - McLaughlin Road from Olde Base Line Road to Boston Mills Road - McLaughlin Road from King Street to 2100m North of King Street - McLaughlin Road from Boston Mills Road to 980m South of Boston Mills Road - Centerville Creek Road from Castleberg Sideroad to King Street - Saint Andrews Road from The Grange Sideroad to Olde Base Line Road	\$ 1,942,592
		19-075	Crack Sealing Program The locations for the 2019 program will be determined on an inspection basis post winter	\$ 191,600
		19-076	Bridge & Culvert Design Program - Caledon King Townline S 1.67 km north of King Road - Kennedy Road 1.4km north of Olde Base Line	\$ 356,328
		19-077	Bridge & Culvert Construction Program - Centerville Creek Culvert Replacement 0.35km south of Finnerty Sideroad - Chinguacousy Culvert Replacement 0.45 km south of Old School Road - Chinguacousy Culvert Replacement 0.9 km south of Old School Road - Chinguacousy Culvert Replacement 1.1 km south of Old School Road	\$ 2,064,011
		19-078	Stormwater Management Program	\$ 2,000,000
		19-079	Mayfield West Comprehensive Adaptive Management Plan (C.A.M.P.)	\$ 34,543
		19-087	Tormina Acoustic Fence Replacement Phase 3 to 7	\$ 1,239,900
		19-098	Mississauga Road Stabilization Works	\$ 1,598,000
		19-129	Albion Vaughan Acoustic Fence Replacement - Detailed Design - West Side of Albion Vaughan Townline from north of the Canadian Pacific Railway tracks to approximately 1.7km North	\$ 297,000
		19-156	Reconstruction of Mississauga Road from Charleston Beech Grove Sideroad	\$ 3,800,000
		19-157	Major Repairs and Rehabilitation of Asphalt Roads - Albion-Vaughan Road from Nunnville to Industrial Road - Mount Pleasant from Castleberg to Sideroad to Old Church Road - Mount Hope from Highway 9 to Dr Reynar Road - Mill Lane from The Gore to Humber Station Road	\$ 1,042,500
		<b>Finance &amp; Infrastructure Total</b>		

Baseline	Description	Term of Council										Total 10 Year Funding Sources							
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	Total Funding
<b>Baseline</b>	Bridge Program	\$ 3,100,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 34,600,000	\$ -	\$ -	\$ -	\$ 34,600,000	\$ -	\$ -	\$ 34,600,000
	Fleet Service Level Replacement Program	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	\$ 5,350,000	\$ 4,650,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	
	Roads Program	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 21,000,000	\$ 1,868,244	\$ -	\$ -	\$ 5,003,791	\$ -	\$ 14,127,965	\$ 21,000,000	
	Roads Safety Program	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 4,000,000	\$ 3,994,805	\$ -	\$ -	\$ -	\$ -	\$ 5,195	\$ 4,000,000	
	Traffic Studies & Count	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	
<b>Baseline Total</b>		<b>\$ 6,560,000</b>	<b>\$ 6,960,000</b>	<b>\$ 6,960,000</b>	<b>\$ 7,460,000</b>	<b>\$ 7,460,000</b>	<b>\$ 6,960,000</b>	<b>\$ 6,960,000</b>	<b>\$ 6,960,000</b>	<b>\$ 6,960,000</b>	<b>\$ 70,200,000</b>	<b>\$ 11,813,049</b>	<b>\$ 4,650,000</b>	<b>\$ -</b>	<b>\$ 39,603,791</b>	<b>\$ -</b>	<b>\$ 14,133,160</b>	<b>\$ 70,200,000</b>	
<b>Above Baseline</b>	2023 DC Background Study				\$ 225,000						\$ 225,000	\$ 22,500	\$ -	\$ 202,500	\$ -	\$ -	\$ -	\$ 225,000	
	2028 DC Background Study								\$ 250,000		\$ 250,000	\$ 25,000	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ 250,000	
	Annual OPP Repair & Equipment	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,350,000	\$ 1,350,000	
	Assumption of Outstanding Developments	\$ 500,000	\$ 500,000	\$ 500,000							\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	
	Bridge Design Environmental Assessment	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 1,400,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000	
	Building Condition Assessment	\$ 200,000			\$ 200,000						\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	
	Capital Projects and Property Management (General)			\$ 500,000	\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 5,500,000	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,500,000	
	Crack Sealing Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 2,000,000	
	Cycling Infrastructure	\$ 100,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 650,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000	
	DC Roads Program	\$ 9,000,000	\$ 9,000,000	\$ 9,000,000	\$ 11,702,703	\$ 14,405,405	\$ 14,405,405	\$ 14,405,405	\$ 30,621,622	\$ 33,324,324	\$ 36,027,027	\$ 181,891,892	\$ 67,300,000	\$ -	\$ 114,591,892	\$ -	\$ -	\$ 181,891,892	
	Energy and Environmental	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 1,160,000	\$ 1,160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,160,000	
	Enhanced Roads Program	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 41,000,000	\$ 37,925,000	\$ -	\$ -	\$ -	\$ 3,075,000	\$ -	\$ 41,000,000	
	Facility Energy Reduction		\$ 50,000		\$ 50,000			\$ 50,000		\$ 50,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	
	Fire Administration Generator Connection	\$ 80,000									\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	
	Fire Administration Roof	\$ 120,000									\$ 120,000	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000	
	Fleet - New Equipment Replacement	\$ 1,404,558	\$ 1,084,900	\$ 1,000,858	\$ 964,329	\$ 813,758	\$ 418,658	\$ 414,900	\$ 539,329	\$ 564,900	\$ 327,000	\$ 7,533,190	\$ 1,150,599	\$ -	\$ 6,382,591	\$ -	\$ -	\$ 7,533,190	
	Kinsmen Building Roof Replacement	\$ 40,000									\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	
	LED Streetlight Retrofit	\$ 50,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000					\$ 4,050,000	\$ 50,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,050,000	
	Melville Roof Replacement	\$ 48,450									\$ 48,450	\$ 48,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,450	
	Public Works New Operation Centre - Yard 4				\$ 4,690,015	\$ 4,690,015	\$ 4,690,015	\$ 4,690,015			\$ 18,760,060	\$ 1,876,006	\$ -	\$ 16,884,054	\$ -	\$ -	\$ -	\$ 18,760,060	
	Railway Crossing Asphalt Repairs	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	
	Road Design and Environmental Assessment	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 3,500,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000	
	Sidewalk and Curb Rehabilitation Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	
	Stormwater Management Program	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000	
	Town Hall Expansion	\$ 8,325,667	\$ 8,325,667	\$ 8,325,667							\$ 24,977,000	\$ 24,977,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,977,000	
	Traffic Calming Program	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 560,000	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 560,000	
	Yard 2 Expansion				\$ 1,330,705	\$ 1,330,705	\$ 1,330,706	\$ 1,330,706			\$ 5,322,822	\$ 3,459,834	\$ -	\$ 1,862,988	\$ -	\$ -	\$ -	\$ 5,322,822	
	Yard 2 Fuel System Replacement	\$ 120,000	\$ 120,000	\$ 120,000							\$ 360,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	
	Yard 2 Salt Dome Expansion				\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000			\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	
<b>Above Baseline Total</b>		<b>\$ 27,350,675</b>	<b>\$ 27,542,567</b>	<b>\$ 27,908,525</b>	<b>\$ 28,049,752</b>	<b>\$ 30,776,883</b>	<b>\$ 29,231,784</b>	<b>\$ 29,178,026</b>	<b>\$ 39,372,951</b>	<b>\$ 42,551,224</b>	<b>\$ 44,316,027</b>	<b>\$ 326,278,414</b>	<b>\$ 175,784,390</b>	<b>\$ 4,120,000</b>	<b>\$ 140,149,024</b>	<b>\$ -</b>	<b>\$ 3,075,000</b>	<b>\$ 315,000</b>	<b>\$ 326,278,414</b>
<b>Grand Total</b>		<b>\$ 33,910,675</b>	<b>\$ 34,502,567</b>	<b>\$ 34,868,525</b>	<b>\$ 35,509,752</b>	<b>\$ 38,236,883</b>	<b>\$ 36,191,784</b>	<b>\$ 36,138,026</b>	<b>\$ 46,332,951</b>	<b>\$ 49,511,224</b>	<b>\$ 51,276,027</b>	<b>\$ 396,478,414</b>	<b>\$ 187,597,439</b>	<b>\$ 8,770,000</b>	<b>\$ 140,149,024</b>	<b>\$ 39,603,791</b>	<b>\$ 3,075,000</b>	<b>\$ 17,283,160</b>	<b>\$ 396,478,414</b>

Assumptions:

This 10-year capital forecast was prepared in advance of the (2019) DC Background Study & By-Law update. The approved 2019 DC Background study may adjust the proportionate growth and non-growth shares noted in this forecast. Gas Tax 2020-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels. Future Aggregate Levy is projected using 2018 funding. Ontario Community Infrastructure Fund confirmed to 2020, OCIF funding beyond 2020 based on 2020 levels. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council.

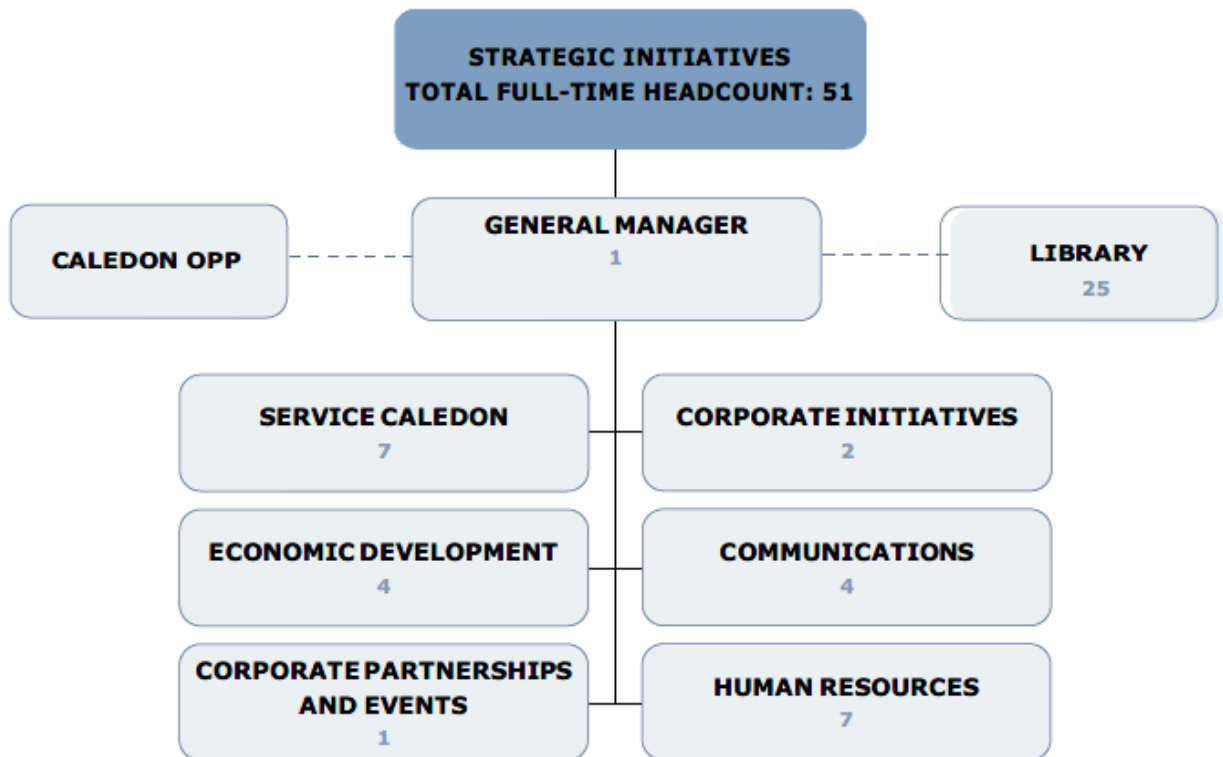
# Strategic Initiatives

2019



# 2019 Business Plan – Strategic Initiatives

## 1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



### Economic Development

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

### Communications

- Provide strategic consultation for issues management, and alerts to opportunities and challenges
- Enhance the Town's brand recognition through professional, engaging communications of Town activities
- Maintain, grow and update branding, identity and graphic standards, and protects the corporate brand

# 2019 Business Plan – Strategic Initiatives

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- Implement and maintain online strategy and communications, including website, social media and emerging digital channels
- Proactively seek editorial opportunities
- Manage emergency information and response coordination under the Community Emergency Response Plan

## **Service Caledon**

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

## **Corporate Partnerships & Events**

- Manage and deliver existing corporate events
- Utilize and leverage cross-event opportunities
- Standardize event process and resourcing
- Responsible for the management and administration of the Corporate Partners program (identification of assets, tracking, lead generation, execution of campaigns)
- Identify contacts within Corporation to ensure program details are fulfilled
- Oversee and manage all advertising sales

## **Corporate Initiatives**

- Direct and champion the Town's long-term strategic planning, corporate policy development, organization reviews and service initiatives
- Project manage and coordinate corporate, departmental or divisional projects that have a cross-department or corporate scope, or long-range planning horizon
- Provide direction, plans, recommendations and implementation strategies to meet the goals of the corporate strategy and support process improvements across the Town
- Monitor activities by provincial and federal government and advise on potential Town impact
- Support Town advocacy opportunities/priorities
- Develop business cases, including policy and issue analysis
- Monitor and report on emerging trends and opportunities

## **Human Resources**

- Support organizational capability and effectiveness that enable departments to meet their objectives and deliverables through:
  - Recruitment and Staffing
  - Talent Management and Career Development
  - Organizational reviews and organizational development
  - Maintaining a pulse on legislative compliance and ensuring HR policies and procedures are current
  - Guidance on employee and labour relations issues
- Delivering HR Service Excellence and value-added programs including:
  - Managing annual compensation processes
  - Health and Safety programs to educate employees, ensure legislative compliance and an overall safe working environment
  - Wellness initiatives to enhance employees' knowledge and capabilities
  - Compensation and benefit reviews to ensure market competitiveness
  - Leveraging technology to efficiently manage employee data



# 2019 Business Plan – Strategic Initiatives

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- Creating a positive and enriching employee experience aligned and in support of the TEAM Caledon vision and mission by:
  - Managing a robust onboarding program for new employees
  - Providing and supporting a myriad of learning and educational opportunities
  - Promoting and managing employee recognition activities and programs
  - Delivering opportunities for employee engagement through various activities such as the Employee Liaison Group, Wellness Committee, and others

## **Administration**

- Liaison with Library and OPP
- Media Relations and Emergency Communications
- Policy Research
- Budget Coordination

## **Library**

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

- Serving the entire community via its physical branches and website
- Providing library collections, both in print and digital formats, for the purposes of recreation, information and education
- Assisting and empowering library members in finding the information they seek, ensuring that information is valid and reliable
- Providing access to digital networks by administering a network of over 90 public workstations and 35 staff stations along with specialized Integrated Library Software (ILS) and wireless connectivity at all branch locations
- Supporting life-long learning and digital literacy
- Managing a distinct website, online catalogue, and collections of eBooks, digital periodicals and online databases that are accessible 24 hours a day, 7 days a week
- Delivering quality programming targeted to a wide variety of demographics and interests
- Developing initiatives in support of literacy, culture and the local arts community
- Ensuring a high level of public awareness of library services and collections; using both traditional and social media to communicate the library's continued relevance
- Creating ongoing opportunities to encourage community engagement
- Functioning as a community hub, encouraging use by library members, visitors and community partners
- Developing and nurturing partnerships within the Town of Caledon and community groups and stakeholders
- Formalizing policies and practices that promote library use, limit barriers to access and reinforce accountability to funders and stakeholders

## **2. MAJOR CUSTOMERS OR CLIENTS**

For all divisions and section of Strategic Initiatives, there is some commonality in our major customers or clients. These commonalities include:

- Town Council
- Residents, Businesses and Visitors
- Town staff

In addition, there are customers and clients that are specific to each group, including:

### **Economic Development**

- New and existing businesses of all sizes and in all business sectors

# 2019 Business Plan – Strategic Initiatives

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- Site selectors, developers, realtors and investors
- Secondary clients include:
  - Senior government departments and agencies
  - Community organizations, agencies and groups
  - Advisory boards and committees

## **Communications**

- Media outlets
- Advertisers

## **Corporate Partnerships and Events**

- Community organizations
- Business community

## **Corporate Initiatives**

- Municipal sector associations (AMO, ROMA, FCM)
- Regional, Provincial, Federal governments

## **Service Caledon**

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

## **Human Resources**

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

## **Library**

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

## **3. 2018 ACHIEVEMENTS**

### **Economic Development**

- Establishment and grand opening of the Caledon Business Innovation Zone (CBIZ) at Town Hall and the enhancement of web based tools such as Online webinar platforms and Udemy to complement existing seminars and workshops
- Continued development of resources to support CBIZ and Caledon Tourism.
- Partnership with Humber College and completion of Social Media Campaign Design Competition for CBIZ
- Continued marketing with Destination Ontario, Headwaters Tourism, Central Counties Tourism, Festivals & Events Ontario and the Town's social media channels to increase awareness of and engagement with Caledon events and attractions
- Development, publication and distribution of Explore Caledon, tourism map and guide
- Support for the reopening of the Cheltenham Badlands
- Design and production of kiosk panels along trail routes
- Successful completion of the Workforce Development Program funded through Rural Economic Development (RED) Funding including: Collection and analysis of secondary school student workforce data; Caledon Business Forum, a networking and consultation event for employees with 10+ employees; Development of the workforce Resource Guide for Employers; Collaboration

# 2019 Business Plan – Strategic Initiatives

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with Jobs Caledon to promote available programs to employers and attract job seekers to Caledon

- Development and launch of the Caledon business profile series
- Redesign of the Economic Development webpages
- Building permit issuance for major industrial projects – Amazon Distribution Centre, Prologis – Mayfield West, and the office addition of Mars Canada.
- CIP Grants – 4 new applications and 5 projects completed
- Completion of Historic Alton School Arts and Culture Feasibility Study
- Continued submission of business advice column for the Caledon Citizen

## **Communications**

- Supported the redesign and new distribution model for the Town's Recreation Guide.
- Design and launch of the Caledon Business Innovation Zone (CBIZ).
- Enhanced media and promotional strategy for Cheers Caledon/Caledon Day event.
- Initiated development of Town-wide Communications and Marketing Strategy
- Led the streamlining of both the design and workflow for Planning and Development Public Notices.
- Continued rollout of signage strategy including digital screens for Town Hall and Caledon East Community Centre.
- Redesign and distribution of Explore Caledon tourism brochure and trail map.
- Led the coordination of several media events including CBIZ launch, Cheers Caledon, and Town park renovations/renaming.
- Worked with the Senior's Task Force and Recreation to update Adult 55+ Website to increase accessibility
- Worked with internal clients to develop communications strategies for key initiatives such as the 2018 Municipal Election, Fire Prevention Week and Waste Reduction Week.
- Supported the execution of high profile community events (Caledon Walk of Fame, Community Recognition Night).
- Designed and marketed weekly advertisements for both print and electronic distribution
- Realized significant increases in social media/service delivery platforms
  - 23% growth in social media platforms (Facebook, Twitter, Instagram)
  - 38% growth in PingStreet subscriber reach

## **Corporate Partnerships and Events**

- Secured increased sponsorship revenue to support Celebrate Caledon activities, including the successful application for Celebrate Ontario Grant.
- Collaborated with Recreation to organize and grow Cheers Caledon! Craft beer and cider event.
- Continued support and growth of the Council Community Charity Golf Tournament, raising funds for community charities.
- Supported and advised a number of community events including new Velocity and Furry Friends 5K events.
- Continued work with Recreation to market key assets like arena rink board advertising.
- Supported key Town-led community and corporate events (Walk of Fame, Mayor's Business Breakfast, and Staff Recognition Lunch).
- Led partnership for the establishment of new community garden's at Mayfield Recreation Complex.
- Successfully negotiated naming rights and facilitated completion of the construction agreement for the DiGregorio Bocce Centre in Bolton.

## **Corporate Initiatives**

- Monitored the implementation of the TEAM Caledon Plan and report on progress.
- Initiated development of Town-wide Corporate Partnerships and Event Strategy
- Continued monitoring and reporting for 2015-2018 Council Work Plan.

# 2019 Business Plan – Strategic Initiatives

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- Coordinated the development of corporate strategies including Communications and Marketing Strategy and Corporate Partnerships and Events Strategy.
- Supported the development of a project management tool box to help empower staff and bring consistency to corporate project management.
- Introduced and executed new Government Relations Framework to better inform Senior Management and better support Council in their advocacy work.
- With IT, managed the streamlining of onboarding and off-boarding processes for new and exiting staff

## Service Caledon

- Service Caledon was launched on January 2, 2018 with five full time staff and one manager
- The areas of service delivery offered include: providing tax information; responding to general inquiries where information is available; providing front line service for infrastructure related permits, legal disclosure applications, and tax payments; processing corporate mail; accepting and processing corporate payments for multiple divisions; coordinating service for issues related to park maintenance, tree maintenance, road operations, construction and permits; and providing phone and email responses to clients regarding all service requests.
- Working with internal business partners to identify opportunities to streamline processes and provide first contact resolution (road construction, disclosure, animal services)
- As a result of streamlining processes in Service Caledon with a goal of first contact resolution whenever possible, a number of processes have been evaluated, efficiencies found and customer service enhanced.
- Additional services were transferred to Service Caledon, (Parks, Legal Services) which were not accounted for in initial resourcing. These services were added as they were quick wins to provide even further first contact resolution
- As of June 30, 2018, the following service statistics have been identified:
  - Answered 22,254 calls
  - Averaged a first contact resolution rate of 60%; and thereby reduced 13,353 unnecessary transfers to other staff.
  - Received over 9000 emails
  - Created over 3000 issues in IssueTraQ.
  - Issued 362 of road-related permits

## Human Resources

- Organization capability and effectiveness:
  - Review of Town's onboarding program to create standardized and efficient processes required to ensure a positive and productive experience for new employees.
  - Design and implementation of casual wages compensation salary system to align with organizational objectives and legal compliance
  - Launch of recruitment partnerships for Co-op/Intern placement with post-secondary institutions.
  - Reviewed and implemented action plans and procedures for Bill 148 requirements ensuring compliance with legislation with the Act.
  - Developed Learning Framework tools to support individuals learning plans to support goal setting aligned with corporate objectives.
- Value-added HR service excellence and HR programs and initiatives:
  - Completed a review of organizational policies to ensure compliance with the new Cannabis legislation.
  - Completed the RFP for Short Term Disability 3rd party claim adjudication to ensure service is aligned with organization practices.

# 2019 Business Plan – Strategic Initiatives

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- Provided Email Etiquette Training Program to Town employees in collaboration with Service Excellence strategy.
- Expanded the Wellness program to allow engagement for all employees to participate and benefit from the services provided.
- Launched the Managers Manual for the Recruit Right (Applicant Tracking System) ensuring consistency in the application of the program and recruitment practices.
- Coordinated the “Lunch Box” structured learning and discussion series for Management.
- Monitored and reviewed an audit of HR Downloads (Training Program) as part of the Health & Safety mandatory compliance programs for all employees.

## Library

- The Library Board and Staff continued their efforts to meet the four key goals identified within the Library’s strategic plan. These include Strengthening Facilities, Investing in People, Building Relationships, and Encouraging Discovery, Innovation and Creativity
- Work also continued to undertake the recommendations of the Library’s comprehensive Service/Facility Review and Master Plan. This included:
  - Planning and design in preparation for the opening of a new branch in Southfields in 2019;
  - The delivery of pop-up services to the Southfields community in advance of the branch;
  - The launch of analytic software to better track usage trends and cater available materials to meet the unique needs of each branch; and,
  - The creation of a Community Corner at the Bolton Branch, supporting our partners in delivering services to library visitors.
- Many programs and special events celebrated 150 years of continuous library service to Caledon. These included:
  - A One Book One Caledon initiative, encouraging residents to read and discuss Michael Redhill’s *Bellevue Square*, culminating with a visit from the author in October;
  - A Tech Fair highlighting emerging technologies and innovations including robotics, virtual reality, 3D printing and coding; and,
  - The Amazing Road Trip, which encouraged participants to enjoy the scenic routes of Caledon as they competed in fun activities across the community.
- Supported by the broadband levy, hotspots were introduced as a means of reducing the digital divide for those who don’t readily have access to reliable connectivity.
- The Library continued to grow our physical and digital collections, including the addition of:
  - Over 17,000 new books, movies and games;
  - A seed lending library;
  - Kanopy, a streaming service featuring films and documentaries;
  - Cypress Resume, an online resume builder;
  - Launchpads, kid-friendly tablets that are pre-loaded with games in support of STEM and literacy skills; and
  - ChromeBook laptops for in-house use at our Bolton Branch.
- The following performance measures reflect library usage during the first nine (9) months of 2018:
  - More than 14,700 residents participated in the 761 programs and special events offered – an increase of 7.9% over the same period in 2017;
  - Residents have borrowed nearly 300,000 items by September 2018 – representing growth of 3.4% from 2017;
  - More than 42,400 digital titles were borrowed– an increase of 25.0% over the same period in 2017; and,

# 2019 Business Plan – Strategic Initiatives

- Use of the wireless networks at all branches increased by 38.6% over 2017 – rising to 50,831.

## 4. SIGNIFICANT TRENDS AND CHALLENGES

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2018 and beyond are as follows:

### Economic Development

Trends	Challenges
<ul style="list-style-type: none"> <li>• The new USMCA replacing the NAFTA agreement has lifted some uncertainty creating an overall positive environment for business and investment decisions in Canada</li> <li>• Tourism trends continue to be positive in Ontario with the current value of the Canadian dollar and positive exposure of Canada internationally</li> <li>• Increase of about 40% in total tourism spending in Ontario over the last 10 years</li> <li>• Businesses have become more efficient with the use of new and innovative methods to provide goods and services which has added to their net revenues</li> </ul>	<ul style="list-style-type: none"> <li>• Town of Caledon unable to participate with Global Toronto due to substantial ask in partnership fee</li> <li>• The deficit of serviced industrial land within the Town has made it difficult to locate potential industrial growth</li> <li>• Lack of skilled labour to supply Caledon's industrial labour demand</li> <li>• Restrictions on growth related to Provincial land use policy, GTA West Corridor and OMB delays associated with appeals</li> <li>• Local tourism stakeholder engagement in both peak and off-peak periods due to demands on operator's time.</li> </ul>

### Communications

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

### Corporate Partnerships and Events

Trends	Challenges
<ul style="list-style-type: none"> <li>• Increased interest in and need to attract partnerships and sponsorships to help support new capital projects and corporate programs</li> <li>• Increased community demand for Town involvement in community events</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing number of corporate events requiring support and time required to build partnerships for the various programs and builds occurring at the Town</li> </ul>

# 2019 Business Plan – Strategic Initiatives

## Corporate Initiatives

Trends	Challenges
<ul style="list-style-type: none"> <li>Continued population growth placing pressure on service demands</li> <li>Significant shift in provincial government direction</li> <li>Increased focus on innovation across municipal sector</li> </ul>	<ul style="list-style-type: none"> <li>Lack of internal expertise to drive process and service delivery change leads to prioritization challenges</li> <li>Pace of change at provincial level could impact service/program delivery at municipal level and in the broader community</li> </ul>

## Human Resources

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

## Service Caledon

Trends	Challenges
<ul style="list-style-type: none"> <li>Increase in volume for email and inbound calls by 25% from January 2 – June 30, 2018</li> <li>Opportunities to identify efficiencies and streamline services within the organization so they are consistent and ensure first contact resolution whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>Due to current staffing levels, accommodating additional services would be operationally difficult.</li> <li>Process and information are not documented consistently across the organization, answers can be difficult to find</li> <li>Technology</li> </ul>

# 2019 Business Plan – Strategic Initiatives

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## Library

Trends	Challenges
<ul style="list-style-type: none"> <li>• A growing focus on the library as community partner and hub highlights the expectation of more and increasingly diverse program offerings and the need for neutral and flexible public space.</li> <li>• Availability of tools and technology that support knowledge sharing that are available both publically and specifically to the Library</li> <li>• Use of hand held devices, including smart phones, as a means of accessing library resources</li> <li>• Expanding expectations for library services including media and maker technologies such as 3D printers, video and sound editing software, and green screens.</li> <li>• Innovations in the delivery of library materials through self-serve access to books and DVDs within shared community spaces.</li> <li>• Public libraries as centres for those in need of social supports, including the homeless, the unemployed and new Canadians.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of space dedicated to programming, meetings, quiet study and technology hinder our ability to satisfy current resident needs and evolving library services.</li> <li>• Caledon's growing population continues to impact the increasing demand for Library resources (in person and especially online) which comes with increased costs.</li> <li>• The pace at which technologies and library services, are shifting and expanding, has significant implications on the skills required of library staff.</li> <li>• The desire and need to ensure that our collections, services and staff reflect the increasingly diverse community that we serve.</li> <li>• Results of the Ministry of Tourism, Culture and Sport's planned review of the provincial funding provided in support of public libraries are still outstanding. Its impact on the Library's current funding model remains unclear.</li> </ul>



# 2019 Business Plan – Strategic Initiatives

## 5. 2019 PRIORITIES

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
<b>ECONOMIC DEVELOPMENT</b>						
1	Performance Measures to provide quantifiable bench marks and enable us to measure our success	Operating Budget				
2	Communication effectiveness – the role of Economic Development within the community	Operating Budget				
3	Implement Tourism Strategy	Operating Budget				
4	Caledon Business Innovation Zone – C-BIZ	Operating Budget				
5	Business Retention and Expansion-Employment Attraction (RED Funding) project	Operating Budget				
6	Development of a revised Economic Development Strategy					
<b>COMMUNICATIONS</b>						
1	Upgrade the Town website to ensure content relevance and a more responsive, mobile-friendly platform	Operating Budget				
2	Identify, review and assess core communications competencies to meet current and emerging communications needs such as issues management	Operating Budget				
3	Review and update the Town's style guide and graphics standard	Operating Budget				
4	Enhance social media/digital presence (marketing/advertising)	Operating Budget				

# 2019 Business Plan – Strategic Initiatives

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
5	Continue implementation of outdoor signage standards and replace/enhance key signage systems	Capital Budget				
<b>CORPORATE PARTNERSHIPS AND EVENTS</b>						
1	Strengthen corporate policies and processes related to sponsorship and event management, including document standardization	Operating Budget				
2	Develop Town-wide sponsorship asset inventory	Operating Budget				
3	Enhance tracking and coordination of Town events (internal corporate/community, external corporate/community)	Operating Budget				
<b>CORPORATE INITIATIVES</b>						
1	Continue government relations support to further advance identified Council priorities	Operating Budget				
2	Continue regular reporting (internal and external) for performance measurement	Operating Budget				
3	Reviewing identified processes to create improved customer service, and efficiencies.	Operating Budget				
4	Providing support for the development and monitoring of 2018-2022 Council Work Plan	Operating Budget				
<b>SERVICE CALEDON</b>						
1	Continue Customer Service Excellence training within new hire orientation process	Operating Budget				
2	Continued to track, monitor and measure service levels and key performance indicators	Operating Budget				
3	Investigating additional services to be transferred to Service Caledon in 2019	Operating Budget				
4	Identify and analyze processes to ensure consistency and efficiency from a service perspective	Operating Budget				

# 2019 Business Plan – Strategic Initiatives

2019 PRIORITIES						
Priority	Strategic Actions/Major Initiatives	Funding Source	Corporate Strategic Plan			
			Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
<b>HUMAN RESOURCES</b>						
1	Access, interpret, evaluate and recommend Corporate and HR action in response to employment legislation changes.	Operating Budget				
2	Conduct and manage an Employee Engagement Survey	Operating Budget				
3	Review and Revise HR Recruitment & Retention Strategy	Operating Budget				
4	Complete a comprehensive review & analysis of Corporate Compensation Policy	Operating Budget				
5	Research and prepare corporate positioning for upcoming collective bargaining	Operating Budget				
6	Evaluate HR programs and procedures in response to needs of the organization	Operating Budget				
7	Enable and support people-related priorities in departmental business plans and the corporate and Council work plans	Operating Budget				
8	Continue to focus on delivering HR service efficiencies, partnering with IT, to leverage technology and evaluate self-service functionality for employee data management and streamlining internal HR processes	Capital Budget				

# 2019 Business Plan – Strategic Initiatives

Priority	Strategic Action	Funding Source	Building the Future Library Strategic Plan 2017-2020			
			Strengthen Facilities	Invest in People	Building Relationships	Encourage Discovery,
<b>LIBRARY</b>						
1	Continue Wireless Hotspots Lending Program and expand to meet demand	Broadband Levy				
2	Improve service levels and extend hours of operations at Caledon East Branch	New Service Level Request				
3	Undertake an interior renovation of the Albion Bolton Branch in support of growth and more effective and efficient use of available space	Capital Requests				
4	Expand digital literacy programming, innovation, training and support to residents and staff	New Service Level Request				
5	Improve technology services and access at all locations and effectively plan for efficient and timely network and service growth	Capital Requests				
6	Ensure staff have the skills, confidence and tools required to provide dynamic library service	Operating Budget				
7	Complete analysis of trends in library collection use and use data to inform collection management	Operating Budget				
8	Ensure digital and physical collections, programs and services meet the needs of Caledon's increasingly diverse community	Operating and Capital Budgets				

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget			
Alton Bolton Union Community Centre - Library	Lending Services	Expense	01-07-365-41010-405-61510 Salaries-Permanent	\$ 115,485	\$ 106,034	\$ 104,470			
			01-07-365-41010-405-61513 Benefits-Permanent	\$ 35,124	\$ 32,948	\$ 31,340			
			01-07-365-41010-405-61520 Wages-Casual Temporary	\$ 173,200	\$ 169,550	\$ 146,800			
			01-07-365-41010-405-61523 Benefits-Casual Temporary	\$ 27,125	\$ 29,204	\$ 26,204			
			01-07-365-41010-405-62017 Caretaking Supplies	\$ 900	\$ 1,600	\$ 1,600			
			01-07-365-41010-405-62018 Operating Supplies	\$ 1,200	\$ 1,600	\$ 1,600			
			01-07-365-41010-405-62312 Insurance	\$ 1,179	\$ 1,112	\$ 1,090			
			01-07-365-41010-405-62321 Rental-Facility	\$ 138,022	\$ 81,732	\$ 80,122			
			01-07-365-41010-405-62335 Contracted Services	\$ 21,500	\$ 21,000	\$ 20,000			
			01-07-365-41025-405-62397 Telephone	\$ -	\$ 4,400	\$ 3,730			
			<b>Expense Total</b>	<b>\$ 513,735</b>	<b>\$ 449,180</b>	<b>\$ 416,956</b>			
<b>Lending Services Total</b>			<b>\$ 513,735</b>	<b>\$ 449,180</b>	<b>\$ 416,956</b>				
<b>Alton Bolton Union Community Centre - Library Total</b>									
Alton Community Centre	Lending Services	Expense	01-07-365-41010-410-61510 Salaries-Permanent	\$ 63,929	\$ 58,697	\$ 57,822			
			01-07-365-41010-410-61513 Benefits-Permanent	\$ 18,772	\$ 17,569	\$ 19,727			
			01-07-365-41010-410-61520 Wages-Casual Temporary	\$ 25,100	\$ 26,300	\$ 15,300			
			01-07-365-41010-410-61523 Benefits-Casual Temporary	\$ 3,272	\$ 3,217	\$ 1,899			
			01-07-365-41010-410-62018 Operating Supplies	\$ 150	\$ 150	\$ 150			
			01-07-365-41010-410-62312 Insurance	\$ 574	\$ 541	\$ 530			
			01-07-365-41010-410-62321 Rental-Facility	\$ 7,310	\$ 20,533	\$ 20,123			
			01-07-365-41010-410-62335 Contracted Services	\$ 540	\$ 420	\$ 350			
			01-07-365-41025-410-62397 Telephone	\$ -	\$ 1,000	\$ 1,550			
			<b>Expense Total</b>	<b>\$ 119,647</b>	<b>\$ 128,427</b>	<b>\$ 117,451</b>			
			<b>Lending Services Total</b>			<b>\$ 119,647</b>	<b>\$ 128,427</b>	<b>\$ 117,451</b>	
<b>Alton Community Centre Total</b>									
Belfountain Library	Lending Services	Expense	01-07-365-41010-415-61520 Wages-Casual Temporary	\$ -	\$ -	\$ 22,200			
			01-07-365-41010-415-61523 Benefits-Casual Temporary	\$ -	\$ -	\$ 2,863			
			01-07-365-41010-415-62018 Operating Supplies	\$ -	\$ -	\$ 200			
			01-07-365-41010-415-62312 Insurance	\$ 36	\$ 34	\$ 33			
			01-07-365-41010-415-62321 Rental-Facility	\$ 3,120	\$ 3,060	\$ -			
			01-07-365-41010-415-62335 Contracted Services	\$ -	\$ -	\$ 150			
			01-07-365-41025-415-62397 Telephone	\$ -	\$ -	\$ 650			
			<b>Expense Total</b>	<b>\$ 3,156</b>	<b>\$ 3,094</b>	<b>\$ 26,096</b>			
			<b>Lending Services Total</b>			<b>\$ 3,156</b>	<b>\$ 3,094</b>	<b>\$ 26,096</b>	
			<b>Belfountain Library Total</b>						
			Caledon East Library	Lending Services	Expense	01-07-365-41010-435-61520 Wages-Casual Temporary	\$ 119,133	\$ 92,274	\$ 64,900
01-07-365-41010-435-61523 Benefits-Casual Temporary	\$ 19,568	\$ 15,548				\$ 12,231			
01-07-365-41010-435-62018 Operating Supplies	\$ 200	\$ 200				\$ 200			
01-07-365-41010-435-62312 Insurance	\$ 230	\$ 217				\$ 213			
01-07-365-41010-435-62321 Rental-Facility	\$ 48,000	\$ -				\$ -			
01-07-365-41010-435-62335 Contracted Services	\$ -	\$ 200				\$ 200			
01-07-365-41025-435-62397 Telephone	\$ -	\$ 2,800				\$ 2,800			
<b>Expense Total</b>	<b>\$ 187,131</b>	<b>\$ 111,239</b>				<b>\$ 80,544</b>			
<b>Lending Services Total</b>						<b>\$ 187,131</b>	<b>\$ 111,239</b>	<b>\$ 80,544</b>	
<b>Caledon East Library Total</b>									
Caledon Village Place	Lending Services	Expense				01-07-365-41010-440-61510 Salaries-Permanent	\$ 60,562	\$ 58,697	\$ 57,822
			01-07-365-41010-440-61513 Benefits-Permanent	\$ 18,114	\$ 17,569	\$ 19,727			
			01-07-365-41010-440-61520 Wages-Casual Temporary	\$ 28,800	\$ 35,576	\$ 25,600			
			01-07-365-41010-440-61523 Benefits-Casual Temporary	\$ 3,731	\$ 4,352	\$ 3,735			
			01-07-365-41010-440-62018 Operating Supplies	\$ 200	\$ 200	\$ 200			
			01-07-365-41010-440-62312 Insurance	\$ 118	\$ 111	\$ 109			
			01-07-365-41010-440-62321 Rental-Facility	\$ 13,433	\$ 36,681	\$ 35,961			
			01-07-365-41010-440-62335 Contracted Services	\$ 540	\$ 420	\$ 350			
			01-07-365-41025-440-62397 Telephone	\$ -	\$ 2,400	\$ 2,400			
			<b>Expense Total</b>	<b>\$ 125,498</b>	<b>\$ 156,006</b>	<b>\$ 145,904</b>			
			<b>Lending Services Total</b>			<b>\$ 125,498</b>	<b>\$ 156,006</b>	<b>\$ 145,904</b>	
<b>Caledon Village Place Total</b>									
Inglewood Community Centre	Lending Services	Expense	01-07-365-41010-445-61520 Wages-Casual Temporary	\$ 57,900	\$ 57,650	\$ 60,300			
			01-07-365-41010-445-61523 Benefits-Casual Temporary	\$ 11,640	\$ 11,210	\$ 11,669			
			01-07-365-41010-445-62018 Operating Supplies	\$ 200	\$ 200	\$ 200			
			01-07-365-41010-445-62312 Insurance	\$ 59	\$ 55	\$ 54			
			01-07-365-41010-445-62321 Rental-Facility	\$ 6,184	\$ 29,194	\$ 28,614			
			01-07-365-41010-445-62335 Contracted Services	\$ 540	\$ 420	\$ 350			
			01-07-365-41025-445-62397 Telephone	\$ -	\$ 1,300	\$ 1,300			
			<b>Expense Total</b>	<b>\$ 76,523</b>	<b>\$ 100,029</b>	<b>\$ 102,487</b>			
			<b>Lending Services Total</b>			<b>\$ 76,523</b>	<b>\$ 100,029</b>	<b>\$ 102,487</b>	
			<b>Inglewood Community Centre Total</b>						

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget		
Margaret Dunn Library & Community Room	Lending Services	Expense	01-07-365-41010-455-61510 Salaries-Permanent	\$ 63,929	\$ 58,697	\$ 57,821		
			01-07-365-41010-455-61513 Benefits-Permanent	\$ 18,772	\$ 17,569	\$ 19,727		
			01-07-365-41010-455-61520 Wages-Casual Temporary	\$ 23,800	\$ 25,324	\$ 26,300		
			01-07-365-41010-455-61523 Benefits-Casual Temporary	\$ 2,956	\$ 3,098	\$ 3,894		
			01-07-365-41010-455-62018 Operating Supplies	\$ 200	\$ 200	\$ 200		
			01-07-365-41010-455-62312 Insurance	\$ 208	\$ 196	\$ 192		
			01-07-365-41010-455-62321 Rental-Facility	\$ 23,107	\$ 25,354	\$ 24,854		
			01-07-365-41010-455-62335 Contracted Services	\$ 540	\$ 420	\$ -		
			01-07-365-41025-455-62397 Telephone	\$ -	\$ 1,700	\$ 1,400		
			<b>Expense Total</b>			<b>\$ 133,512</b>	<b>\$ 132,558</b>	<b>\$ 134,388</b>
<b>Lending Services Total</b>			<b>\$ 133,512</b>	<b>\$ 132,558</b>	<b>\$ 134,388</b>			
<b>Margaret Dunn Library &amp; Community Room Total</b>			<b>\$ 133,512</b>	<b>\$ 132,558</b>	<b>\$ 134,388</b>			
Southfields Community Centre - Library	Lending Services	Expense	01-07-365-41010-466-61510 Salaries - Permanent	\$ 89,100	\$ 46,341	\$ -		
			01-07-365-41010-466-61513 Benefits - Permanent	\$ 31,324	\$ 13,842	\$ -		
			01-07-365-41010-466-61520 Wages - Casual	\$ 135,706	\$ 68,110	\$ -		
			01-07-365-41010-466-61523 Benefits - Permanent	\$ 16,861	\$ 8,173	\$ -		
			01-07-365-41010-466-62018 Operating Supplies	\$ 3,000	\$ 1,500	\$ -		
<b>Expense Total</b>			<b>\$ 275,991</b>	<b>\$ 137,966</b>	<b>\$ -</b>			
<b>Lending Services Total</b>			<b>\$ 275,991</b>	<b>\$ 137,966</b>	<b>\$ -</b>			
<b>Southfields Community Centre - Library Total</b>			<b>\$ 275,991</b>	<b>\$ 137,966</b>	<b>\$ -</b>			
Town Hall	Lending Services	Revenue	01-07-365-40010-365-50050 Miscellaneous Revenue	\$ (6,000)	\$ (3,000)	\$ (3,000)		
			01-07-365-40010-365-50125 Merchandise Sales	\$ (3,000)	\$ (3,000)	\$ (3,000)		
			01-07-365-40010-365-50319 Grants/Subsidies	\$ (58,200)	\$ (58,200)	\$ (58,200)		
			01-07-365-40010-365-50570 Donations	\$ (1,000)	\$ (1,000)	\$ (1,000)		
			01-07-365-40010-365-50705 Fines/Fees	\$ (40,000)	\$ (40,000)	\$ (40,000)		
			01-07-365-40010-365-50715 Programs	\$ (3,500)	\$ (5,600)	\$ (3,500)		
			01-07-365-40010-365-50750 Book Sales	\$ (1,500)	\$ (500)	\$ (500)		
			<b>Revenue Total</b>			<b>\$ (113,200)</b>	<b>\$ (111,300)</b>	<b>\$ (109,200)</b>
			Expense	01-07-365-40010-365-61510 Salaries-Permanent	\$ 146,307	\$ 140,727	\$ 131,067	
				01-07-365-40010-365-61513 Benefits-Permanent	\$ 34,671	\$ 33,411	\$ 32,626	
		01-07-365-40010-365-61520 Wages-Casual Temporary		\$ 34,000	\$ 33,000	\$ 35,700		
		01-07-365-40010-365-61523 Benefits-Casual Temporary		\$ 4,225	\$ 4,037	\$ 7,644		
		01-07-365-40010-365-62018 Operating Supplies		\$ 760	\$ 760	\$ 760		
		01-07-365-40010-365-62113 Maint & Repairs-A/V Equip		\$ 3,500	\$ 3,660	\$ 3,660		
		01-07-365-40010-365-62114 Small Equip Repair/Purchase		\$ -	\$ 500	\$ 500		
		01-07-365-40010-365-62244 Bank Charges		\$ 1,500	\$ -	\$ -		
		01-07-365-40010-365-62253 Lib. Brd Education & Exp.		\$ 5,000	\$ 5,650	\$ 5,650		
		01-07-365-40010-365-62310 Training/Development/Seminars		\$ 30,879	\$ 27,967	\$ 21,900		
		01-07-365-40010-365-62311 Memberships/Dues		\$ 12,500	\$ 14,000	\$ 13,000		
		01-07-365-40010-365-62314 Mileage		\$ 14,000	\$ 14,000	\$ 14,000		
		01-07-365-40010-365-62317 Audit		\$ 4,370	\$ 4,370	\$ 4,284		
		01-07-365-40010-365-62322 Postage		\$ 400	\$ 750	\$ 750		
		01-07-365-40010-365-62335 Contracted Services		\$ 2,100	\$ 2,800	\$ 2,800		
		01-07-365-41010-365-61510 Salaries-Permanent		\$ 99,631	\$ 94,725	\$ 90,131		
		01-07-365-41010-365-61513 Benefits-Permanent		\$ 25,718	\$ 24,587	\$ 24,658		
		01-07-365-41010-365-62346 Courier		\$ 35,000	\$ 34,000	\$ 34,000		
		01-07-365-41015-365-61510 Salaries-Permanent		\$ 231,777	\$ 150,686	\$ 142,592		
		01-07-365-41015-365-61513 Benefits-Permanent		\$ 65,481	\$ 41,639	\$ 43,339		
		01-07-365-41015-365-61520 Wages-Casual Temporary	\$ 52,100	\$ 45,900	\$ 49,900			
		01-07-365-41015-365-61523 Benefits-Casual Temporary	\$ 6,473	\$ 5,614	\$ 6,194			
01-07-365-41015-365-62018 Operating Supplies	\$ 800	\$ 1,120	\$ 1,120					
01-07-365-41015-365-62058 Online Databases	\$ 60,000	\$ 61,000	\$ 56,000					
01-07-365-41015-365-62414 Special Programs	\$ 8,000	\$ -	\$ -					
01-07-365-41025-365-61510 Salaries-Permanent	\$ 171,303	\$ 163,300	\$ 160,895					
01-07-365-41025-365-61513 Benefits-Permanent	\$ 46,027	\$ 44,099	\$ 45,494					
01-07-365-41025-365-62018 Operating Supplies	\$ 7,500	\$ 7,300	\$ 7,160					
01-07-365-41025-365-62304 Automation	\$ 19,100	\$ 20,100	\$ 18,000					
01-07-365-41025-365-62305 Computer Services	\$ 18,500	\$ 26,533	\$ 15,000					
01-07-365-41025-365-62335 Contracted Services	\$ 4,600	\$ 2,800	\$ 2,000					
01-07-365-41025-365-62396 Mobile Phones/Pagers	\$ 9,721	\$ 3,861	\$ -					
01-07-365-41025-365-62397 Telephone	\$ 23,266	\$ -	\$ 920					
01-07-365-41025-365-63037 Software Licence Subscription	\$ 17,500	\$ 14,000	\$ 14,000					
01-07-365-41030-365-61510 Salaries-Permanent	\$ 296,880	\$ 281,673	\$ 266,060					
01-07-365-41030-365-61513 Benefits-Permanent	\$ 83,125	\$ 79,439	\$ 79,974					
01-07-365-41030-365-62018 Operating Supplies	\$ 1,200	\$ 1,000	\$ 1,000					
01-07-365-41030-365-62414 Special Programs	\$ 18,834	\$ 16,667	\$ 12,800					
01-07-365-41035-365-61510 Salaries-Permanent	\$ 235,154	\$ 220,691	\$ 214,529					

TOWN OF CALEDON  
2019 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget
Town Hall	Lending Services	Expense	01-07-365-41035-365-61513 Benefits-Permanent	\$ 64,759	\$ 61,413	\$ 62,934
			01-07-365-41035-365-61520 Wages-Casual Temporary	\$ 63,900	\$ 64,978	\$ 60,800
			01-07-365-41035-365-61523 Benefits-Casual Temporary	\$ 13,159	\$ 12,813	\$ 12,524
			01-07-365-41035-365-62018 Operating Supplies	\$ 4,730	\$ 4,730	\$ 4,300
			01-07-365-41035-365-62304 Automation	\$ 6,000	\$ 6,000	\$ 6,000
			01-07-365-41035-365-62315 Printing & Advertising	\$ 13,200	\$ 17,200	\$ 12,900
			01-07-365-41035-365-62335 Contracted Services	\$ 6,000	\$ 7,000	\$ 7,400
			01-07-365-41035-365-62414 Special Programs	\$ 6,834	\$ 21,917	\$ 12,500
			01-07-365-41040-365-61510 Salaries-Permanent	\$ 290,465	\$ 277,669	\$ 270,349
			01-07-365-41040-365-61513 Benefits-Permanent	\$ 81,846	\$ 78,634	\$ 80,808
			01-07-365-41040-365-62018 Operating Supplies	\$ 4,000	\$ 6,160	\$ 6,160
			01-07-365-41040-365-62335 Contracted Services	\$ 900	\$ 600	\$ 300
			<b>Expense Total</b>	<b>\$ 2,387,695</b>	<b>\$ 2,185,480</b>	<b>\$ 2,097,082</b>
			<b>Lending Services Total</b>	<b>\$ 2,274,495</b>	<b>\$ 2,074,180</b>	<b>\$ 1,987,882</b>
	Administration	Revenue	01-12-115-40010-365-50986 Reserve Fund to Revenue	\$ -	\$ -	\$ (236,300)
		<b>Revenue Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ (236,300)</b>
		Expense	01-12-115-40010-365-61510 Salaries - Permanent	\$ 401,092	\$ 329,494	\$ 495,268
			01-12-115-40010-365-61512 Recovery-Salaries-Permanent	\$ (10,000)	\$ -	\$ -
			01-12-115-40010-365-61513 Benefits - Permanent	\$ 110,751	\$ 90,283	\$ 140,918
			01-12-115-40010-365-62011 Office Supplies	\$ 1,000	\$ 1,000	\$ 1,000
			01-12-115-40010-365-62310 Training/Development/Seminars	\$ 13,500	\$ 22,350	\$ 26,350
			01-12-115-40010-365-62311 Memberships/Dues	\$ 2,600	\$ 3,000	\$ 5,000
			01-12-115-40010-365-62314 Mileage	\$ 1,200	\$ 1,000	\$ 3,000
			01-12-115-40010-365-62315 Printing & Advertising	\$ -	\$ -	\$ 500
			01-12-115-40010-365-62335 Contracted Services	\$ -	\$ 10,500	\$ 10,500
			01-12-115-40010-365-62357 Marketing & Events	\$ 17,500	\$ -	\$ -
			01-12-115-40010-365-62396 Mobile Phones/Pagers	\$ 1,800	\$ 1,800	\$ 1,440
			<b>Expense Total</b>	<b>\$ 539,443</b>	<b>\$ 459,427</b>	<b>\$ 683,976</b>
	<b>Administration Total</b>		<b>\$ 539,443</b>	<b>\$ 459,427</b>	<b>\$ 447,676</b>	
	Corporate Communications	Expense	01-05-195-47020-365-61510 Salaries-Permanent	\$ 289,319	\$ 231,166	\$ 234,493
			01-05-195-47020-365-61513 Benefits-Permanent	\$ 87,068	\$ 69,689	\$ 72,817
			01-05-195-47020-365-61520 Wages-Casual Temporary	\$ 17,600	\$ 47,800	\$ 47,000
			01-05-195-47020-365-61523 Benefits-Casual Temporary	\$ 2,188	\$ 5,847	\$ 5,834
			01-05-195-47020-365-62011 Office Supplies	\$ 1,000	\$ 1,000	\$ 1,000
			01-05-195-47020-365-62310 Training/Development/Seminars	\$ 2,380	\$ -	\$ -
			01-05-195-47020-365-62311 Memberships/Dues	\$ 1,200	\$ 1,100	\$ 1,100
			01-05-195-47020-365-62314 Mileage	\$ 1,250	\$ 1,000	\$ 1,000
			01-05-195-47020-365-62315 Printing & Advertising	\$ 140,000	\$ 139,083	\$ 139,083
			01-05-195-47020-365-62335 Contracted Services	\$ 45,700	\$ 44,500	\$ 44,500
			01-05-195-47020-365-62357 Marketing & Promotion	\$ -	\$ 5,500	\$ 5,500
			01-05-195-47020-365-62396 Mobile Phones / Pagers	\$ 1,200	\$ 1,200	\$ 720
			01-05-195-47020-365-63037 Software Licence Subscription	\$ 15,000	\$ 14,500	\$ 8,500
			<b>Expense Total</b>	<b>\$ 603,905</b>	<b>\$ 562,385</b>	<b>\$ 561,547</b>
	<b>Corporate Communications Total</b>	<b>\$ 603,905</b>	<b>\$ 562,385</b>	<b>\$ 561,547</b>		
	Customer Service & Licensing	Revenue	01-05-205-47030-365-50050 Miscellaneous	\$ (1,066)	\$ (1,066)	\$ (1,066)
			01-05-205-47030-365-50125 Merchandise Sales	\$ (2,000)	\$ (2,000)	\$ (2,000)
			01-05-205-47030-365-50421 Marriage Registration	\$ (23,825)	\$ (23,825)	\$ (23,825)
			01-05-205-47030-365-50422 Death Registration	\$ (4,000)	\$ (4,000)	\$ (4,000)
			01-05-205-47030-365-50521 Commissioning Fees	\$ (1,565)	\$ (1,565)	\$ (1,565)
			01-05-205-47030-365-50522 Copy Fees	\$ (800)	\$ (800)	\$ (800)
			01-05-205-47030-365-50562 Garbage Tag Sales	\$ (4,000)	\$ (4,000)	\$ (4,000)
			01-05-205-47030-365-50634 Lottery Licenses	\$ (1,500)	\$ (1,500)	\$ (1,500)
		<b>Revenue Total</b>	<b>\$ (38,756)</b>	<b>\$ (38,756)</b>	<b>\$ (38,756)</b>	
		Expense	01-05-205-47030-365-61510 Salaries-Permanent	\$ 479,150	\$ 418,354	\$ 311,797
			01-05-205-47030-365-61513 Benefits-Permanent	\$ 148,817	\$ 131,068	\$ 99,481
			01-05-205-47030-365-62011 Office Supplies	\$ 1,000	\$ 1,000	\$ 1,000
			01-05-205-47030-365-62120 Marriage Licenses Form	\$ 7,700	\$ 7,700	\$ 7,700
			01-05-205-47030-365-62310 Training/Development/Seminars	\$ 12,000	\$ 11,600	\$ 2,700
	01-05-205-47030-365-62311 Memberships/Dues		\$ 650	\$ 650	\$ -	
	01-05-205-47030-365-62314 Mileage		\$ 550	\$ 550	\$ 320	
	01-05-205-47030-365-62357 Marketing & Promotion	\$ 3,000	\$ 3,000	\$ -		
	01-05-205-47030-365-62396 Mobile Phones / Pagers	\$ 720	\$ 720	\$ -		
	01-05-205-47030-365-62415 Garbage Tags	\$ 4,000	\$ 4,000	\$ 4,000		
	<b>Expense Total</b>	<b>\$ 657,587</b>	<b>\$ 578,642</b>	<b>\$ 426,998</b>		
	<b>Customer Service &amp; Licensing Total</b>	<b>\$ 618,831</b>	<b>\$ 539,886</b>	<b>\$ 388,242</b>		

TOWN OF CALEDON  
 2019 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2019 Budget	2018 Budget	2017 Budget	
Town Hall	Economic Development	Revenue	01-03-235-45020-365-50514 Caledon Business Directory	\$ -	\$ -	\$ (1,007)	
			01-03-235-45020-365-50986 Reserve Fund To Revenue	\$ (100,000)	\$ (100,000)	\$ -	
		<b>Revenue Total</b>		\$ (100,000)	\$ (100,000)	\$ (1,007)	
		Expense	01-03-235-45020-365-61510 Salaries-Permanent	\$ 334,246	\$ 318,477	\$ 317,957	
			01-03-235-45020-365-61513 Benefits-Permanent	\$ 99,588	\$ 94,979	\$ 97,536	
			01-03-235-45020-365-62011 Office Supplies	\$ 500	\$ 500	\$ 500	
			01-03-235-45020-365-62310 Training/Development/Seminars	\$ 8,750	\$ -	\$ -	
			01-03-235-45020-365-62311 Memberships/Dues	\$ 2,650	\$ 2,650	\$ 2,650	
			01-03-235-45020-365-62314 Mileage	\$ 3,500	\$ 3,500	\$ 3,500	
			01-03-235-45020-365-62319 Grants	\$ 100,000	\$ 100,000	\$ -	
			01-03-235-45020-365-62331 Transit	\$ -	\$ -	\$ 50,923	
			01-03-235-45020-365-62335 Contracted Services	\$ 20,000	\$ -	\$ -	
			01-03-235-45020-365-62357 Marketing & Events	\$ 68,000	\$ 66,000	\$ 66,000	
			01-03-235-45020-365-62379 Partnership Agreements	\$ 92,186	\$ 92,186	\$ 86,965	
			01-03-235-45020-365-62388 CBIZ Expenses	\$ 24,860	\$ 34,860	\$ 34,860	
		01-03-235-45020-365-62396 Mobile Phones / Pagers	\$ 2,400	\$ 2,400	\$ 805		
		01-03-235-45020-365-62658 Public Relations	\$ -	\$ 10,000	\$ 10,000		
		<b>Expense Total</b>	\$ 756,680	\$ 725,552	\$ 671,696		
		<b>Economic Development Total</b>	\$ 656,680	\$ 625,552	\$ 670,689		
		Human Resources	Expense	01-06-325-48020-365-61510 Salaries-Permanent	\$ 634,748	\$ 655,834	\$ 634,905
				01-06-325-48020-365-61513 Benefits-Permanent	\$ 184,835	\$ 186,452	\$ 183,040
				01-06-325-48020-365-61520 Wages-Casual Temporary	\$ 63,400	\$ 62,300	\$ 61,400
				01-06-325-48020-365-61523 Benefits-Casual Temporary	\$ 12,053	\$ 11,725	\$ 11,662
				01-06-325-48020-365-62011 Office Supplies	\$ 1,500	\$ 1,500	\$ 2,000
				01-06-325-48020-365-62018 Operating Supplies	\$ 3,500	\$ 3,500	\$ 3,300
				01-06-325-48020-365-62114 Small Equip Repair/Purchase	\$ -	\$ -	\$ 500
				01-06-325-48020-365-62223 Floral Tributes/In Memory	\$ 3,000	\$ 3,000	\$ 2,000
				01-06-325-48020-365-62225 Staff Recog/Appreciation	\$ 15,825	\$ 15,825	\$ 17,158
				01-06-325-48020-365-62243 Health & Wlms Initiatives	\$ 19,500	\$ 19,500	\$ 22,290
				01-06-325-48020-365-62305 Computer Services	\$ 4,350	\$ 4,350	\$ 4,350
				01-06-325-48020-365-62310 Training/Development/Seminars	\$ 8,250	\$ 8,250	\$ 9,490
				01-06-325-48020-365-62311 Memberships/Dues	\$ 4,010	\$ 3,010	\$ 3,010
				01-06-325-48020-365-62314 Mileage	\$ 1,800	\$ 1,800	\$ 2,000
			01-06-325-48020-365-62315 Printing & Advertising	\$ 1,845	\$ 1,845	\$ 1,845	
			01-06-325-48020-365-62318 Legal Services	\$ 40,000	\$ 35,000	\$ 38,000	
			01-06-325-48020-365-62334 Service Contracts	\$ 31,706	\$ 31,706	\$ 35,592	
			01-06-325-48020-365-62396 Mobile Phones / Pagers	\$ 1,041	\$ 642	\$ 642	
		01-06-325-48020-365-62412 Special Charges	\$ 43,030	\$ 43,030	\$ 23,445		
		01-06-325-48020-365-62510 Corporate Training/Development	\$ 50,500	\$ 50,500	\$ 64,275		
		<b>Expense Total</b>	\$ 1,124,893	\$ 1,139,769	\$ 1,120,904		
	<b>Human Resources Total</b>	\$ 1,124,893	\$ 1,139,769	\$ 1,120,904			
<b>Strategic Initiatives - Town Hall Total</b>				\$ 5,818,247	\$ 5,401,199	\$ 5,176,940	
<b>Strategic Initiatives Total</b>				\$ 7,253,440	\$ 6,619,698	\$ 6,200,766	



**TOWN OF CALEDON  
2019 CAPITAL BUDGETS - STRATEGIC INITIATIVES**

Department	Division	Project #	Project Name	Total Project Budget
<b>Strategic Initiatives</b>	Corporate Communications	19-127	Village Entrance Signage, Bolton Gazebo Repair, Heritage Conservation District Street Signage	\$ 118,000
	Lending Services	19-032	Library Collections and Materials	\$ 450,000
		19-033	Library IT Equipment	\$ 76,000
		19-034	Library Furnishing Replacement	\$ 30,000
		19-036	Albion Bolton Branch Refurbishment/Improvements	\$ 561,000
		19-037	Wireless Public Print Management System	\$ 12,800
		19-038	Library IT Audit and Network Assessment	\$ 15,000
		19-039	Library Community Outreach Kits	\$ 6,000
<b>Strategic Initiatives Total</b>			<b>\$ 1,268,800</b>	

Baseline	Description	Term of Council			Term of Council				Term of Council			Total 10 Year Funding Sources						Total Funding	
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture		Other
Baseline	IT & Buildings	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
	Materials & Equipment	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
<b>Baseline Total</b>		<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 5,500,000</b>	<b>\$ 5,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,500,000</b>
<b>Above Baseline</b>	Alton Branch Refurbishment	\$ 290,000										\$ 290,000	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,000
	Caledon East Branch Relocation - DC								\$ 607,500	\$ 607,500		\$ 1,215,000	\$ -	\$ -	\$ 1,215,000	\$ -	\$ -	\$ -	\$ 1,215,000
	Caledon East Branch Relocation - Tax Cashflow								\$ 1,071,250	\$ 1,071,250	\$ 1,071,250	\$ 3,213,750	\$ 3,213,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,213,750
	Caledon Village Branch Refurbishment		\$ 300,000									\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	Inglewood Branch Refurbishment				\$ 300,000							\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	Margaret Dunn Valleywood Refurbishment	\$ 300,000										\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	Materials & Equipment (Top Up)	\$ 100,000	\$ 100,000	\$ 125,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,275,000	\$ 2,275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,275,000
	Mayfield West Branch - Materials				\$ 800,000							\$ 800,000	\$ 116,000	\$ -	\$ 684,000	\$ -	\$ -	\$ -	\$ 800,000
	Mayfield West Library Branch				\$ 1,737,500	\$ 1,737,500	\$ 1,737,500	\$ 1,737,500				\$ 6,950,000	\$ 1,007,750	\$ -	\$ 5,942,250	\$ -	\$ -	\$ -	\$ 6,950,000
	Service/Facility Review and Master Plan							\$ 75,000				\$ 75,000	\$ 41,250	\$ -	\$ 33,750	\$ -	\$ -	\$ -	\$ 75,000
	Strategic Plan	\$ 25,000			\$ 25,000					\$ 25,000		\$ 75,000	\$ 41,250	\$ -	\$ 33,750	\$ -	\$ -	\$ -	\$ 75,000
<b>Above Baseline Total</b>		<b>\$ 715,000</b>	<b>\$ 400,000</b>	<b>\$ 125,000</b>	<b>\$ 3,087,500</b>	<b>\$ 2,012,500</b>	<b>\$ 1,987,500</b>	<b>\$ 2,112,500</b>	<b>\$ 1,978,750</b>	<b>\$ 2,003,750</b>	<b>\$ 1,371,250</b>	<b>\$ 15,793,750</b>	<b>\$ 7,285,000</b>	<b>\$ 600,000</b>	<b>\$ 7,908,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,793,750</b>
<b>Grand Total</b>		<b>\$ 1,265,000</b>	<b>\$ 950,000</b>	<b>\$ 675,000</b>	<b>\$ 3,637,500</b>	<b>\$ 2,562,500</b>	<b>\$ 2,537,500</b>	<b>\$ 2,662,500</b>	<b>\$ 2,528,750</b>	<b>\$ 2,553,750</b>	<b>\$ 1,921,250</b>	<b>\$ 21,293,750</b>	<b>\$ 12,785,000</b>	<b>\$ 600,000</b>	<b>\$ 7,908,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,293,750</b>

Assumptions:

This 10-year capital forecast was prepared in advance of the (2019) DC Background Study & By-Law update. The approved 2019 DC Background study may adjust the proportionate growth and non-growth shares noted in this forecast.

Gas Tax 2020-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels. Future Aggregate Levy is projected using 2018 funding.

Ontario Community Infrastructure Fund confirmed to 2020, OCIF funding beyond 2020 based on 2020 levels. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council.



# Council Work Plan 2015 - 2018

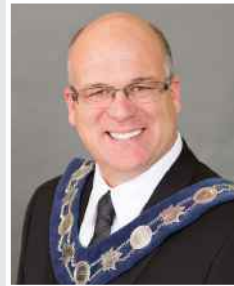


## Priorities and Actions

# 2015-2018 Council Work Plan

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

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



**Allan Thompson**  
Mayor



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

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

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

Thank you,




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




**Allan Thompson**  
Mayor




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

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

# Council Work Plan Highlights (2015-2018)

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

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

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

## **CALEDON LONG-TERM STRATEGIC FINANCIAL PLAN**

Note: This is an updated Caledon Long-Term Strategic Financial Plan (CLTSFP) which was originally approved by Council in September 2009. While many of the aspects of the original CLTSFP are still relevant, some updates were required to reflect new Asset Management regulations and changes approved by Council, via Council reports, over the years.



## **A. CHALLENGES**

### **Long-term Financial Planning Challenges**

- The community's request to manage the impact on increases to property taxes
- Implications of continuing the Low Income Tax Assistance Program, and the Designated Heritage Property Grant Program.
- Dealing with unanticipated events or where their actual timing of event is unknown
- The need to follow frequent changes to new legislation, accounting practices and procedures
- The need to deal with a budget surplus (deficit)
- Assessment growth plays an important role in financial planning
- Development and adoption of different stages of asset management to
  - (a) comply with the regulations under O. Reg. 588/17 to be phased in next 5 years; and
  - (b) completely integrate the Strategic Asset Management Policy (the Policy) and the Asset Management Plan (AM Plan) into the organization's business processes and decision making
- Dealing with the possible disposition of Town's assets
- A lack of pre-agreed to priorities for budgetary purposes

### **Expenditure Challenges**

- Continued pressure on the Town's budget
- Continuing demand to provide funding to outside agencies and groups via grants
- The budget impact of inflationary increases to expenses and the cost of living increases on salaries
- Pressure on Town to add new services and/or increases to existing service levels
- The Town's acceptance of one-time funding from other levels of government

# Town of Caledon

## Long-Term Strategic Financial Plan

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- The Town's involvement in partnership funding opportunities with local groups, agencies, and organizations

### **Revenue Challenges**

- Annual increase to property tax revenues
- Working with the Municipal Property Assessment Corporate (MPAC) to ensure all new construction is promptly capture on the assessment roll as part of commitment to fairness and equity for all taxpayers and to ensure all supplementary tax revenues are captured.
- Unpredictable funding from other levels of government
- User fees are not covering full costs
- Development charges to cover the capital costs attributable to growth and taxes to cover the capital cost attributable to existing development
- Continue on a "pay as you go" capital projects philosophy vs. consideration of debenture financing
- Management of cash balances and maximizing investment revenues

### **Asset and Liability Funding Challenges**

- Insufficient reserve fund balances to meet capital needs
- The need to increase tax supported capital spending to fund aging infrastructure as determine by Asset management plan
- New Asset Management Planning rules and regulations introduced by the Province to ensure that municipalities are meeting the challengers faced from aging assets and increased capital funding needs will increase the need to collaborate in the development of a cohesive and coordinated plan of actions for the long term.

## **B. Guiding Principles**

In order to successfully achieve an improved and strengthened long-term financial health for the Town, the Strategic Financial Plan must balance the four predominant financial challenges, which now face the Town and will continue to do so into the future. It is important that overall guiding principles be used to assist in the resolving and balancing of these challenges. These guiding principles are as follows:

# Town of Caledon

## Long-Term Strategic Financial Plan

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- Need to reflect the goals of Corporate and Department Strategic Plans.
- Need to focus on cost efficient, effective service and program delivery. Encourage cost-effective service delivery.
- Need to maximize revenues through non-tax sources. Ensure the current revenues support current programs.
- Need for sound financial management in utilizing debt to fund capital expenditures.
- Need to properly fund physical assets and liabilities. Provide funding for ongoing maintenance to increase life of the asset and funding for asset replacement.
- Need for competitive property tax rates and user fees. Balance citizen's service expectations with their ability and willingness to pay.
- Need for long-term financial planning as the basis of sound financial management.
- Need to ensure that growth pays for its appropriate share of growth.
- Need to finance capital projects on a 'pay-as-you-go' basis, without taking on debt, unless it is required in support of an exceptional opportunity.
- Need for the Town of Caledon approved, realistic goal for employment and population growth targets.
- Need to maintain an appropriate level of Reserves as determined by Council.

### **C. The Timeframe of the Strategic Financial Plan**

With the term of Council being four years, the timeframe of the Strategic Financial Plan should logically coincide with the term of Council however could extend into future term of council if the plan is still relevant. This Strategic Financial Plan will set the stage for the preparation of the annual budget.

It is anticipated that at the start of a new term of the Council, a review and update of the Council Work Plan will be undertaken, taking into account the priorities of the new Council and the financial forecasts of the Town at that time.

## **D. The Strategic Financial Plan and the Annual Budget Process**

The Strategic Financial Plan will guide the Town's annual budget process. The direction of the annual budget process will be consistent with the principles and policies of the Strategic Financial Plan.

## **E. Financial Strategy**

### **Purpose**

The Town's Strategic Financial Plan is a framework to guide Council and the Town's departments, boards and committees in their financial planning and decision-making processes.

### **Outcome**

An improved and strengthened long-term financial health for the Town.

### **Objectives**

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

### **Policies**

1. General Policies
2. Financial Management policies

# Town of Caledon

## Long-Term Strategic Financial Plan

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3. Tax Policies
4. General Revenue Policies
5. Development Charges
6. User Fees
7. Funding From Other Levels of Government
8. Asset Management and Liabilities Policies
9. Reserve Fund Policies
10. Capital Budget Management Policies
11. Debt Management Policies
12. Surplus Management Policies

### **1. General Policies**

- 1.1 At the start of the term of Council, the Town will undertake a comprehensive review and update of the Long-Term Strategic Financial Plan.
- 1.2 At the beginning of each of the subsequent years of the term of Council, a Council Work Plan setting session will be held to revisit and update the Council's strategic financial priorities.
- 1.3 Staff will monitor the Ministry of Municipal Affairs and Housing, the Public Sector Accounting Board (PSAB), and other legislative/association websites and literature to ensure that the Town is aware of changes affecting financial reporting and, where necessary, will amend accounting procedures or develop policies for consideration by Council in order to comply with the most current reporting requirements.
- 1.4 A Service Delivery Review process will be undertaken that will review all business activities offered by the Town to ensure that all existing services and programs and their delivery levels are still necessary and are being provided in an effective and cost efficient manner.

### **2. Financial Management Policies**

- 2.1 Provisions will be made for unanticipated expenditures within the annual Operating Budget through a Corporate Contingency Reserve

# Town of Caledon

## Long-Term Strategic Financial Plan

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Fund, with a targeted level of 1.5%, or as best practices dictates, of Expenditures in the Operating Budget.

- 2.2 The Town will continue the corporate purchasing procedure to take advantage of economies of scale, contain costs, reduce costs and avoid costs.
- 2.3 The Town will continue co-operative and collective purchasing agreements with other municipalities, schools, post-secondary education institutions, and/or hospitals to take advantage of economies of scale.
- 2.4 The Town will seek opportunities to enter into fair and equitable joint service agreements with neighbouring municipalities.
- 2.5 The funding of individual local boards and joint service agreements will be reviewed on a regular basis by Council to determine the appropriateness of the current funding level.
- 2.6 The Town will review annually, funding levels to outside agencies and groups via grants to determine the appropriate funding levels.
- 2.7 The Town will seek opportunities to participate in partnership funding with local groups, agencies and organizations. These opportunities will follow established Council policy that contributions to the Town by local groups, agencies and organizations are to be subject to a memorandum of understanding negotiated between the Town and the group. Long-term financial impacts will be considered.
- 2.8 Proposals for new services or service level adjustments (mandatory or discretionary) will be presented to Council for consideration. These proposals shall include impacts on the operating and capital budgets, funding sources, human resource requirements, performance measures, and long-term financial impact.
- 2.9 The Town will maintain a minimum cash balance to meet current financial obligations and invest idle cash in accordance with an approved Investment Policy and through the establishment of appropriate procedures for prompt revenue collection, efficient cash handling, and timely payment of accounts that will result in accurate cash flow projections.
- 2.10 Finance staff will monitor cash balance and investment income on a regular basis.

# Town of Caledon

## Long-Term Strategic Financial Plan

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- 2.11 The Town will inventory and assess the condition of all of its assets and evaluate each asset to determine whether it should be retained or disposed of in light of the long-term plans of the Town including the Town's Asset Management plan.

### **3. Tax Policies**

- 3.1 The Town will explore opportunities and develop an action plan to promote sustainable development and stimulate assessment growth to enhance the ratio of residential to non-residential taxes.
- 3.2 The Town will monitor property tax ratios and the impact of shifts between property classes.
- 3.3 The Town will continue to offer the Low Income Tax Assistance Grant Program and the Heritage Tax Refund Designated Heritage Property Grant Program and annually set target amounts for the grants.
- 3.4 The Town will explore opportunities to provide developers with financial incentives to recover development costs through the use of Property Tax Reduction Financing Programs and Tax Incremental Financing Programs.

### **4. General Revenue Policies**

- 4.1 The Town will review its revenue sources with the goal of reducing the burden on property taxes as the primary source of revenue through increases in existing revenue sources and the investigation of new revenue sources.

### **5. Development Charges**

- 5.1 The Town will be guided by the principle that growth shall pay for itself.
- 5.2 The Town will establish Development Charges at an optimal level in order to fund capital projects required to support the Town's growth related infrastructure.
- 5.3 An annual review will be undertaken by Finance staff to determine if a capital projects update is necessary to the Development Charges Background Study.

# Town of Caledon

## Long-Term Strategic Financial Plan

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- 5.4 The appropriate financial commitment will be considered each year over a 10-year period, for the purpose of increasing the Town's contribution to the Town's tax funded capital program.

### **6. User Fees**

- 6.1 Where applicable, the Town will identify "User Rate Supported" services that will ensure that they recover the full cost of providing the service, including costs associated with operating, capital and administration. Building Services is completely a "User Rate Supported" service as legislated by Bill 124.
- 6.2 Staff will investigate whether any additional current or new services should be included as "User Rate Supported" services.
- 6.3 For all other services, user fees will be considered by the Town where:
- There is a clear relationship between the fees paid by users and the benefits received by the user.
  - The member of the public has a choice as to the extent to which he/she uses the service.
  - It is administratively feasible to collect the charge at a reasonable cost.
  - The benefits can be quantified and attributed to the user.
- 6.4 Staff will prepare a report(s) for consideration by Council that will establish a baseline for the user fees. The report(s) will include the following:
- Identify and document the business units involved in the program or service.
  - Identify the full costs of the program or service as permitted under legislation.
  - Identify the ways that fees are currently set and the extent that they recover the cost of the program or service provided.



# Town of Caledon

## Long-Term Strategic Financial Plan

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- Establish a rationale, targets and timing for the proportion of the cost that will be recovered from user fees and which costs will be recovered from property taxes.
- 6.5 The user fees structure will be sensitive to the “market” for similar services and in setting user fees, the Town will consider fees charged by other agencies or municipalities providing similar services. However, user fees surveys shall not be the sole or primary criteria in setting Town user fees.
  - 6.6 The Town will strive to increase user fees as a percentage of overall funding by identifying new areas where user fees can be implemented and by ensuring that existing fees are updated based on increases in the associated costs to provide the service.
  - 6.7 The Town will review and update user fees annually taking into consideration the increase in all costs, current “market” situation, and minimizing negative impacts to the public that would result in not limiting access to the service.
  - 6.8 The Town will use a two-tier user fee structure based on charging higher user fees for non-Town residents.

### **7. Funding From Other Levels of Government**

- 7.1 By working with the representatives of the Federal and Provincial Governments, as well as with the Federation of Canadian Municipalities (FCM) and the Association of the Municipalities of Ontario (AMO), the Town will lobby additional ongoing and stable funding from the Provincial and Federal Governments.
- 7.2 A multi-year reduction program shall be developed, which assesses the impact of eliminating the Town’s reliance on the Ontario Municipal Partnership Fund as a source of funding and explores a phased increase in the Operating Budget to deal with the loss in revenue from the Provincial Government.
- 7.3 The optimum time for presenting opportunities for one time funding will be during the annual budget process.
- 7.4 The implications on the Town’s Operating and Capital Budgets of any one time funding, and any associated conditions, will be presented to Council for consideration.

# Town of Caledon

## Long-Term Strategic Financial Plan

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- 7.5 Consideration will be given to phase in increases or decreases to operating budgets that result from funding shifts through the use of Discretionary Reserve Funds.
- 7.6 The annual Operating Budget shall only include revenue from other governments if the amounts are known or can be reasonably estimated based on agreements or other reliable documentation.
- 7.7 The Town will participate in grant/subsidy programs from other levels of Government, only if programs/projects to be supported are required or can be justified independent of the provision of the grant/subsidy.

### **8. Asset Management and Liabilities Policies**

- 8.1 The Town will use lifecycle costing to provide for the future replacement or rehabilitation of the Town's current capital assets, through the use of Public Sector Accounting Board (PSAB) Tangible Capital Asset Reporting, Asset Management Plans and replacement cost.
- 8.2 Upon completion of the Asset Management Plan, Reserve Funds will be supported by a financial plan identifying sustainable contribution sources. Planned withdrawals required to assist meeting planned infrastructure investments will be based on a priority, risk based approach.
- 8.3 The Town will include a planned long-term increase to the Town's tax capital funding program to reflect replacement or lifecycle costs for all of the Town's tangible capital assets in order to meet the recommendations in the Council approved asset management plan and the Council approved Development Charges Background Study.
- 8.4 The Town will direct any available grant funding meant for capital purposes towards capital funding to meet the annual investment recommendations within the Town's Council approved Asset Management Plan.
- 8.5 In the event of the disposition of any asset, the resulting proceeds, if any, will be directed to the appropriate Reserve Fund.

# Town of Caledon

## Long-Term Strategic Financial Plan

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### **9. General Reserve Fund Policies**

9.1 Reserves will be reviewed on an annual basis to determine their adequacy and a report, for consideration by Council, will be prepared highlighting the target balances compared with the existing balance and reserve projections. Reserve Funds will be classified as follows:

- Contingency Reserve Funds
- Discretionary Reserve Funds
- Obligatory Reserve Funds

9.2 If as a result of the annual review, a Reserve Fund is found to be no longer necessary, the balance should be allocated to Reserve Funds that are underfunded on a corporate priority basis for consideration by Council.

9.3 Risk specific issues will be funded through the Reserve for Contingencies, to be funded at a level to be determined by staff for consideration by Council.

9.4 The Town will ensure that funding from Town contingencies reserve funds is available to respond to an emergency situation. To supplement this funding, the Town will approach the Provincial and Federal Governments for financial assistance during emergency situations.

### **10. Capital Budget Management Policies**

10.1 The Town prepares Ten Year Capital Budget with detailed project and financial information identified for each year. The Ten Year Capital Budget will be re-evaluated and updated on an annual basis by staff for consideration by Council.

10.2 A corporate prioritization process will be established for all capital projects. All projects shall be consistent with the Caledon Council Work Plan, Council's Priorities, and supplemented with the following criteria related to priority allocations for expenditures:

- Mandatory
- Safety/Health
- Maintenance of Infrastructure
- Expansion & Growth
- Other

# Town of Caledon

## Long-Term Strategic Financial Plan

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### **11. Debt Management Policies**

- 11.1 For Tax-Supported debt, debt carrying costs must be paid through the Town's Operating Budget, while for Rate-Supported debt, debt carrying costs must be paid through user fees.
- 11.2 The use of internal borrowing should be maximized to reduce borrowing costs, while taking into consideration the impact on the Town's overall financial position. Internal borrowing shall mean borrowing from Reserve Funds.
- 11.3 The Town has adopted a debt policy where the Town may issue debt to a maximum projected debt servicing charge (principal and interest payments) of 10% of net revenues.
- 11.4 Capital projects that renew or rehabilitate existing assets should not be eligible for debt financing and a planned process will be developed whereby an annual tax-supported contribution will be made to meet existing needs of all assets.
- 11.5 Until Asset Management Plan is fully implemented, the Town will consider undertaking a short-term managed program of debt financing to address the Town's current infrastructure deficiency and to reduce further deterioration of the Town's infrastructure.
- 11.6 The Town will structure debt to be consistent with a fair allocation of costs to current and future beneficiaries or users.
- 11.7 As debt carrying costs decline due to retirement of debt, the Town will apply savings to fund the Town's infrastructure replacement and lifecycles costs as recommended by the Town's Asset Management Plan.
- 11.8 The Town will monitor its debt annually and report the results to Council.

### **Surplus Management Policies**

- 12.1 Staff will prepare quarterly variance reports for consideration by Council to increase accuracy in anticipating year-end surpluses/deficits.

# Town of Caledon

## Long-Term Strategic Financial Plan

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- 12.2 The surplus from an audited year-end balance will be transferred to a Town Reserve Fund at the end of each fiscal year and will be available for allocation by Council after the Audited Financial Statements have been presented to Council.
- 12.3 Funds from Town operating surpluses, if any, will be allocated to the following:
- To fund the Operating Contingency Reserve
  - To fund the Tax Funded Capital Contingency Reserve
  - To fund under-funded Reserve Funds based on Council priorities or the Town's Asset Management Plan.

TOWN OF CALEDON  
2019 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

UNAVOIDABLE BUDGET INCREASES/(DECREASES)

Revenue or Expense	2018 Budget	2018 Budget Changes	2019 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2019 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues			\$0									\$0
Expenses			\$0									\$0
Net Exp./(Rev.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RECOMMENDED BUDGET REDUCTIONS

Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2019 Budget to be presented to Council (excl. Unmet Needs)
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)
			\$0	\$0
			\$0	\$0
\$0	\$0	\$0	\$0	\$0

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

# Team Caledon Plan

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

The result of this feedback is Team Caledon.

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

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

It's built on four pillars:



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

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

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

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

Launched in early February 2017, the Team Caledon plan will guide staff priorities for the remainder of this term of Council and well into the future. The alignment with the 2018 business plans is highlighted beside each activity.



BUILDING SERVICES		2018		
What method does your municipality use to determine total construction value?	Applicant's Declared Value			
	\$			
<b>Total Value of Construction Activity based on permits issued</b>	\$309,768,568			
	<b>Number of Building Permits</b>	<b>Total Value of Building Permits</b>		
Residential properties	903	\$217,612,450		
Multi-Residential properties	2	\$26,790,000		
All other property classes	173	\$65,366,118		
	1,078	309,768,568		
<b>Review of Complete Building Permit Applications: Median number of working days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal (by Category):</b>		<b>Median Number of Working Days</b>		
a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres) Reference: provincial standard is 10 working days		10		
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres) Reference: provincial standard is 15 working days		14		
c) Category 3: Large Buildings (large residential/commercial/industrial/institutional) Reference: provincial standard is 20 working days		18		
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications Reference: provincial standard is 30 working days		15		
	<b>Number of Complete Applications</b>	<b>Number of Incomplete Applications</b>	<b>Total Number of Complete and Incomplete Applications</b>	
a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres)	795	178	973	
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)	34	0	34	
c) Category 3: Large Buildings (large residential/commercial/industrial/institutional)	77	3	80	
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications	1	0	1	
<b>Subtotal</b>	<b>907</b>	<b>181</b>	<b>1,088</b>	

2017		
Applicant's Declared Value		
\$		
\$166,234,381		
<b>Number of Building Permits</b>	<b>Total Value of Building Permits</b>	
600	\$100,132,625	
3	\$24,642,250	
129	\$41,459,506	
732	\$166,234,381	
<b>Median Number of Working Days</b>		
9		
13		
19		
0		
<b>Number of Complete Applications</b>	<b>Number of Incomplete Applications</b>	<b>Total Number of Complete and Incomplete Applications</b>
695	61	756
39	2	41
62	16	78
0	1	1
<b>796</b>	<b>80</b>	<b>876</b>



## 2018 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

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PLANNING AND DEVELOPMENT		2018		
<b>Land Use Planning</b>	<b>RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS</b>	<b>TOTAL RESIDENTIAL UNITS</b>	<b>TOTAL SECONDARY UNITS</b>	
Number of residential units in new detached houses (using building permit information)	290	347	1	
Number of residential units in new semi-detached houses (using building permit information)	12	19		
Number of residential units in row houses (using building permit information)	207	207		
Number of residential units in new apartments/condo apartments (using building permit information)	144	144		
<b>Subtotal</b>	<b>653</b>	<b>717</b>	<b>1</b>	
<b>Land Designated for Agricultural Purposes</b>		<b>DATA</b>	<b>UNITS</b>	
Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2017		36,914	Hectares	
<i>Note 1: Lands redesignated from agricultural purposes through OPA 249, OPA 236</i>				

2017		
<b>RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS</b>	<b>TOTAL RESIDENTIAL UNITS</b>	<b>TOTAL SECONDARY UNITS</b>
203	250	8
10	16	0
62	62	0
112	112	0
<b>387</b>	<b>440</b>	<b>8</b>
<b>DATA</b>	<b>UNITS</b>	<i>Note 1</i>
37,089	Hectares	

RECREATION SERVICES		2018	
<b>Trails</b>	<b>DATA</b>	<b>UNITS</b>	
Total kilometres of trails (owned by municipality and third parties)	186	KM	
<b>Indoor Recreation Facilities</b>	<b>DATA</b>	<b>UNITS</b>	
Square metres of indoor recreation facilities (municipally owned)	34,637	m <sup>2</sup>	
<b>Outdoor Recreation Facilities</b>	<b>DATA</b>	<b>UNITS</b>	
Square metres of outdoor recreation facility space (municipally owned)	448,551	m <sup>2</sup>	
<i>Note 2: Trails added in 2018 are: Palgrave Community Trail, extension of Etobicoke Creek Trail and trails on Greenway Corridor. Bolton Camp Baseball Diamond was added to outdoor recreation facilities in 2018.</i>			

2017		
<b>DATA</b>	<b>UNITS</b>	<i>Note 2</i>
185	KM	
<b>DATA</b>	<b>UNITS</b>	<i>Note 2</i>
34,637	m <sup>2</sup>	
<b>DATA</b>	<b>UNITS</b>	<i>Note 2</i>
438,551	m <sup>2</sup>	



## 2018 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

TRANSPORTATION SERVICES		2018	
<b>Paved Roads</b>			
Roads: Total Paved Lane KM	1,263 KM		
Condition of Roads : Number of paved lane kilometres where the condition is rated as good to very good	560 KM		
Has the entire municipal road system been rated?	Yes		
Indicate the <i>rating system</i> used and the <i>year the rating was conducted</i>	Pavement Condition Index 2018		
<b>Unpaved Roads</b>			
Roads: Total Unpaved Lane KM	241 KM		
<b>Winter Control</b>			
Total Lane KM maintained in winter	1,611 KM		
<b>Transit</b>			
Total number of regular service passenger trips on conventional transit in service area	8,671		
Population of service area	30		
<i>Note 3: 2017 number restated based on Census instead of Employee Survey for greater accuracy.</i>			
<b>Bridges and Culverts</b>			
Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts	14,463 m <sup>2</sup>		
Have all bridges and culverts in the municipal system been rated?	Yes		
Indicate the rating system used and the year the rating was conducted	MTO Bridge Condition Index - 2017		
	<b>Number of structures where the condition of primary components is rated as good to very good, requiring only repair</b>	<b>Total Number</b>	
	48	75	
	29	60	
<b>Subtotal</b>	<b>77</b>	<b>135</b>	

2017	
1,253 KM	
682 KM	
Yes	
Pavement Condition Index 2016	
241 KM	
1,601 KM	
6,285	
30	<i>Note 3</i>
14,463 m <sup>2</sup>	
Yes	
MTO Bridge Condition Index - 2017	
<b>Number of structures where the condition of primary components is rated as good to very good, requiring only repair</b>	<b>Total Number</b>
48	75
29	60
<b>77</b>	<b>135</b>



**2018 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM**

ENVIRONMENTAL SERVICES		2018
<b>Storm Water Management</b>		
Urban Storm Water Management: Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins)		240 KM
Rural Storm Water Management: Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins)		1,221 KM

2017
235 KM
1,221 KM

# Glossary

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**ABUCC** – Albion Bolton Union Community Centre

**Account** – a classification of expenditure or revenue within a departmental budget to which an estimated budget value or actual expense/revenue amount is assigned.

**Accounting Principles** – A set of generally accepted principles for administering accounting activities and regulating financial reporting. These principles comply with Generally Accepted Accounting Principles (GAAP) for local governments.

**Accrual Accounting** – An accounting method where revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred (sometimes referred to as "full accrual", to distinguish it from modified accrual basis accounting).

**AMANDA** – A computerized document management system

**AMO** – Association of Municipalities of Ontario

**Amortization** – the allocation of a lump sum amount to different time periods, particularly for loans and other forms of finance, including related interest or other finance charges.

**Annual Budget** – A budget for a single year which identifies the revenues and expenditures for meeting the objectives of the annual financial plan

**Appropriation** – the amount of money approved by Council and set out in the budget for labour, revenue and other current operating and capital expenses

**Approved Budget** – The budget as formally adopted by the Town Council for the upcoming fiscal year.

**ARL** – Annual Repayment Limit

**ARRASC** – Arterial Roads Review Ad Hoc Steering Committee

**Audit**- An independent investigation of an organization's financial accounts.

**AVL** – Automatic Vehicle Locator

**Balanced Budget**- A budget in which the estimated revenues are equal to the estimated expenses with reserves and reserve fund adjustments.

**Base Budget** - The base budget is the previous year's budget with zero percent increase, before any in year or future year budget changes.

# Glossary

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**BCA** – Building Condition Assessment

**Bond**- a debt security representing a loan made by an investor to a borrower. The borrower is typically a corporation or the government.

**BRES** – Bolton Residential Expansion Study

**Budget**- A financial plan for a specified period that outlines planned expenditures and the proposed means of financing these expenditures.

**CAMP Agreement** – Comprehensive Adaptive Management Plan

**CAnFR** – Canadian Award for Financial Reporting

**CAO** – Chief Administrative Officer for the Town of Caledon

**Capital Asset** – An asset with a long-term nature. For budgetary purposes, a fixed asset is defined as an item whose cost exceeds \$5,000 with an expected life of more than one year.

**Capital Budget** – the expenditures and financing sources to acquire or construct Town assets.

**Capital Expenditure** – An appropriation of funds for a capital improvement project or asset. These are non-operating expenditures to acquire assets which will have a useful life greater than one year.

**Capital Forecast** – the expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.

**Capital Project**-means any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefit lasting beyond one year and results in the acquisition of, or extends the life of a fixed asset.

**CCRW** – Caledon Centre for Recreation and Wellness

**CDM** – Conservation and Demand Management

**CECC** – Caledon East Community Complex

**CEO** – Chief Executive Officer

**CFO** – Chief Financial Officer

**CLASS** – On-line Registration Management Software

# Glossary

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**CPL** – Caledon Public Library

**CPFFA** - Caledon Professional Firefighters Association

**CSA** – Canadian Standards Association

**CUPE** – Canadian Union of Public Employees

**CVC** – Credit Valley Conservation

**CWP** – Council Work Plan

**DART** – Development Application Review Team

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

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

**Development Charges** – A fee imposed on new development to assist in the funding of future off site services (infrastructure) which is needed, in part, by that new development.

**Discretionary** – Funds that are to be spent at the discretion of Council without any conditions or obligations.

**Division** – means the work of a department and each separate departmental function identified in the budget.

**DPCDSB** – Dufferin Peel Catholic District School Board

**EAB** – Emerald Ash Borer, a green beetle native to Asia and Eastern Russia that causes destruction to ash trees in its introduced range.

**ECDM** – Energy Conservation and Demand Management Plan

**Estimates** – means the budget proposal for the expenditure and revenue of Town funds for one fiscal year and includes the budget proposals for any particular department.

**Expenditures** – The cost of goods and services received for both the regular Town operations and the capital programs.

**FF&E** – Furniture, Fixtures & Equipment

**FIR** – Financial Information Return

# Glossary

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**FIS** – Finance and Infrastructure Services

**Fiscal Year** – A 12 month period (January 1 through December 31) in which the annual operating budget applies and at the end of which an assessment is made of the Town’s financial condition and performance of operations.

**FIT** – Feed in Tariff

**FOI** – Freedom of Information

**Fund** – A fiscal entity of self-balancing accounts used by governments to control common financial activities.

**Fund Accounting** – is an accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

**Fund Balance** – Funds accumulated through the under-expenditure of appropriations and/or receiving revenues greater than anticipated and included in the budget.

**GAAP** – An abbreviation for generally accepted accounting practices which are the primary benchmarks used in accounting

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

**GIS** – Geographic Information System

**Goals** – Are broad statements of direction. They identify ongoing community needs and the approach taken by the Town and departments to manage or satisfy those needs.

**GPS** – Global Positioning System

**Grant** – A financial contribution to or from governments.

**GTA** – Greater Toronto Area

**HR** – Human Resources

**HTA** – Highway Traffic Act

**HVAC** – Heating Ventilation Air Conditioning



# Glossary

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**ILS** – Integrated Library Software

**Internal Recoveries** – A method of fairly distributing overhead costs such as administrative costs to benefiting funds.

**IT** – Information Technology (may also be I.T.)

**JFCC** - Joint Fire Communications Center

**KM** – Kilometers

**LEAR** – Land Evaluation and Area Review

**LED** – Light Emitting Diode

**LEED** – Leadership in Energy and Environmental Design

**LWCA** – Lloyd Wilson Centennial Arena

**MMS** – Minimum Maintenance Standards

**MPAC** – Municipal Property Assessment Corporation.

**MRC** – Mayfield Recreation Complex

**MTO** – Ministry of Transportation

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

**NEC** – Niagara Escarpment Commission

**NFPA** – National Fire Protection Association

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

**OCIF** – Ontario Community Infrastructure Fund

**OFM** – Ontario Fire Marshal

**OMB** – Ontario Municipal Board

**OPA** – Official Plan Amendment

# Glossary

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**Operating Budget** – The Town’s financial plan which outlines proposed expenditures for the upcoming fiscal year and estimated revenues which will be used to finance them

**OPP** – Ontario Provincial Police

**OSIM** – Ontario Structure Inspection Manual

**P-Card** – Purchasing Card

**PAFR** – Popular Annual Financial Reporting

**POA** – Provincial Offences Act

**Property Tax Rate** – The rate at which real property in the Town is taxed in order to produce revenues sufficient to conduct necessary governmental activities

**Property Tax** – Tax paid by those owning property in the Town.

**PSAB** – The Public Sector Accounting & Auditing Board

**PSN** – Public Sector Network

**Reserves and Reserve Funds** – funds set aside in a separate account for a specific purpose by by-law, or required to be set aside for specific purposes as set out in a statute, regulation, or by a written agreement between the Town and another party.

**Revenue** – All funds that the Town government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**RFP** – Request for Proposal

**RFI** – Request for Information

**RIC Centre** – Research Innovation Commercialization Centre

**ROPA** – Regional Official Plan Amendment

**ROW** – Right of Way

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

**SMT** – Senior Management Team

# Glossary

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**SOLS**– Southern Ontario Library Service

**Surplus** – means the excess of revenues over expenditures

**Tax Levy** – Revenue produced by applying a given tax rate to a property's assessed, or tax value.

**Tax Rates** – The annual charges for levying property taxes to properties within the Town. These rates are applied against each \$1,000 of assessed value

**TCA** – Tangible Capital Assets

**TMP** – Transportation Master Plan

**TRCA** – Toronto and Region Conservation Authority

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

**VCOM** – Fire Department communications system