



TOWN OF CALEDON

ANNUAL BUDGET FISCAL YEAR 2020



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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Caledon
Ontario**

For the Fiscal Year Beginning

January 1, 2019

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, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



Message from the Mayor

On behalf of Members of Council, I am pleased to present the Town of Caledon's 2020 Budget. This framework will help us continue to deliver quality municipal services to our growing communities, creating a future Caledon we can all be proud of.

Here are some of this year's budget highlights:

- An overall 2.25% increase, including assumed Region of Peel and school board tax impacts, for homeowners. This represents an approximate \$114 property tax increase per typical household in 2020.
- \$43.2 million in the Roads Capital Program and \$5.2 million in the Bridge Capital Program.
- \$17.5 million to advance the design and construction of Phase 4 of the Caledon East Community Centre. Phase 4 will include a pool, library, and additional meeting spaces.
- \$1.3 million for improvements to sports fields and playgrounds, including accessibility improvements.
- \$500,000 to proactively address illegal parking and storage of tractor trailers and commercial vehicles through a dedicated task force, education and outreach.

I would like to take this opportunity to thank Council and staff for their hard work and contribution to the Town's 2020 Budget. I also want to say a big thank you to our residents who came out and had their say at our town hall open house, budget consultation meetings and shared online.

Sincerely,



Mayor Allan Thompson

Table of Contents

| CONTENTS | PAGE NO. |
|--|-----------------|
| 2019 Distinguished Budget Presentation Award | 2 |
| Message from the Mayor | 3 |
| Table of Contents | 4 |
| Welcome to Caledon | 6 |
| Town of Caledon Organizational Chart | 20 |
| Town of Caledon Full-time Headcount | 21 |
| Overview of Budget Processes and Policies | 23 |
| 2020 Operating Budget Summary | 41 |
| 2020 Approved Change in Service Levels | 42 |
| 2020 Operating Budget – Expenditures by Department (Chart) | 44 |
| 2020 Operating Budget – Revenues by Department (Chart) | 45 |
| Major Revenue Sources and Trends | 46 |
| Town of Caledon 2020 Capital Budget Summary | 48 |
| 2020 Approved Capital Budget | 49 |
| Town of Caledon Details of Major Capital Projects for 2020 | 52 |
| 2021 – 2030 Capital Forecast | 57 |
| Debt and Long-Term Debt Limit | 59 |
| Reserves and Reserve Funds | 64 |
| 2020 BUSINESS PLANS BY DEPARTMENT | |
| Community Services | 71 |
| Corporate Services | 126 |
| Finance & Infrastructure Services | 145 |
| Strategic Initiatives | 178 |

Table of Contents

| APPENDICES | PAGE NO. |
|--|-----------------|
| A – Council Work Plan | 201 |
| B – Long-Term Strategic Financial Plan | 209 |
| C – Operating Budget Template | 223 |
| D – Team Caledon Plan | 224 |
| E – 2019 Municipal Performance Measurement Program | 226 |
| Glossary | 230 |

Welcome to Caledon



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

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

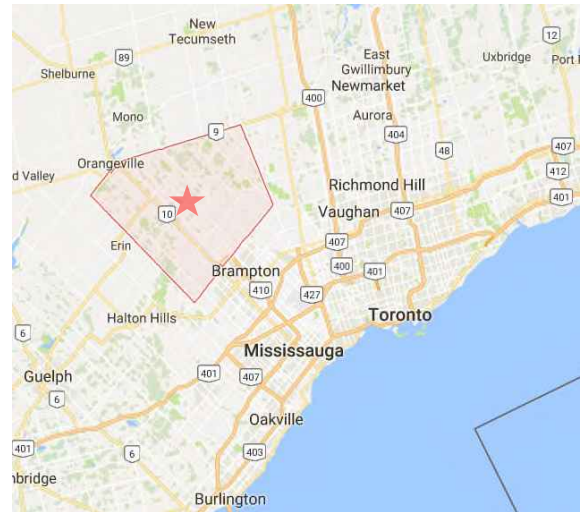
Today, the Town of Caledon offers many services and prospects for residents that help make Caledon a safe, active, healthy and enjoyable community to call home. For several years running, Caledon made the Maclean's magazine's annual rankings of "Canada's Safest Cities". Caledon was named by MoneySense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

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

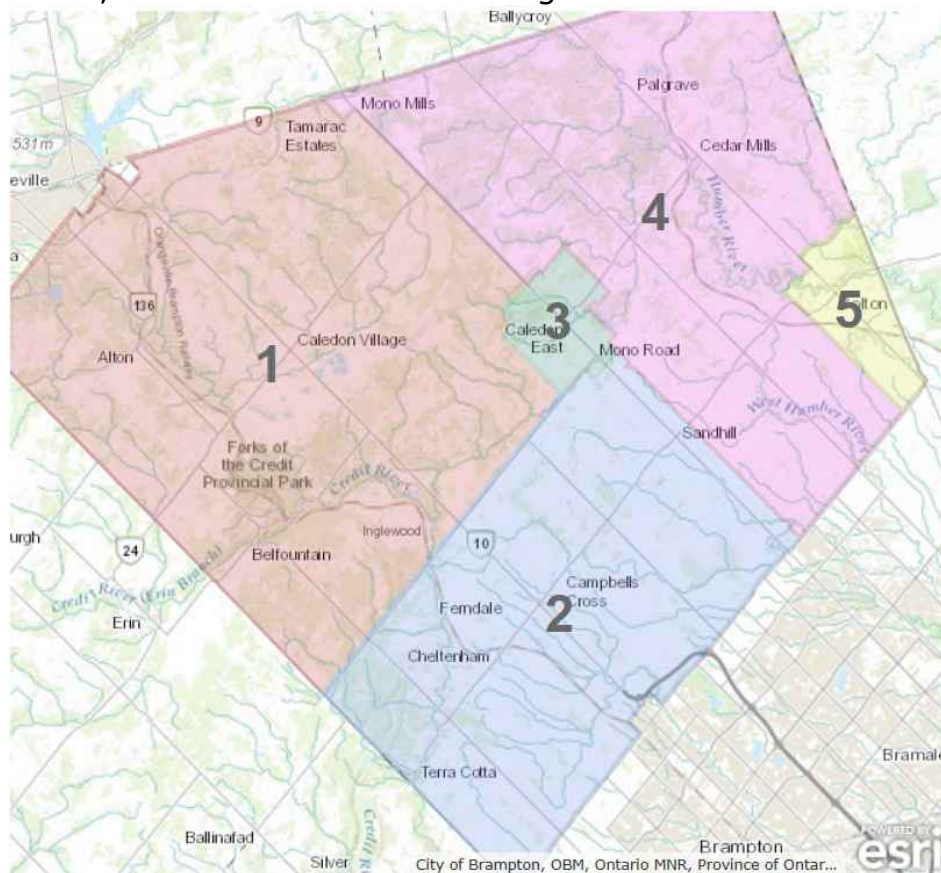
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

Welcome to Caledon

A vibrant community of 72,900 residents, Caledon benefits from its strategic location in the Greater Toronto Area (GTA). The GTA's population of over five million people continues to grow, and there are over 135 million people within a 500-mile radius of Caledon. This translates to an abundant, diversified and skilled labour force.



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



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

Welcome to Caledon

| Ward | Regional Councillors | Area Councillors |
|------------|----------------------|------------------|
| Mayor | Allan Thompson | |
| Ward 1 | Ian Sinclair | Lynn Kiernan |
| Ward 2 | Johanna Downey | Christina Early |
| Ward 3 & 4 | Jennifer Innis | Nick deBoer |
| Ward 5 | Annette Groves | Tony Rosa |



Ward 1
Ian Sinclair



Ward 1
Lynn Kiernan



Ward 2
Johanna Downey



Ward 2
Christina Early



Ward 3 & 4
Jennifer Innis



Ward 3 & 4
Nick deBoer



Ward 5
Annette Groves



Ward 5
Tony Rosa

Welcome to Caledon

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

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

Lifestyle - The Best of All Worlds

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

- **Housing Options**

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

- **Shopping**

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

- **Schools**

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

- **Healthcare**

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

- **Arts and Lifestyle**

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

Welcome to Caledon

Excellent Infrastructure and Location

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

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

The Natural Course of Business

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

Green Development Program

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

Development Charge discounts are also offered for buildings that incorporate green technologies including: solar hot water systems, transpired solar collectors and solar photovoltaic systems.



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

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

Welcome to Caledon

Roads

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

Rail

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

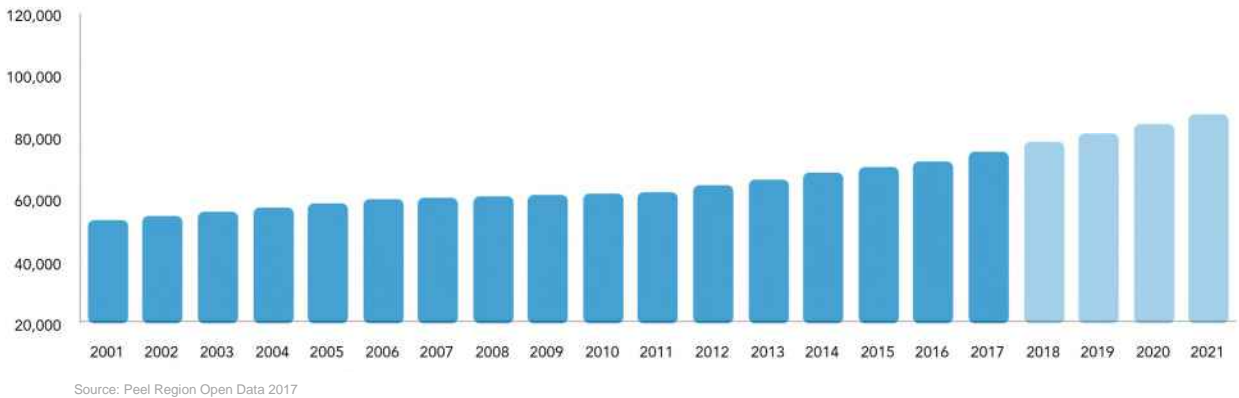
Air

The Greater Toronto Airports Authority operates Toronto Pearson International Airport (YYZ), a leading international gateway only 30 minutes south of Caledon. With direct access via Highway 427, Pearson is Canada's largest and busiest international airport with cargo service to sixteen North American and international destinations. Passengers can fly non-stop or with same plane service to more than 174 cities around the world. Caledon's centrally-located regional airport offers convenient air taxi service to major Ontario destinations and thousands of other North American airports. Companies can also take advantage of executive and priority express delivery services for small packages.

Welcome to Caledon

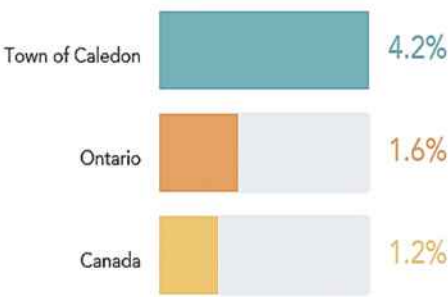
Demographics

Town of Caledon Population

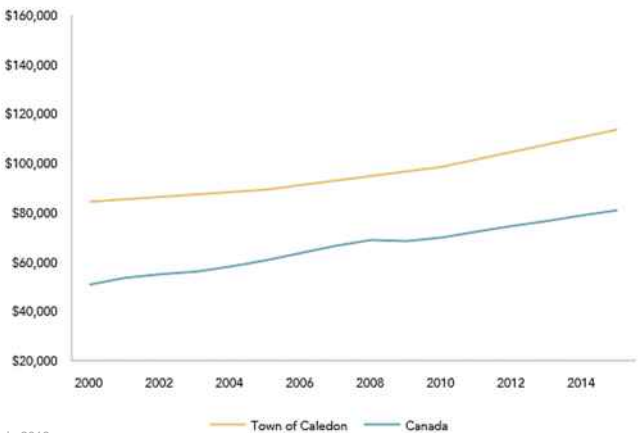


Over the last decade, the Town’s population has significantly increased by 19.3%. At this rate of growth, the population is expected to exceed 87,000 people in 2021. By 2041 Caledon will have a population of 160,000 people and 80,000 new jobs, as prescribed by the Province of Ontario Places to Grow Plan.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



Median Household Income



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

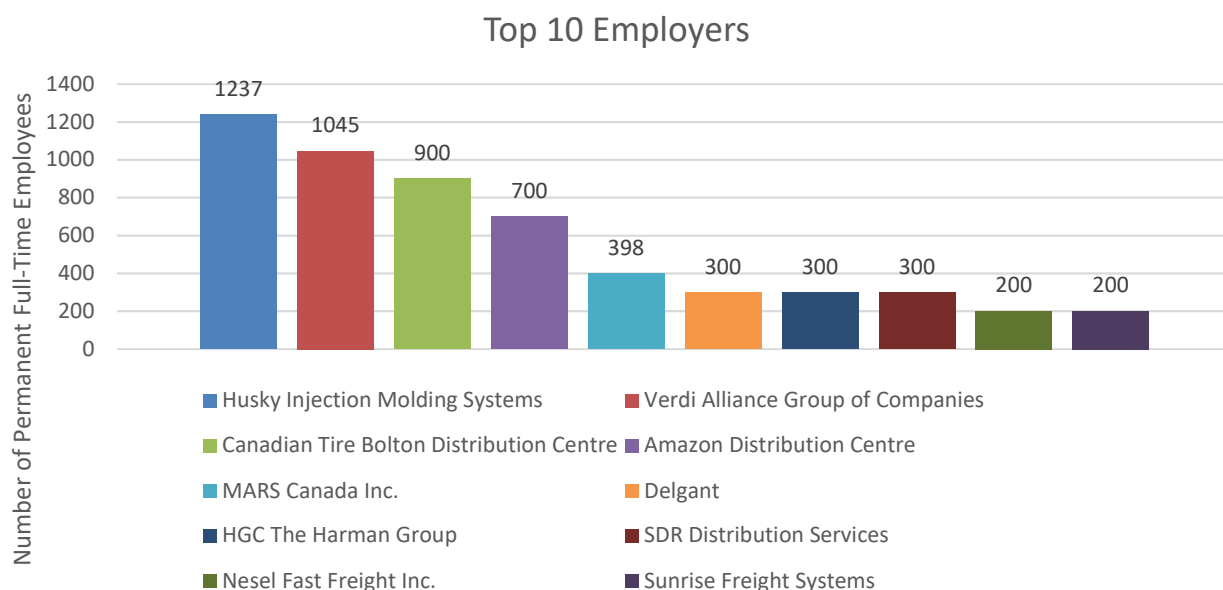
Welcome to Caledon

Business Climate

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

| Top 10 Corporate Taxpayers |
|--|
| HUSKY INJECTION MOLDING SYSTEMS |
| VERDI ALLIANCE GROUP OF COMPANIES |
| CANADIAN TIRE BOLTON DISTRIBUTION CENTRE |
| AMAZON DISTRIBUTION CENTRE |
| MARS CANADA INC. |
| DELGANT |
| HGC THE HARMAN GROUP |
| SDR DISTRIBUTION SERVICES |
| NESEL FAST FREIGHT INC. |
| SUNRISE FREIGHT SYSTEMS |

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



Town of Caledon Senior Management Team

OFFICE OF THE CAO & CORPORATE SERVICES

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



Carey Herd,
Acting CAO,
General Manager,
Corporate Services /
Town Clerk

COMMUNITY SERVICES

- Parks
- Recreation
- Planning & Development
- Policy & Sustainability
- Building & Support Services
- Fire & Emergency Services



Peggy Tollett
General Manager,
Community Services

FINANCE & INFRASTRUCTURE SERVICES

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



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

STRATEGIC INITIATIVES

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



David Arbuckle
General Manager,
Strategic Initiatives

Welcome to Caledon

The Town of Caledon is divided into the following departments:

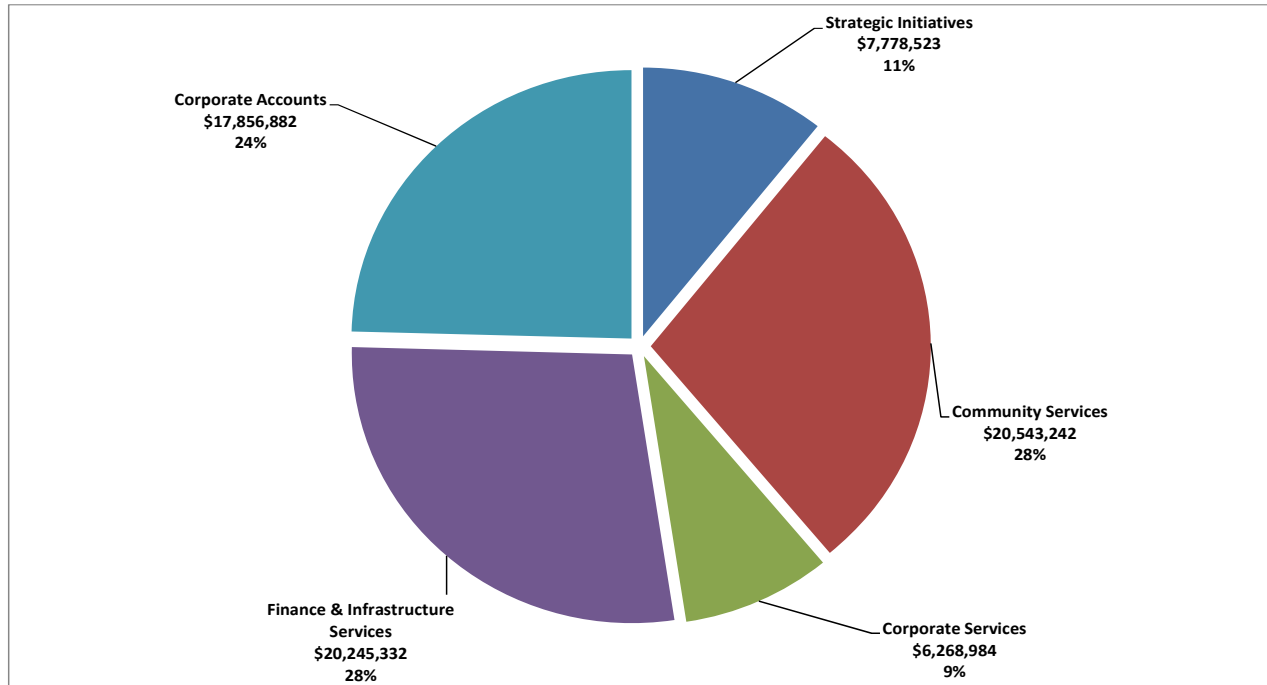


Chart is based on the 2020 Net Budget per Department and excludes Taxation Revenue.

1) Corporate Services Department

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

2) Community Services Department

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

Building Services

Administering and enforcing the *Building Code Act* and the Ontario Building Code with respect to buildings while maintaining mandatory legislative requirements and providing an excellent level of service. The division helps to improve customer service by reducing review times and resubmissions of additional information and providing better communication with applicants and their consultants through the permit application process. Bill 124 amended the *Building Code Act* by requiring that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act which is why

Welcome to Caledon

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

Planning and Development

The division helps to create a prosperous and livable community that values its past, respects the environment and looks to the future by:

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

Policy & Sustainability

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

Fire and Emergency Services

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

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



Welcome to Caledon

Parks and Recreation

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



Welcome to Caledon

3) Strategic Initiatives Department

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

Caledon Public Library

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



The Caledon Public Library serves and benefits Caledon by:

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

Welcome to Caledon

4) Finance and Infrastructure Services Department

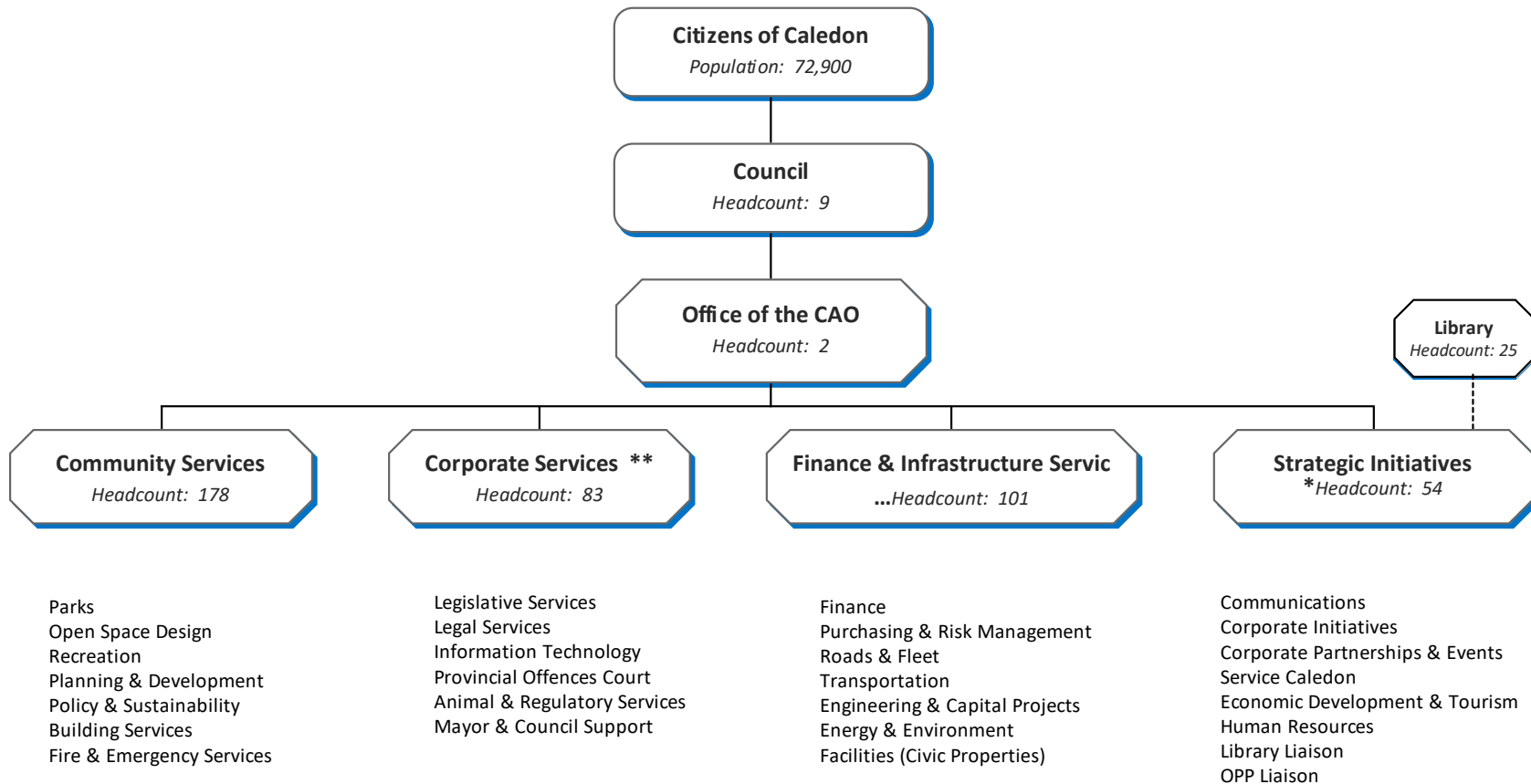
This department helps to shape the future of the community by providing corporate-based financial services, procurement, risk management, customer service, property tax and revenue as well as infrastructure services that enhances the current/long-term vision, goals and performance of Town Council, our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



Staff Complement is Full-time Only

Details of divisions within each department available in Departmental Business tabs

Total 2020 Approved Headcount 416 (includes two (2) full-time positions for knowledge transfer of retirees)

Population taken from the Peel Data Centre (2018 mid-year population)

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

| DEPARTMENT | 2018 Approved | 2019 Approved | 2020 Proposed |
|--|------------------|------------------|------------------|
| Strategic Initiatives | 49 | 53 | 54 |
| General Manager | 1 | 1 | 1 |
| Communications | 3 | 4 | 4 |
| Corporate Initiatives | 2 | 2 | 2 |
| Corporate Partnerships & Events | | 1 | 1 |
| Service Caledon | 6 | 7 | 7 |
| Economic Development | 4 | 4 | 4 |
| Library Liaison | 24 | 25 | 25 |
| OPP Liaison | | | |
| Human Resources* | 9 | 9 | 10 |
| Community Services | 164 | 169 | 178 |
| General Manager | 1 | 1 | 1 |
| Administration | 1 | 1 | 4 |
| Parks | 16 | 17 | 17 |
| Recreation | 63 | 63 | 66 |
| Planning & Development | 18 | 19 | 20 |
| Policy & Sustainability | 10 | 10 | 10 |
| Building & Support Services | 20 | 23 | 24 |
| Fire & Emergency Services | 35 | 35 | 36 |
| Corporate Services | 78 | 79 | 83 |
| Office of Chief Administrative Officer | 2 | 2 | 2 |
| General Manager | 1 | 1 | 1 |
| Administration | | 1 | 1 |
| Information Services | 4 | | |
| Legislative Services | 6 | 8 | 8 |
| Legal Services | 12 | 12 | 13 |
| Information Technology | 18 | 18 | 17 |
| Provincial Offences Court | 11 | 11 | 13 |
| Animal & Regulatory Services | 12 | 14 | 16 |
| Mayor & Council Support | 12 | 12 | 12 |

Town of Caledon Full-Time Headcount

| Finance and Infrastructure Services | 95 | 97 | 101 |
|--|------------|------------|------------|
| General Manager | 1 | 1 | 1 |
| Administration | 3 | 3 | 3 |
| Finance | 17 | 19 | 19 |
| Purchasing & Risk Management | 7 | 7 | 7 |
| Roads & Fleet | 42 | 42 | 44 |
| Transportation | 4 | 5 | 5 |
| Engineering & Capital Projects | 11 | 10 | 12 |
| Energy & Environment | 3 | 3 | 3 |
| Facilities (Civic Properties) | 7 | 7 | 7 |
| Total Headcount | 386 | 398 | 416 |

*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

BUDGET INFLUENCES

As noted in the budget schedule section, work on the Town's budget began in the Spring of 2019. For the 2020 budget, staff were directed to follow the 2018-2022 Council Work Plan in identifying priorities to be funded in this year's budget. The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the Council Work Plan's goals and objectives.

The Town of Caledon's annual budgets are 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 2020 budget.

Caledon Council Work Plan (CWP)

With the Council inauguration on 4-December-2018, the new Council developed 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 is a major influence to budgets starting with the 2020 budget, which is outlined in Appendix A. The Council Work Plan (2018-2022) identifies the following 4 priority areas listed below:

| Council Work Plan Priorities | |
|------------------------------|--|
| Priority Area | Priority Vision Statement |
| Sustainable Growth | Ensure that Caledon grows in a balanced and sustainable manner |
| Connected Community | Strengthen the bonds that connect the community |
| Improved Service Delivery | Improve service delivery to reflect the changing needs of the community |
| Good Governance | Steward resources through sensible, prudent budgeting and transparent, participatory decision-making |

The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the CWP's objectives. Specifically, the departmental business plans include a section for departments to outline their 2020 departmental priorities, goals and initiatives; how the initiatives/goals are funded and how the initiatives/goals help achieve the actions, goals, and objectives of the CWP.

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

Corporate Strategic Plan (Team Caledon Plan)

As a direct result of the Council Work Plan, management rolled out a Corporate Strategic Plan (See Appendix B) in 2016 to obtain Town staff's input into the corporation's goals and a visioning exercise. This Corporate Strategic Plan provided a specific list of goals that were tied to Department's Business Plans and Department's 2020 goals.

Overview of Budget Processes and Policies

BUDGET IMPACTS

Base Annual Operating Budget Impacts

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

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

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

All 2020 base operating budget increases and decreases are categorized into one of the following sub-categories by department (see table below). All departmental base budget increases/decreases are rolled-up for the Town, as a whole, to communicate the overall impact to the Town's Operating Budget in the same categories and sub-categories:

Unavoidable Budget Changes

| | |
|--|--|
| Mandatory Legislation | Includes new or a change in legislation that requires the department to incur additional costs to start a new service or change service levels. |
| Employee Compensation | This is directly linked to existing staffing and includes negotiated union contract adjustments for union staff, economic adjustments for non-union staff, job rate progression, and benefit adjustments such as statutory deductions (Canada Pension Plan, Employment Insurance) and pension rate adjustments related to the Ontario Municipal Employees Retirement System (OMERS). |
| Annualization of New Staff | If partial-year funding for a new hire was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified. |
| Annualization of New Services | If partial-year funding for new services was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified. |
| Inflationary | This section is used to identify budget increases due to rate increases for items such as maintenance supplies/services, insurance, winter maintenance salt. This section excludes utilities, which is specifically identified below. |
| Utilities | This section is used to identify utility changes; projected rate changes are provided from Finance and the volume changes are determined by the department responsible for the facility. |
| Revenues | This section is for departments to identify revenue adjustments based on volume only. |
| Previously Approved Council Initiatives | Council reports that have 2020 budget implications are included in the base 2020 budget as an unavoidable budget increase in this section. |

Overview of Budget Processes and Policies

Recommended Budget Reductions

| | |
|--------------------------------------|---|
| Service Delivery Efficiencies | Departments are required to find base operating budget reductions without a reduction to service levels. That is, the same level of service as in 2019 but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.) |
| New Fees/Revenues | Incremental revenue impact of new fees or charges for a product, service or program that the Town has not charged for in the past. |
| Fee Rate Increases | Incremental revenue impact of proposed increases to existing fees in the fees by-law. |

Short-term Inflationary Factors

Each year major items are reviewed and data is gathered on factors that could potentially influence the next year's budget. Short-term inflationary factors, such as rate changes for Town purchases, are projected and communicated to cost centre managers for incorporate into the 2020 budget, if applicable

Budget Assumptions

Consumer Price Index used for the 2020 budget is 2.0% based on Bank of Canada statement release on April 2019.

Insurance = 15% increase on 2019 Actuals

Utilities:

Natural Gas = 13.9% rate increase and implementing the federal carbon tax which began billing on August 1st, 2019

Staff were asked to adjust the budget up or down based on projected volume for 2020 for factors like historical actuals, new energy efficient equipment recently installed and building changes;

Water = 6.3% rate increase; adjusted for volume changes, if applicable.

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

- General Service Demand accounts (7 largest electricity consuming facilities; i.e. Town Hall, larger recreation complexes, OPP): 2.8% increase
- Time of Use Accounts (smaller facilities and most fire halls): 1.5% increase, rates are tied to inflation and estimated CPI increase
- Spot Market Accounts (Yards, Animal Shelter etc): 2.1% increase due to the influence of natural gas rate increases and Class A electricity accounts putting more pressure on these facilities.
- Streetlights: Increase of 2.9%

Staff made adjustments to volume changes first based on a 3 year historical average of consumption and accounting for building expansions and efficiencies, and then the rate increase was applied to 2019 actual and projected costs.

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2019, new improved energy efficient equipment replacements in 2019 that will lower consumption/utility volumes in 2020, facility expansions or major renovations. Items that impact utility budget forecasts are the weather, generating capacity, political and regulatory environment (i.e. federal or provincial level changes) and the economy. Staff were also provided with a utility worksheet that was prepared by the

Overview of Budget Processes and Policies

Town's Energy and Environment team using consumption history from the energy management software to project future costs. The projections for 2020 were based on budget recommendations provided by the Town's energy markets consultant and a 3-year average volume consumption adjusted for known anomalies such as severe weather, equipment issues or changes to hours of operations.

Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2020 budget implications are identified during the year and the 2020 budget implications are included in the base 2020 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2019 budget that now should be removed from the base in the 2020 operating budget.
3. Annualization of items approved in the 2019 budget.

The list below identifies previously approved council initiatives that have an impact on the 2020 budget:

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2020 BASE OPERATING BUDGET

| Department | Description | Annualized Amount (\$) |
|---|--|------------------------|
| Removal of One-time Costs | | (190,049) |
| Community Services | Removal of one-time contract costs - Mayfield West Phase 2 - 2019 Change in Service Level#17 | (63,547) |
| Community Services | Removal of Operating Costs - Temporary locations for Southfields - 2017 Change in Service Level#30 | (48,102) |
| Corporate Accounts | Removal of one-time computer purchases for new staff under 2019 Changes in Service Levels | (28,000) |
| Finance & Infrastructure | Removal of one-time purchase and installation costs - Beautifying Village Cores - 2019 Change in Service Level#37 | (35,000) |
| Finance & Infrastructure | Removal of one-time furniture purchases for new staff under 2019 Changes in Service Levels | (15,000) |
| Finance & Infrastructure | Reduce costs to annualize amount related to Crossing Guard Safety Equipment - Part time school crossing guards - 2019 Change in Service Level#13 | (400) |
| Annualized Salaries and Benefits | | 83,628 |
| Finance & Infrastructure | Annualized costs of Sustainable Transportation Coordinator - 2019 Change in Service Level#15 | 29,433 |
| Finance & Infrastructure | Annualized costs of Sustainable Transportation Engineering Analyst Coop - 2019 Change in Service Level#16 | 12,230 |
| Strategic Initiatives | Annualized costs of Production Artist Salary - 2019 Change in Service Level#8 | 19,890 |
| Strategic Initiatives | Annualized costs of Business Analyst Salary - 2019 Change in Service Level#7 | 22,075 |

Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2020 BASE OPERATING BUDGET (Continued)

| Department | Description | Annualized Amount (\$) |
|---|---|------------------------|
| Unavoidable Costs | | 135,200 |
| Community Services | Grass cutting and string trimming for Albion Bolton Agriculture Society track and field area ((Tentative upon Council approval of December Staff Report)) | 7,500 |
| Corporate Accounts | 2020 OMPF (Ontario Municipal Partnership Fund) projected Grant reduction - Staff Report 2017-138 | 122,700 |
| Corporate Accounts | Increase funding for the Municipal Agricultural and Community Grant (MACG) - 2019 Change in Service Level#9 | 5,000 |
| Operating Impact of Council Approved Capital Projects | | 858,406 |
| Community Services | Incremental revenue of Capital project #19-103 Johnston Sports Park | (5,000) |
| Community Services | Operating impact of Capital project #19-103 Johnston Sports Park | 11,000 |
| Community Services | Operating impact of Capital Project 17-129 Fire Training Facility | 14,800 |
| Community Services | Operating impact of Capital project #19-112 Sports Field Improvements | 500 |
| Community Services | Year three of a three-year phase in of New Community Centre in Southfields - 2018 Change in Service Level #13 | 328,668 |
| Corporate Accounts | Operating impact of Capital Project 18-067 IT Infrastructure Maintenance & Upgrades | 5,000 |
| Corporate Accounts | Operating impact of Capital Project 18-068 AMANDA | 16,900 |
| Corporate Accounts | Operating impact of Capital Project 18-148 Human Resources Management System Enhancement | 8,000 |
| Corporate Accounts | Operating impact of Capital Project 19-136 Application Enhancement Maintenance & Upgrades | 600 |
| Finance & Infrastructure | Phase in of funding required for the Debt Servicing costs of 2017 Enhanced Roads Program - Capital Project #17-038 | 320,000 |
| Strategic Initiatives | Year three of a three-year phase in of New Community Centre in Southfields (Library) - 2018 Change in Service Level #13 | 149,118 |
| Strategic Initiatives | Operating impact of Capital Project#19-036 Albion Bolton Branch Refurbishment/Improvements | 4,500 |
| Strategic Initiatives | Operating impact of Capital Project#19-037 Wireless Public Print Management System | 4,320 |
| Net result of Unavoidable Budget Increases to be included in 2020 Budget | | 887,185 |

Overview of Budget Processes and Policies

BUDGET PROCESS

In May 2019, in preparation for the 2020 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 2018 actuals, 2018 budget, current year 2019 budget which is considered the base budget, as well as 2019 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 2020 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 2020 Budget.

A sample of the 2020 Operating Budget template is shown below and is also available in Appendix C.

TOWN OF CALEDON 2020 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

| Revenue or Expense | 2019 Budget | 2019 Budget Changes | 2020 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | | Previously Approved Council Initiatives | 2020 Adjusted Base Budget |
|--------------------|-------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|----------|----------------|----------------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | (L)=(C) TO (K) | | | |
| | (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 (M) | New Fees/Revenues (N) | Fee Rate Increases (O) | (P) = (M) to (O) | Total Base Budget Reductions | 2020 Budget to be presented to Council (excl. Unmet Needs) |
| | | | \$0 | | \$0 |
| | | | \$0 | | \$0 |
| \$0 | \$0 | \$0 | \$0 | | \$0 |
| Tax Increase/(Decrease) compared to "base budget" (C) | | | | | \$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 2020 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:

| Change in Service Level Business Case | | | |
|--|----|-----------------|------------------|
| Request/Project Name: | | Request Number: | Priority Number: |
| Department: | | Division: | |
| I. Executive Summary | | | |
| Overview of Proposal (How/Why) | | | |
| | | | |
| II. Background | | | |
| Current Service Level (Describe the existing level of service provided): | | | |
| | | | |
| Risks (What are the risks of not implementing this change? Is there urgency? What are the consequences?) | | | |
| | | | |
| III. Recommendation | | | |
| Net Tax Impact | | 2020 | Annualized |
| Re-occurring | \$ | - | \$ |
| One-Time | \$ | - | \$ |
| Total Net Tax Impact | \$ | - | \$ |
| Total Full-time Equivalent(s) (FTEs) | | | |
| Proposed Service Level Impact (Recommendation) | | | |
| | | | |

Fee By-law Template

Overview of Budget Processes and Policies

enforce the Act. All fees were then further reviewed by staff for any needed adjustment as part of the 2020 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 2020 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2020 Budget.

Recreation

In 2017, 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%. As part of the 2020 budget, Recreation restructured their accounts to better align with the recreation reporting structure. As a result budget was re-allocated and the distribution of overhead to Parks was revised to better reflect the allocation of administration costs which had an impact on the recreation subsidy. In addition, the pre-approved council initiatives for 2020 such as the operating budget for the new Southfields Community Centre along with the 2020 proposed recreation Changes in Service Levels have resulted in a Recreation Subsidy of 49%. As the Town continues to grow, user fees from the new recreations facilities will increase and the tax subsidy may decrease back to previous levels.

Headcount Information

Departments are provided with the current year (2019) employee information to be reviewed for the 2020 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 proposed 2020 Capital Budget.

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

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

As part of the Capital Budget Template it is identified if there will be a future operating budget impact upon completion of the capital project. The 2020 Capital budget will result in the estimated future unavoidable operating budget impact for 2021 as follows:

| TOWN OF CALEDON | | | | | | |
|--------------------------------|--------|------------|----------|----------|------|---------|
| Capital Projects | | | | | | |
| Project | 20-XXX | | | | | |
| Department | | | | | | |
| Version | | Year | 2020 | | | |
| Description | | | | | | |
| PROJECT DESCRIPTION | | | | | | |
| | | | | | | |
| REASON FOR PROJECT | | | | | | |
| | | | | | | |
| Budget | | | | | | |
| | Total | 2020 | 2021 | 2022 | 2023 | 2024 |
| Expenditures | | | | | | |
| | | | | | | |
| Expenditures Total | | | | | | |
| Funding | | | | | | |
| Tax Levy Funding/Other Funding | | | | | | |
| Funding Total | | | | | | |
| Operating Impact | | | | | | |
| | 2020 | Annualized | FT Staff | PT Staff | | |
| Operational Savings | | | | | | |
| Total | | | | | | |
| 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):

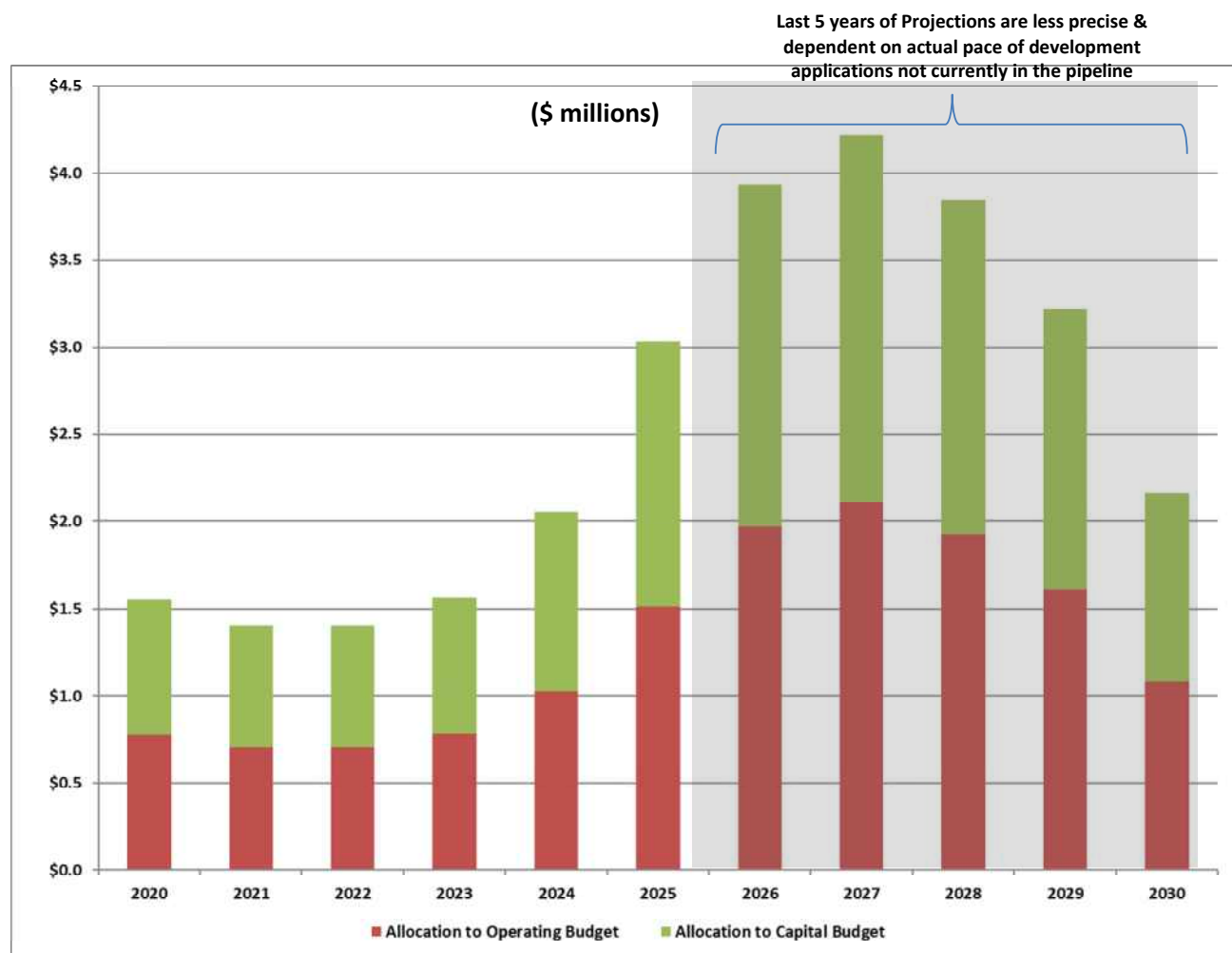
Incremental tax revenues from assessment growth is to be allocated to the tax levy funded Capital program annually equal to the greater of:

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

For 2020 the Town is to use 50% of assessment growth to fund capital projects.

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

Assessment Growth Projection



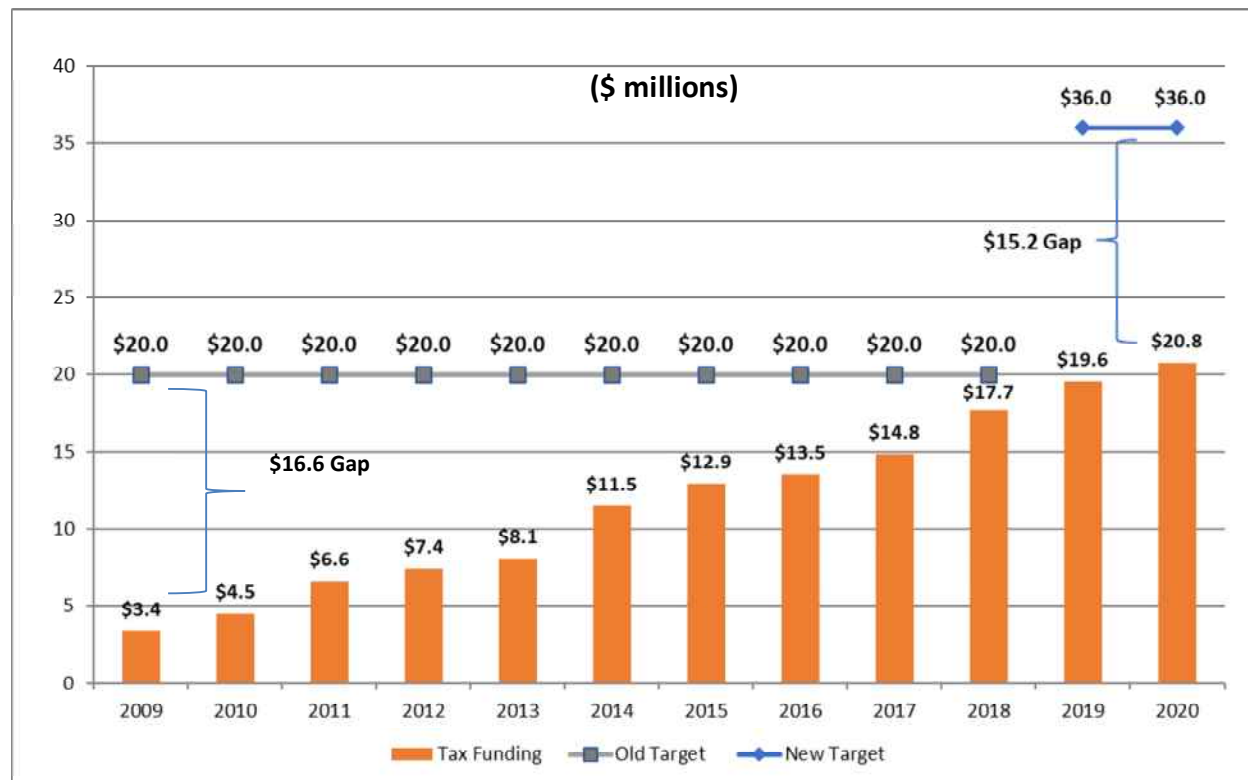
Overview of Budget Processes and Policies

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 2020 capital budget to \$15.2 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

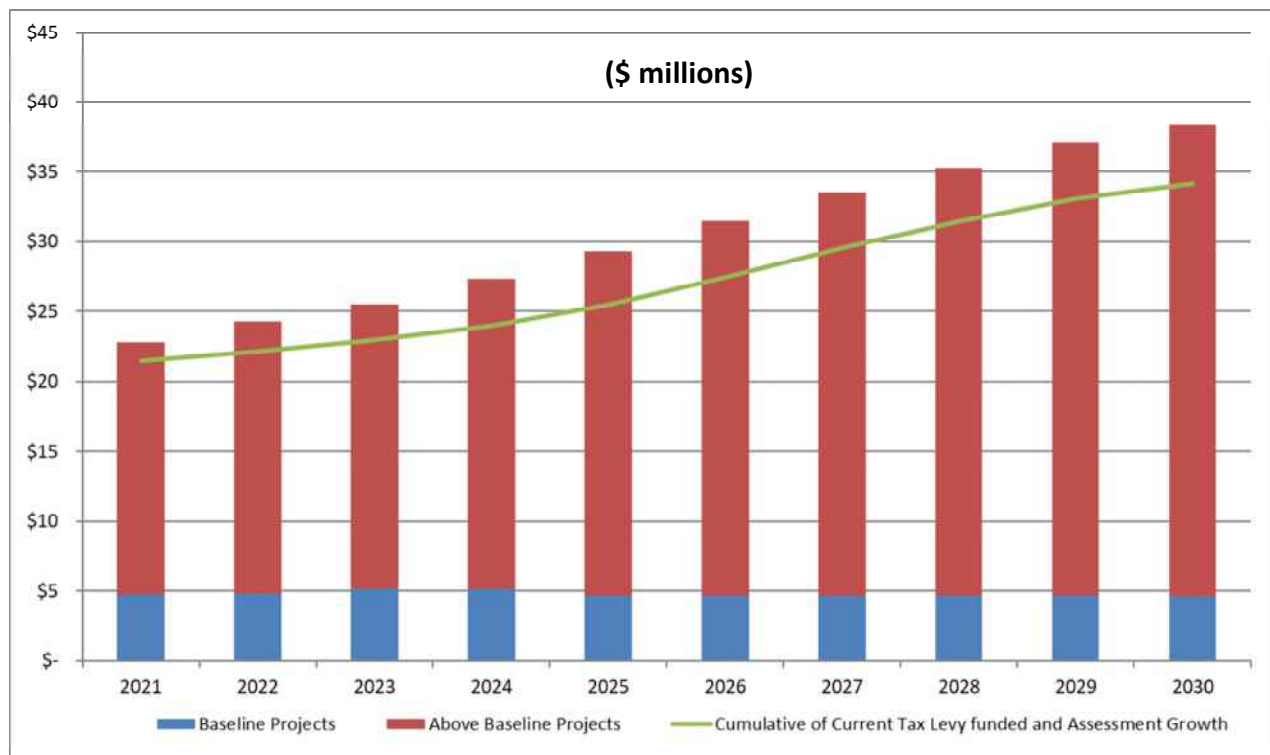
10-Year Capital Forecast Template

Departments were also provided the 10-year Capital forecast used in the proposed 2020 Budget to:

- Update their capital requirements for an additional year (e.g. 10th year of the capital projection needs to be added annually);
- Update based on changes in priorities, new costing information;
- Obtain preliminary information to prepare the 2020 Capital Budget templates (e.g. capital requests for 2020)

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

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



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

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

Overview of Budget Processes and Policies

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

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

2020 Budget Timelines

In May, departments were provided the 2020 headcount information that relates to salaries and benefits for all staff. Managers were required to return the headcount information to Finance by August 2nd, 2019, 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 6, 2019.

Over a period of four 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 2020 Operating Budget and other recommended target reductions.

The 2020 proposed Operating and Capital Budgets were presented to Council for review on November 19, 2019. The schedule of the Town's 2020 Budget process for Council following Town staff's internal budget preparation is outlined below:

2020 Budget Timeline

| | |
|---|--|
| Nov 1 st – Dec 1 st | Online Budget Survey ~ Have your Say! |
| Nov 11 th | 2020 Budget Binders distributed to Council and posted on the Town's website – caledon.ca/budget |
| Nov 19 th 9:30AM | Budget Introduction and Presentation, Department Presentation's |
| Nov 27 th 7:00PM | Budget Drop in Open House ~ Have your Say! |
| Dec 10 th 7:00PM | General Committee Meeting 2020 Proposed Budget Deliberations |
| Dec 17 th 7:00PM | Council Budget Meeting Final Consideration of 2020 Proposed Budget and 2020 Proposed Fees By-Law |

A Town Council meeting was scheduled for November 19, 2019 in the Council Chambers. At that meeting Town staff provided Council with an overview of the Operating and Capital Budgets, including increases or changes to service levels (new services, additional service levels, and additional staff) that were recommended to be funded. An evening Public Open House was held on November 19th for the

Overview of Budget Processes and Policies

public to meet with staff and ask questions regarding the 2020 Budget. Budget deliberations were held at the General Committee meeting on December 10th with the finalization and approval of the 2020 Budget at the Council meeting scheduled for December 17th.

Communications and Engagement in the 2020 Budget Process

Social Media used to engage the Public

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

Feedback from Taxpayers

An Open House regarding the 2020 budget at Town Hall was scheduled for November 19th, 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.

BUDGET ROLES AND RESPONSIBILITIES

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

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

Overview of Budget Processes and Policies

BUDGET POLICIES ON AMENDMENTS AFTER ADOPTION

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

Increase to Capital Budgets

Where authority has been given in the budget for a particular project, the appropriate General Manager and the Treasurer may jointly approve increases to such authorized amounts provided that the total amount of the increase:

- a) does not exceed the lesser of 10% of the applicable capital budget or \$10,000.00; 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

BUDGET ACCOUNTING POLICY

As in prior years, the Town of Caledon's 2020 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 2020 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2020 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2020 Operating Budget.

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

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

Overview of Budget Processes and Policies

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

The following table below outlines the high-level adjustments made that converts the balanced 2019 Budget prepared on the fund basis of accounting to an estimated \$53.8 million surplus which will increase to the Town's accumulated surplus when preparing the 2020 financial statements in accordance with PSAB.

| | \$ Millions | |
|--|-------------|---------------|
| 2020 Proposed Budget - Fund Accounting | | |
| 2020 Proposed Operating Budget Revenues | \$104.9 | |
| 2020 Proposed Operating Budget Expenses | (\$104.9) | |
| 2019 Operating Budget Surplus/(Shortfall) - Fund Accounting | | \$0.0 |
| Proposed 2020 Tangible Capital Asset Amortization | (\$19.8) | |
| 2020 Proposed Budget Tax Levy Funded Capital Program | \$20.8 | |
| 2020 Proposed Capital Budget Items not considered TCA | (\$2.0) | |
| 2020 Proposed Budget Transfer from Reserves considered | | |
| Deferred Revenue & Other external Funding (e.g. grants) | \$50.3 | |
| | | \$49.3 |
| Revised surplus after accounting for TCA | | \$49.3 |
| Other Full Accrual Adjustments | | |
| Net 2020 Budget Transfers to Reserves not considered as | | |
| Expenses | \$3.2 | |
| Long Term debt Principle Payment (External) | \$1.3 | |
| | | \$4.5 |
| Estimated Impact on the ending 2020 Accumulated Surplus | | \$53.8 |

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 \$19.8 million is a significant full accrual adjustment that historically has resulted in a full accrual budget deficit. For 2020 we have more transfers from reserves/grant funding which is causing a \$53.8 million 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 2020 Operating Budget Summary

A summary of the 2020 Net Operating Budget Expense (Expenses less Revenue) by department is listed below with a comparison to the 2018 and 2019 Budget.










| DEPARTMENT | 2018 BUDGET | 2019 BUDGET | 2020 BUDGET |
|--|----------------|----------------|----------------|
| Strategic Initiatives | \$ 6,619,698 | \$ 7,253,440 | \$ 7,778,523 |
| Community Services | \$ 17,964,050 | \$ 19,187,997 | \$ 20,543,242 |
| Corporate Services | \$ 5,394,952 | \$ 5,670,210 | \$ 6,268,984 |
| Finance & Infrastructure Services | \$ 18,005,414 | \$ 19,076,193 | \$ 20,245,332 |
| Corporate Accounts | (\$47,984,114) | (\$51,187,840) | (\$54,836,081) |
| Total | \$ - | \$ - | \$ - |

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 2020.

A summary of the 2020 approved Changes in Service Levels is listed on the next three pages. For the 2020 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.






2020 Proposed 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.


| Council Work Plan Priorities | Department | Division | Ref # | Description | 2020 Net Budget \$ | Full Time Headcount | Annualized Budget \$ |
|---|--|---------------------------|-------|--|--------------------|---|----------------------|
|  Good Governance | Community Services | Recreation | 18 | Caledon East Community Centre Expansion Phase-In of Operating Budget | \$110,361 |  | \$331,632 |
|  Good Governance | Community Services | Recreation | 21 | Inglewood Community Centre Expansion Phase-In of Operating Budget | \$10,638 | | \$28,539 |
|  Sustainable Growth | Community Services/Finance & Infrastructure Services | Planning & Development | 17 | Mayfield West Phase 2 Engineering Support Contract and Project Manager - Development Inspections | \$155,335 |  | \$114,377 |
|  Connected Community | Corporate Services | Regulatory Services | 2 | Funding to continue supporting the Community Cat Program | \$10,000 | | \$10,000 |
|  Connected Community | Community Services | Fire & Emergency Services | 14 | Technical Rescue Program | \$75,000 | | \$19,000 |
|  Connected Community | Community Services | Policy & Sustainability | 19 | Funds for Bi-Centennial Event Celebrations | \$15,000 | | \$0 |
|  Connected Community | Community Services | Fire & Emergency Services | 22 | Full-Time Firefighters (2) | \$86,072 |  | \$78,072 |
|  Connected Community | Community Services | Fire & Emergency Services | 23 | Convert of Coordinator, Adult 55+ position to Permanent Full Time | \$21,390 |  | \$42,780 |
|  Connected Community | Corporate Accounts | Corporate Accounts | 27 | Grant to the Alton Legion for AED Unit, Mounting Cabinet, Rescue Kit and Accessory Pad | \$2,750 | | \$2,750 |
|  Other Operational Needs | Corporate Services | Regulatory Services | 1 | Increase part-time Parking Enforcement Officers hours | \$0 | | \$0 |
|  Other Operational Needs | Strategic Initiatives | Caledon Public Library | 5 | Conversion of Library Administrative Assistant position to permanent full time | \$34,703 |  | \$34,703 |
|  Other Operational Needs | Strategic Initiatives | Human Resources | 7 | Human Resources Recruitment Associate | \$86,780 |  | \$80,430 |

2020 Proposed 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.

| Council Work Plan Priorities | Department | Division | Ref # | Description | 2020 Net Budget \$ | Full Time Headcount | Annualized Budget \$ |
|--|---|---|-------|---|--------------------|---|----------------------|
| Other Operational Needs | Corporate Services / Community Services | Regulatory Services / Legal Services / Planning & Development | 26 | Land Use Enforcement to Address Illegal Parking and Storage of Tractor Trailers and Commercial Vehicles | \$476,838 |  | \$669,958 |
| Improved Service Delivery | Corporate Services | POA | 3 | POA Collections Coordinator (Dufferin) | \$0 |  | \$0 |
| Improved Service Delivery | Corporate Services | POA | 4 | Conversion of Dufferin Bilingual POA Coordinator to permanent full time | \$0 |  | \$0 |
| Improved Service Delivery | Finance & Infrastructure Services | Roads & Fleet | 9 | Foreperson, Roads (2) | \$211,347 |  | \$202,647 |
| Improved Service Delivery | Finance & Infrastructure Services | Storm Water Services | 12 | Storm Water Services Manager | \$235,798 |  | \$228,948 |
| Improved Service Delivery | Community Services | Fire & Emergency Services | 13 | Community Fire Public Education and Fire Public Relations Program | \$30,000 | | \$30,000 |
| Improved Service Delivery | Community Services | Recreation | 15 | Increase in Customer Service Hours at Mayfield Recreation Complex | \$19,958 | | \$19,958 |
| Improved Service Delivery | Community Services | Recreation | 16 | Part-time Recreation Programmer for Specialty Programs | \$49,460 | | \$42,610 |
| Improved Service Delivery | Community Services | Parks | 20 | Parks Summer Maintenance Staff | \$118,680 | | \$118,680 |
| Total Proposed Funded Changes in Service Levels | | | | | \$1,750,110 | | \$2,055,084 |

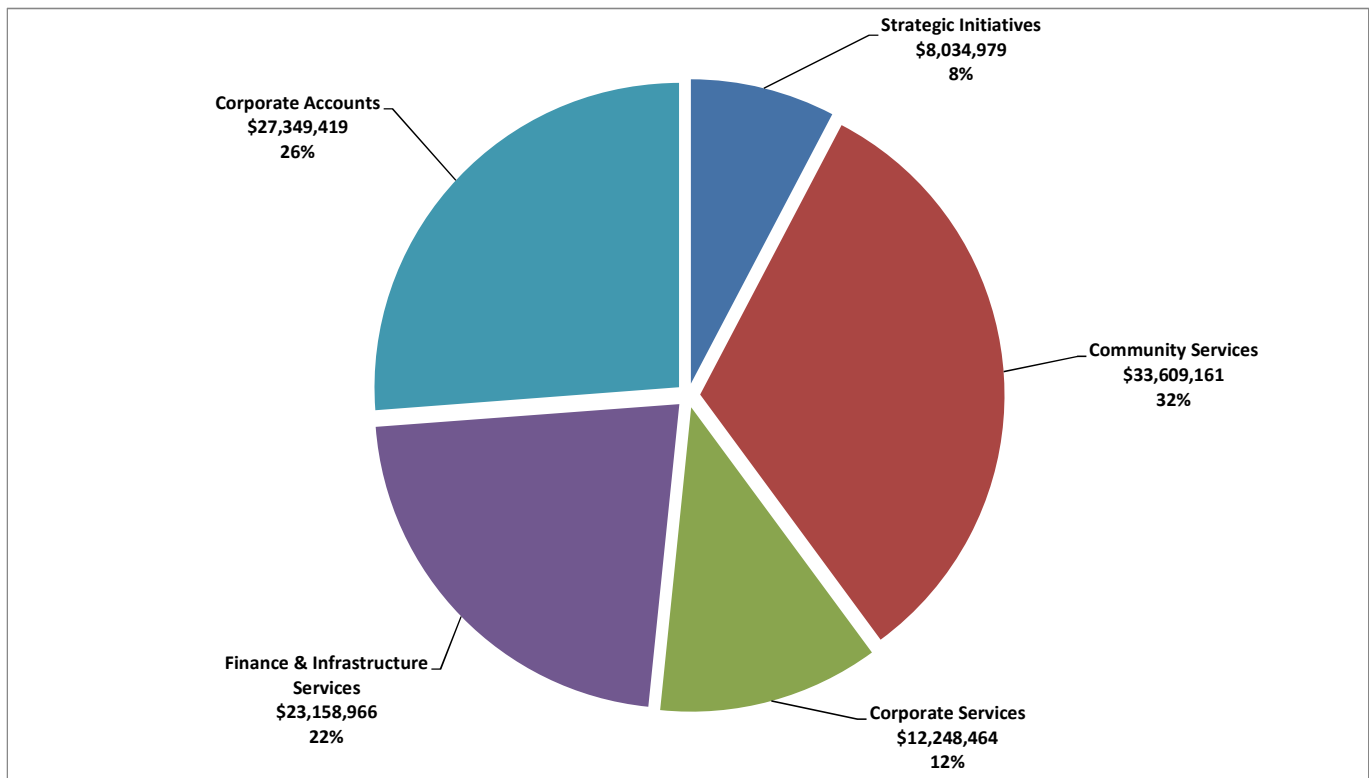
New Full-Time Headcount  13

Conversion from Contract or Part-Time to Full-Time Headcount  5

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

2020 Operating Budget

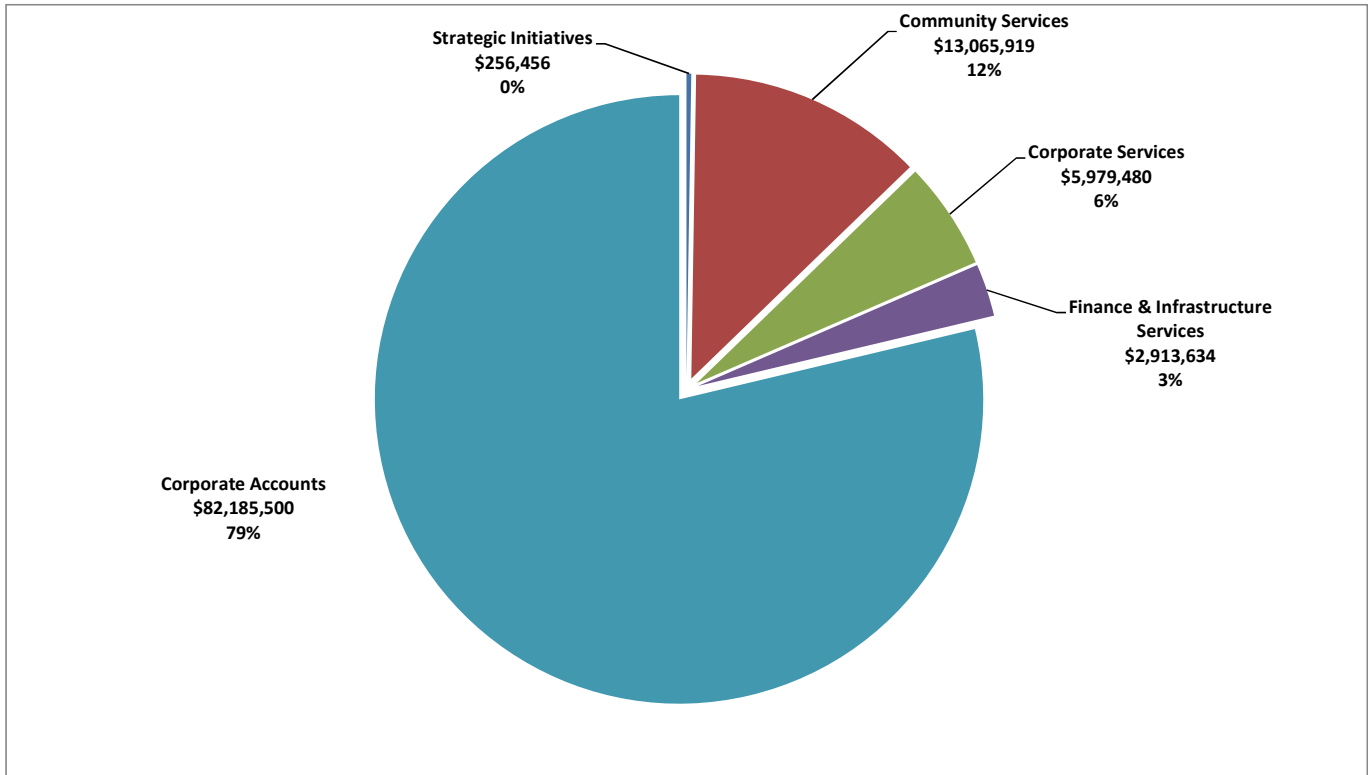
Expenditures by Department



| Expenditures by Category | 2018 Approved Budget | 2019 Approved Budget | 2020 Approved Budget |
|------------------------------|----------------------|----------------------|----------------------|
| Salaries, Wages & Benefits | 45,789,697 | 48,990,981 | 52,037,613 |
| Transfer to Reserves/Capital | 21,059,416 | 22,577,514 | 24,072,895 |
| Services and Rents | 8,049,004 | 8,828,678 | 9,283,282 |
| Materials, Equipment & Supp | 5,051,512 | 5,452,976 | 5,662,506 |
| Utilities | 2,676,889 | 2,660,251 | 2,794,566 |
| Other | 10,940,245 | 12,030,197 | 10,550,127 |
| Expenditures Total | \$93,566,763 | \$100,540,597 | \$104,400,989 |

2020 Operating Budget

Revenues by Department



| Revenue By Source | 2018 Approved Budget | 2019 Approved Budget | 2020 Approved Budget |
|------------------------|----------------------|----------------------|----------------------|
| Tax Revenue | 65,165,461 | 70,315,958 | 74,818,785 |
| Fines and Penalties | 5,322,370 | 5,422,340 | 5,680,539 |
| User Fees/Rentals | 13,114,793 | 14,271,578 | 14,680,593 |
| Transfer from Reserves | 3,068,651 | 3,048,406 | 272,059 |
| Interest | 2,012,143 | 2,518,143 | 3,915,143 |
| Grants | 1,372,957 | 1,069,341 | 976,602 |
| Sales | 210,730 | 201,550 | 206,465 |
| Other | 3,299,658 | 3,693,281 | 3,850,803 |
| Revenue Total | \$93,566,763 | \$100,540,597 | \$104,400,989 |

Major Revenue Sources and Trends

Tax Revenue - \$74,818,785

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 2020 is projected to increase by approximately 1.27%. The estimated projection added to the tax base is \$1,555,002 of assessment growth which will be split to fund the capital program and change in service level requests in the operating budget. The 2020 Budget required an additional \$2.6 million of funding to balance the budget. This includes change in service levels for new services, new service levels or new staffing and additional capital funding sources.

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

Fines and Penalties - \$5,680,539

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 - \$14,680,593

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 - \$272,059

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

Interest - \$3,915,143

Interest revenue included in the Operating Budget is projected to increase in 2020 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

Grants - \$976,602

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 - \$206,465

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

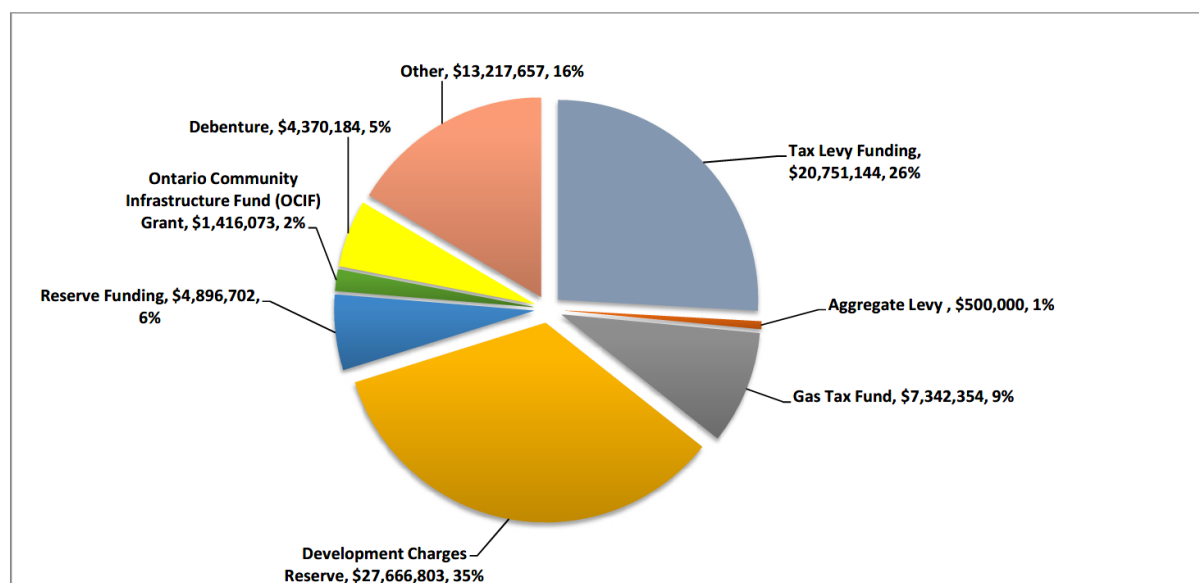
Other – \$3,850,803

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 2020 Capital Budget Summary

The 2020 Capital budget totals \$80,160,917 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 |
|------------------|----------------|--------------|-----------------------------|-----------------|--|-------------|--------------|--------------|
| \$20,751,144 | \$500,000 | \$7,342,354 | \$27,666,803 | \$4,896,702 | \$1,416,073 | \$4,370,184 | \$13,217,657 | \$80,160,917 |



The 2020 Capital budget will result in the estimated future unavoidable operating budget impact for 2021 as follows:

2021 Projected Unavoidable Operating Budget Increases/ (Decreases) related to Proposed 2020 Capital Projects

| Projects | Project Details | Expense Type | 2021 - \$ |
|----------|--|--|------------|
| 20-001 | Surface Treatment Program | Debt Repayment | 120,000 |
| 20-012 | IT - Broadband Internet | Licence and Maintenance Cost | 65,000 |
| 20-014 | Library IT Equipment | Licence and Maintenance Cost | 13,045 |
| 20-033 | Works Yard 1 and 2 Strategic Growth Plan | Maintenance Cost | 20,000 |
| 20-042 | Building Services Fleet | Mileage Savings | (4,300) |
| 20-054 | IT - Infrastructure Upgrades and Security Enhancements | Licence and Maintenance Cost | 80,000 |
| 20-055 | IT - Application Upgrades and Engancements | Licence and Maintenance Cost | 21,000 |
| 20-056 | Council Chambers IT Upgrade | Licence and Maintenance Cost | 5,700 |
| 20-067 | Caledon East Neighbourhood Park in Villas Plan | Maintenance and Utilities Cost | 5,000 |
| | | Contract for Organic Waste | |
| 20-072 | Leash Free Park Improvements | Emptying | 4,000 |
| 20-076 | Additional Funding - Electronic Document Management System | Licence and Maintenance Cost | 45,833 |
| | Albion Bolton Union Community Centre - Arena Program Room | | |
| 20-092 | Enhancements | | (8,000) |
| | | Operating Cost; utilities, insurance and maintenance | |
| 20-099 | Rotary Senior Centre (Bolton) - Expansion | | 104,000 |
| 20-108 | Decorative Streetlight Retrofit and Adaptive Controls | Debt Repayment | 410,000 |
| 20-108 | Decorative Streetlight Retrofit and Adaptive Controls | Utility savings | (186,676) |
| Total | | | \$ 694,602 |

2020 APPROVED CAPITAL BUDGET

The total approved capital budget for 2020 is \$80,160,917. 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 | 20-035 | Concept Design Work for the Expansion of the Palgrave and Mono Mills Fire Stations | \$ 125,000 | \$ 31,250 | \$ - | \$ - | \$ - | \$ - | \$ 93,750 | \$ - | DC Fire |
| | | 20-037 | Fire Station Building Envelope Repairs | \$ 52,500 | \$ 52,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-106 | Fire Command Vehicle | \$ 65,000 | \$ 65,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-109 | Large Fire Apparatus Replacement (2) | \$ 1,405,000 | \$ 1,405,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-110 | Support Vehicle Replacement | \$ 60,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-111 | Joint Fire Communications Centre (JFCC) Capital Equipment Replacement/Upgrade | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-112 | Emergency Services Voice Communications | \$ 72,000 | \$ 72,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-113 | Large Fire Equipment Replacement | \$ 40,000 | \$ - | \$ - | \$ - | \$ - | \$ 40,000 | \$ - | \$ - | Fire Equipment Reserve |
| | | 20-114 | Personal Protective Equipment | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ 60,000 | \$ - | \$ - | Fire Equipment Reserve |
| | | 20-116 | Inglewood Fire Station Concrete Apron and Paving | \$ 128,750 | \$ 128,750 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-118 | Completion of a Community Risk Assessment | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | Recreation | 20-077 | Recreation Automated External Defibrillator (AED) Refreshment and Expansion | \$ 36,950 | \$ 36,950 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-078 | Recreation Furniture/Fixtures/Equipment | \$ 400,000 | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-079 | Inglewood Community Centre - Exterior Walls, Basement and Kitchen Restoration | \$ 71,400 | \$ 71,400 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-088 | Lloyd Wilson Centennial Arena - Change Room Bathroom Upgrades | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-089 | Caledon Centre for Recreation and Wellness - Window Treatments | \$ 30,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-092 | Albion Bolton Union Community Centre - Arena Program Room Enhancements | \$ 25,000 | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-095 | Recreation - Sign Program - Indoor/Outdoor | \$ 75,000 | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-096 | Recreation - Large Equipment Replacement | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-097 | Recreation - Backflow Prevention Replacements | \$ 30,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-099 | Rotary Place (Bolton) - Senior Centre Expansion | \$ 1,466,667 | \$ 212,667 | \$ - | \$ - | \$ - | \$ - | \$ 1,254,000 | \$ - | DC Recreation |
| | | 20-101 | Caledon East Community Complex - Replacement Lions Den Kitchen Cabinets | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-103 | Caledon East Community Complex - Arena Replace Desiccant Rotor Wheels Pad 1 and 2 | \$ 70,000 | \$ 70,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-107 | Age-Friendly Caledon - Action Plan | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-115 | Caledon East Community Complex - Phase 3 Expansion | \$ 3,943,751 | \$ 381,531 | \$ - | \$ - | \$ - | \$ - | \$ 3,562,220 | \$ - | DC Recreation, DC Library |
| | Parks Operations | 20-058 | Wakely Memorial Parkette Rubber Surface Replacement | \$ 60,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-059 | Fibar Playground Surface Top-Ups | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-060 | Foresters Park Improvements | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-061 | Sports Field Improvements | \$ 135,000 | \$ 135,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-062 | Park Sign Replacements | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-063 | Playground Improvements | \$ 160,000 | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-064 | Accessibility Improvements - North Hill Park Washroom/Snack Bar | \$ 75,000 | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-065 | Caledon Village Tennis Court Resurfacing | \$ 60,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 30,000 | Caledon Tennis Club |
| | | 20-066 | Caledon Trailway Structure Replacements | \$ 150,000 | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-067 | Caledon East Neighbourhood Park in Villas Plan | \$ 400,000 | \$ 58,000 | \$ - | \$ - | \$ - | \$ - | \$ 342,000 | \$ - | DC Parkland Development |
| | | 20-068 | Street Tree Replacements | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | Parks Operations | 20-069 | Arbor Structure Replacements | \$ 60,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-070 | Hardball Diamond Planning and Design - Emil Kolb Parkway and Duffy's Lane | \$ 150,000 | \$ 15,000 | \$ - | \$ - | \$ - | \$ - | \$ 135,000 | \$ - | DC Parkland Development |
| | | 20-071 | Beryl Bland Parkette Swings | \$ 15,000 | \$ 7,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 7,500 | Cheltenham Area Residents Association |
| | | 20-072 | Bolton Leash Free Park Improvements | \$ 15,000 | \$ 15,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | Development | 20-094 | Comprehensive Zoning By-law 2006-50 Update | \$ 100,000 | \$ 55,000 | \$ - | \$ - | \$ - | \$ - | \$ 45,000 | \$ - | DC Studies |

2020 APPROVED CAPITAL BUDGET

The total approved capital budget for 2020 is \$80,160,917. 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 | Policy & Sustainability | 20-123 | Heritage Designation Studies | \$ 20,000 | \$ 6,500 | \$ - | \$ - | \$ - | \$ - | \$ 13,500 | \$ - | DC Studies |
| | | 20-124 | Town Initiated Official Plan and Zoning Amendment - Pottawa County Club Lands | \$ 145,000 | \$ 145,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | Building & Support Services | 20-053 | Building Services Fees Review | \$ 45,000 | \$ - | \$ - | \$ - | \$ - | \$ 45,000 | \$ - | \$ - | Building Permit Stabilization Reserve |
| Community Services Total | | | | \$ 10,167,018 | \$ 4,539,048 | \$ - | \$ - | \$ - | \$ 145,000 | \$ 5,445,470 | \$ 37,500 | |
| Corporate Services | Information Technology | 20-012 | IT- Broadband Internet | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | Broadband Levy |
| | | 20-038 | 2020 Technology Refresh | \$ 422,250 | \$ 415,800 | \$ - | \$ - | \$ - | \$ 6,450 | \$ - | \$ - | Building Permit Stabilization Reserve |
| | | 20-039 | Closed-Circuit Television (CCTV) Camera Replacement | \$ 75,000 | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-054 | IT - Infrastructure Upgrades and Security Enhancements | \$ 225,000 | \$ 225,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-055 | IT - Application Upgrades and Enhancements | \$ 413,400 | \$ 63,000 | \$ - | \$ - | \$ - | \$ 350,400 | \$ - | \$ - | Building Permit Stabilization Reserve |
| | | 20-056 | Council Chambers IT Upgrade | \$ 56,000 | \$ 56,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-057 | IT - Public Sector Network Expansion and Maintenance | \$ 160,000 | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-075 | IT - Strategic Plan Implementation | \$ 150,000 | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | | | \$ 159,400 | \$ 159,400 | \$ - | \$ - | \$ - | \$ - | \$ - | | |
| Corporate Services Total | | | | \$ 1,961,050 | \$ 1,304,200 | \$ - | \$ - | \$ - | \$ 356,850 | \$ - | \$ 300,000 | |
| Finance & Infrastructure Services | Capital Project & Property Management | 20-008 | OPP Equipment | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 150,000 | Region of Peel |
| | | 20-030 | Town Hall Building Improvements and Space Planning/Optimization Study | \$ 375,000 | \$ 375,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-031 | Back Flow Prevention Project | \$ 55,000 | \$ 55,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-033 | Works Yard 1 and 2 Strategic Growth Plan | \$ 3,529,259 | \$ 2,591,924 | \$ - | \$ - | \$ - | \$ - | \$ 937,335 | \$ - | DC Public Works |
| | | 20-034 | 28 Ann Street Repairs (Former Bolton Fire Station) | \$ 205,000 | \$ - | \$ - | \$ - | \$ - | \$ 205,000 | \$ - | \$ - | Facility Repairs and Reinvestment |
| | Road & Fleet Services | 20-001 | Surface Treatment Program | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,000,000 | Debenture |
| | | 20-002 | Gravel Resurfacing Program | \$ 300,000 | \$ - | \$ - | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | |
| | | 20-003 | Sidewalk Repair & Rehabilitation Program | \$ 200,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-004 | Asphalt Walkways Program | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-005 | Crack Sealing Program | \$ 200,000 | \$ - | \$ - | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | |
| | | 20-006 | Post Winter Roads Program | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | Tax Funded Capital Contingency Reserve |
| | | 20-007 | Assumption of Outstanding Developments | \$ 500,000 | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-042 | Building Services Fleet | \$ 95,000 | \$ - | \$ - | \$ - | \$ - | \$ 95,000 | \$ - | \$ - | Building Permit Stabilization Reserve |
| | | 20-043 | Parks Equipment (Mowers) | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-044 | Grader | \$ 427,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 427,000 | \$ - | DC Public Works |
| | | 20-045 | Replacement of Slip In Water Tanks | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | \$ - | \$ - | Fleet Equipment Reserve |
| | | 20-046 | Replacement of Grader Roller Attachments | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | \$ - | \$ - | Fleet Equipment Reserve |
| | | 20-048 | Tandem Axle Truck | \$ 365,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 365,000 | \$ - | DC Public Works |
| | Road & Fleet Services | 20-049 | Replacement Roads & Fleet Pick Up Trucks | \$ 275,000 | \$ - | \$ - | \$ - | \$ - | \$ 275,000 | \$ - | \$ - | Fleet Equipment Reserve |
| | | 20-050 | Medium Duty Truck with Sidewalk Machine and Trailer | \$ 284,429 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 284,429 | \$ - | DC Public Works |
| | | 20-119 | Asphalt Roads Maintenance Repairs | \$ 2,000,000 | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ 1,000,000 | \$ - | \$ - | Tax Funded Capital Contingency Reserve |
| | | 20-120 | Medium Duty Truck and Trailer | \$ 134,429 | \$ - | \$ - | \$ - | \$ - | \$ 13,443 | \$ 120,986 | \$ - | DC Parkland Development, Fleet Equipment Reserve |
| | Finance | 20-040 | Development Charge Studies and Costs Related to Bill 108 | \$ 175,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 175,000 | \$ - | DC Studies |
| | Purchasing & Risk Management | 20-117 | Adjudication Related to New Construction Act | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | Energy & Environment | 20-051 | Energy and Environment Projects | \$ 116,000 | \$ 116,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-108 | LED Retrofit Phase 2 (non cobrahead) and Adaptive Controls Program | \$ 3,731,530 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,731,530 | Debenture \$3,370,184 Region of Peel \$361,346 |

2020 APPROVED CAPITAL BUDGET

The total approved capital budget for 2020 is \$80,160,917. 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 | Traffic | 20-018 | Traffic Data Collection Program | \$ 82,000 | \$ 82,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-019 | Traffic Calming Program | \$ 56,000 | \$ 56,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-020 | Road Safety Program | \$ 400,000 | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-021 | Cycling Program | \$ 30,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-022 | Environmental Assessment Study for a new Transit Hub in Mayfield West Phase 2 | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | Developer Contribution |
| | | 20-052 | New Streetlight Request Prioritization and Installation Program | \$ 78,500 | \$ 78,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-121 | Signalization of Kennedy Road and Dougall Avenue | \$ 298,900 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 298,900 | \$ - | DC Roads |
| | | 20-122 | Signalization of Kennedy Road and Larson Peak | \$ 298,900 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 298,900 | \$ - | DC Roads |
| | Engineering Services | 20-138 | New Streetlights Cedar Mains Drive | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-023 | Roads Engineering Design & Environmental Assessment | \$ 6,751,152 | \$ 4,600,248 | \$ - | \$ - | \$ - | \$ - | \$ 2,150,904 | \$ - | DC Roads |
| | | 20-024 | Roads Rehabilitation & Reconstruction Program | \$ 6,487,330 | \$ - | \$ 4,391,721 | \$ - | \$ - | \$ 2,095,609 | \$ - | \$ - | Capital Asset Replacement Reserve |
| | | 20-025 | Bridge & Culvert Design Program | \$ 473,942 | \$ 473,942 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-026 | Bridge & Culvert Construction Program | \$ 3,217,962 | \$ 267,329 | \$ 2,950,633 | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-027 | Growth-related Roads Program | \$ 3,203,955 | \$ 640,791 | \$ - | \$ - | \$ - | \$ - | \$ 2,563,164 | \$ - | DC Roads |
| | | 20-028 | Stormwater Management Program | \$ 2,000,000 | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-029 | Albion Vaughan Road Acoustic Barrier Construction | \$ 4,080,000 | \$ 408,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,672,000 | \$ - | DC Roads |
| 20-074 | Caledon-King Townline Culvert Replacement | \$ 1,500,000 | \$ 83,927 | \$ - | \$ - | \$ 1,416,073 | \$ - | \$ - | \$ - | | | |
| 20-125 | Mayfield West Comprehensive Adaptive Management Plan (C.A.M.P.) | \$ 60,800 | \$ - | \$ - | \$ - | \$ - | \$ 60,800 | \$ - | \$ - | Comprehensive Adaptive Management Plan (C.A.M.P.) | | |
| 20-133 | McLaughlin Road Widening | \$ 22,785,276 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 10,916,465 | \$ 11,868,811 | DC Roads \$11,868,811 Developer Contribution | | |
| Finance & Infrastructure Services Total | | | | \$ 67,372,364 | \$ 14,258,661 | \$ 7,342,354 | \$ 500,000 | \$ 1,416,073 | \$ 4,394,852 | \$ 22,210,083 | \$ 17,250,341 | |
| Strategic Initiatives | Lending Services | 20-013 | Library Collections and Materials | \$ 450,000 | \$ 450,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-014 | Library IT Equipment | \$ 125,485 | \$ 125,485 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-015 | Library Furnishings | \$ 60,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | 20-016 | Library Strategic Plan | \$ 25,000 | \$ 13,750 | \$ - | \$ - | \$ - | \$ - | \$ 11,250 | \$ - | DC Studies |
| Strategic Initiatives Total | | | | \$ 660,485 | \$ 649,235 | \$ - | \$ - | \$ - | \$ - | \$ 11,250 | \$ - | |
| Grand Total Town of Caledon - 2020 | | | | \$ 80,160,917 | \$ 20,751,144 | \$ 7,342,354 | \$ 500,000 | \$ 1,416,073 | \$ 4,896,702 | \$ 27,666,803 | \$ 17,587,841 | |

Town of Caledon Details of Major Capital Projects for 2020

The total 2020 capital budget for the Town of Caledon is \$80,160,917. Additional details regarding some of the significant projects to be undertaken are as follows:

Community Services

Project 20-109 – Large Fire Apparatus Replacement

Budget \$1,405,000

Replacement of two (2) Large Fire Apparatus that have reached the end of their 20 year life cycle which are:

| <u>Unit No:</u> | <u>Year</u> |
|-----------------|-------------|
| 3145/P307 | 1998 |
| 3125/T309 | 2000 |

This replacement apparatus is a modern piece of multi-role fire apparatus capable of operating effectively and efficiently at fires, rescues and medical emergencies. Ensures timely retirement and replacement of obsolete fire apparatus with multi-role fire apparatus, capable of operating in all conditions and at all emergencies. This vehicle is a planned purchase in accordance with the Fire Fleet Replacement Schedule in order to maintain the Town's Fire Protection Grading with Fire Underwriters Survey of a 20 year replacement life cycle.

Project 20-099 – Rotary Place (Bolton) – Senior Centre Expansion

Budget \$1,466,667

The Rotary Place Seniors Centre in Bolton is proposed to increase size by approximately 8,000 square feet to increase its services and footprint in the Community. The funding requested in 2020 is approximately one third of the funding phased over the next 3 years. This funding triggers advancement of planning and preparation phases leading to this expansion, which may include site work, investigations, and architectural services. The addition includes large additional programming space divided into 3 rooms with a kitchen and administrative space.

Project 20-115 – Caledon East Community Complex – Phase 3 and 4

Budget \$3,943,751

This is Year 1 of the funding allocation for Phase 4 of the Caledon East Community Centre expansion to advance the design and construction. Construction is estimated to be \$17.5 million funded over 2020-2022. Phase 4 will include a pool, library, and additional meeting spaces.

This is Year 2 of the funding allocation for the term of council Caledon East Community Centre Phase 3 expansion. Design costs were approved in 2018. Construction is estimated to be \$10.7 million funded over 2019-2022. The expansion will include a gymnasium, fitness centre, walking track, community room and replacement of Banquet Hall divider wall.

Corporate Services

Various Projects – Information Technology Capital Request

Budget \$1,961,050

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 2020 are:

- IT – Broadband Internet
- 2020 Technology Refresh
- Closed-Circuit Television (CCTV) Camera Replacement
- IT – Infrastructure Upgrades and Security Enhancements
- IT – Application Upgrades and Enhancements
- Council Chambers IT Upgrade
- IT – Public Sector Network Expansion and Maintenance
- IT – Strategic Plan Implementation
- Electronic Document Management System – Additional Funding

Town of Caledon Details of Major Capital Projects for 2020

Finance & Infrastructure Services

Project 20-033 - Works Yard 1 and 2 Strategic Growth Plan

Budget \$3,529,259

Continuing with the works yard strategic growth plan:

Yard 1 final paving for parking lot and storm water improvements on the west side of the property.

Yard 2 facility redesign to include male and female washroom and change areas. Office area, training room and meeting areas. Wash bay addition for vehicle maintenance, and improvements to the existing garage bays to handle the growing fleet. The existing yard area will be repaired, and final topcoat asphalt will be installed.

Project 20-001 – Surface Treatment Program

Budget \$1,000,000

Double Surface Treatment of gravel roads and low-volume surface treated roads in poor condition is a cost effective alternative to asphalt paving of gravel roads and full rehabilitation of a low-volume paved road. The following roads are proposed for 2020:

- The Grange Sideroad - from Mississauga Road to Winston Churchill Boulevard - 2.6km X 7.5m wide
- Shaws Creek Road - from Bush Street to Olde Base Line - 5.2km X 7.5m wide
- Finnerty Sideroad - from Highway 50 to The Gore Road - 4.2km X 7.5m wide
- Finnerty Sideroad - from Airport Road to Innis Lake Road - 1.5km to 7m wide
- Heritage Road - from Cassidy Lane to End - 2.2km X 7.5m wide
- Columbia Way - from Mount Hope Road to Mount Wolfe Road - 2.2km X 7.5m wide

Project 20-006 – Post Winter Roads Program

Budget \$500,000

The scope of this project is to make more substantive asphalt repairs to various roads that did not survive the 2020 winter season and is more than asphalt patch repairs but short of an engineering design & total reconstruction. The locations for the 2020 Post Winter Roads Program will be determined on an inspection basis post winter.

Project 20-119 – Asphalt Roads Maintenance Repairs

Budget \$2,000,000

The Asphalt Roads Maintenance Repair program is comprised of Town's roads that require rehabilitation and not major reconstruction. Town roads that are selected for this program are roads that are not part of the Engineering five year capital program, Operations road need study, traffic volumes, claims against the Town, and informal and formal complaints from the residents of Caledon.

The following roads are to be pulverized, base stabilize and asphalt paving:

- Mount Pleasant Road from Castlederg Sideroad to Mount Wolfe Road - 3.1 km X 8.0 m wide
- Winston Churchill Boulevard from Beech Grove Sideroad to Highpoint Sideroad - 3.1 km X 8.0 m wide
- Mount Hope Road from Castlederg Sideroad to Columbia Way - 3.1 km X 8.0 m wide
- Bramalea Road from Boston Mills Road to King Street - 3.1 km X 8.0 m wide
- Columbia Way from Mount Hope Road to Highway 50 - 4.1 km X 10 m wide

Project 20-108 – Decorative Streetlight Retrofit and Adaptive Controls

Budget \$3,731,530

This project will involve the retrofit of decorative street lights to LED, with an adaptive controls streetlight management system. Converting the Town's decorative streetlights to LED will result in (1) Converting to a standardized style of decorative fixture throughout the Town (2) Energy and maintenance savings as outlined above (3) Extended asset lifespan compared to existing technology (4) improved lighting quality

Town of Caledon Details of Major Capital Projects for 2020

and consistency resulting in improved public safety. The use of an adaptive controls management system on streetlights will result in the following benefits:

- (1) Centrally monitoring streetlight operations
- (2) System alerts of issues and outages resulting in improved service delivery allowing staff to more quickly, respond to streetlight outages improving public safety
- (3) Ability to schedule, dim and optimize power consumption and
- (4) Ability to expand opportunities for smart city applications in the future such as traffic counting
- (5) Provide detailed analytics of streetlight performance and ability to audit against electricity costs.

Project 20-023 - Roads Engineering Design & Environmental Assessment Budget \$6,751,159

This project involves Road Engineering which includes - Detailed Design, Drainage Analysis, Environmental Assessments/Evaluations (EA's), and its associated studies as well as construction Contract Administration and Inspection fees (for growth related roads only). The goal is to undertake engineering related works including soils/subsurface investigations for roads with scheduled construction in future years. Roadways are chosen for design based on a variety of factors including but not limited to: roadway engineering deficiencies and safety requirements, traffic volumes, timing of reconstruction with other Town projects and the Transportation Master Plan's strategic goals, state of general repair and/or relation to DC growth required roadway improvements. Also included is soils/subsurface investigations and tendering activities for future year road rehabilitations.

The full list of roads is listed below:

Town of Caledon Details of Major Capital Projects for 2020

Roads Engineering Design & Environmental Assessment (20-023)

| Street Name | To Location | |
|---------------------|---------------------------------|----------------------------------|
| Holmes Drive | Arlow Road (W) | Arlow Road (E) |
| Holmes Drive | Holmes Drive | Arlow Road (E) |
| Holmes Drive | Simcoe Street | Holmes Drive |
| Holmes Drive | Holmes Drive | Arlow Road |
| Matson Drive | Clarkson Court | Robb Road |
| Matson Drive | Mt. Hope Road | Matson Drive |
| Matson Drive | Matson Drive | Wolf Crescent |
| Matson Drive | Steele Home Court | Robb Road |
| Matson Drive | Matson Drive | Johnson Bush Road |
| Matson Drive | Johnson Bush Road | Steele Home Court |
| Matson Drive | Wolf Crescent (W) | Wolf Crescent (E) |
| Matson Drive | Wolf Crescent (W) | Clarkson Court |
| Humber Station Road | Bartley Drive | Old Church Road |
| Humber Station Road | Patterson Side Road | Private Road |
| Humber Station Road | Mill Lane | Bartley Drive |
| Humber Station Road | Private Road | Mill Lane |
| Boston Mills Road | Creditview Road | Ferndale Park Road |
| Boston Mills Road | Chinguacousy Road (W) | Chinguacousy Road (E) |
| Boston Mills Road | Ferndale Park Road | Chinguacousy Road |
| Commercial Road | McEwan Drive (E) | Albion Vaughan Road |
| Arlow Road | Holmes Drive | Holmes Drive |
| Palace Street | Richmond Street | End |
| Glasgow Road | Chickadee Lane | Deer Valley Drive |
| Chapel Street | King Street (E) | Mill Street |
| Emeline Street | Davis Drive | Dods Drive |
| Emeline Street | McClellan Road | End |
| Emeline Street | McClellan Road | Dods Drive |
| Robert Carson Drive | John Street (S) | End (W) |
| Magaret Street | Main Street | Thomas Street |
| Dods Drive | Emeline Street | Agnes Street |
| Thomas Street | Margaret Street | End |
| Robert Carson Drive | John Street (S) | End (E) |
| Flaherty Road | Porterfield Road | End |
| Prescott Drive | Whitbread Avenue | Fountainbridge Drive |
| Corsham Place | Whitbread Avenue | End |
| McConachie Crescent | Kennedy Road | Kennedy Road |
| Mountainview Road | Old Baseline Road | Granit Stones Road |
| Kennedy Road | Highpoint Side Road | McConachie Crescent (N) |
| Kennedy Road | McConachie Crescent (N) | McConachie Crescent (S) |
| Kennedy Road | McConachie Crescent (S) | Beech Grove Side Road |
| Mountainview Road | Charleston Side Road | Escarpment Side Road |
| Mountainview Road | Granite Stone Drive | 1.1 N of Granite Stone Drive |
| Mountainview Road | Escarpment Side Road | 1.1 N of Granite Stone Drive |
| Mill Street | Mississauga Road | John Street |
| Mill Street | John Street | Creditview Road |
| Main Street | Caledon East Garafraxa Townline | Pavillion Road |
| Main Street | Pavillion Road | Highpoint Side Road |
| McLaughlin Road | Old School Road | 1.1km South of King Street |
| McLaughlin Road | 1.1km south of King Street | King Street |
| Chinguacousy Road | Old School Road | 2.0km S of Old School Road |
| Chinguacousy Road | Mayfield Road | 1.0km N of Mayfield (Spine Road) |
| Bramelea Road | King Street | Old School Road |
| Humber Station Road | Castlederg Side Road | 0.4km N of King Street |
| Humber Station Road | 0.4km N of King Street | King Street |
| Willoughby Road | Beech Grove Side Road | Charleston Side Road |
| Humber Station Road | Betomat Court | Healey Road |
| Humber Station Road | King Street | Betomat Court |

Town of Caledon Details of Major Capital Projects for 2020

Project 20-024 - Roads Rehabilitation & Reconstruction Program

Budget \$6,487,330

This program is comprised of the Town's roads to be rehabilitated and reconstructed in 2020 that are not growth funded. The program consists of repairing severely deficient roadways in conjunction with their associated Pavement Condition Index (PCI's), traffic volumes, including consulting services for design, contract administration and inspection and in coordination with Regional water/wastewater projects.

The following roadways to be rehabilitated and reconstructed in 2020 are:

1. Mississauga Road from Beechgrove Side Road to Queen Street West
2. Patterson Sideroad from Innis Lake Road to Centreville Creek Road
3. Creditview Road from Boston Mills Road to Kennedy Road
4. Castlederg Sideroad from Airport Road to The Gore Road

Strategic Initiatives

Project 20-013 – 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.

Various Projects – Library

Budget \$210,485

Some of the projects outlined for 2020 are:

- Library IT Equipment – replacement of existing hardware, software and peripheral devices as per the Library's regular refresh cycle and improvements or advancements in the same in response to trends in emerging technologies, best practice and patron demand.
- Library Furnishings – replacement of worn and damaged furniture and fixtures across all branches.
- Library Strategic Plan – retention of planning consultants to assist in all aspects of crafting the Caledon Public Library's new strategic plan for 2021 to 2024

Town of Caledon

2021-2030 Total Capital Projects Details and Funding Sources

As part of the 2020 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 |
|----------------------|-----------------------------------|-----------------|---------------|-----------------|---------------|---------------|---------------|-----------------|---------------|---------------|---------------|----------------|
| | | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | |
| Baseline | Community Services | \$ 1,936,500 | \$ 2,036,500 | \$ 2,036,500 | \$ 2,036,500 | \$ 2,061,500 | \$ 2,064,750 | \$ 2,064,750 | \$ 2,064,750 | \$ 2,064,750 | \$ 2,064,750 | \$ 20,431,250 |
| | Corporate Services | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 10,000,000 |
| | Finance & Infrastructure Services | \$ 1,221,992 | \$ 1,221,992 | \$ 1,554,180 | \$ 1,554,180 | \$ 1,054,180 | \$ 1,054,180 | \$ 1,054,180 | \$ 1,054,180 | \$ 1,054,180 | \$ 995,000 | \$ 11,818,244 |
| | Strategic Initiatives | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 5,500,000 |
| Baseline Total | | \$ 4,708,492 | \$ 4,808,492 | \$ 5,140,680 | \$ 5,140,680 | \$ 4,665,680 | \$ 4,668,930 | \$ 4,668,930 | \$ 4,668,930 | \$ 4,668,930 | \$ 4,609,750 | \$ 47,749,494 |
| Above Baseline | Community Services | \$ 4,635,902 | \$ 3,431,287 | \$ 2,524,962 | \$ 3,790,762 | \$ 3,916,122 | \$ 5,941,887 | \$ 8,352,122 | \$ 8,015,143 | \$ 9,034,218 | \$ 6,296,500 | \$ 55,938,907 |
| | Corporate Services | | \$ 6,000 | \$ 1,627,938 | \$ 1,458,538 | \$ 1,458,538 | \$ 1,458,538 | | | | | \$ 6,009,550 |
| | Finance & Infrastructure Services | \$ 12,742,766 | \$ 15,606,166 | \$ 14,176,955 | \$ 15,202,905 | \$ 17,504,455 | \$ 17,554,455 | \$ 19,872,000 | \$ 22,037,000 | \$ 22,862,000 | \$ 26,912,000 | \$ 184,470,701 |
| | Strategic Initiatives | \$ 700,000 | \$ 415,000 | \$ 550,000 | \$ 263,750 | \$ 250,000 | \$ 341,250 | \$ 659,250 | \$ 557,000 | \$ 543,250 | \$ 543,250 | \$ 4,822,750 |
| Above Baseline Total | | \$ 18,078,667 | \$ 19,458,452 | \$ 18,879,855 | \$ 20,715,955 | \$ 23,129,115 | \$ 25,296,130 | \$ 28,883,372 | \$ 30,609,143 | \$ 32,439,468 | \$ 33,751,750 | \$ 251,241,907 |
| Grand Total | | \$ 22,787,159 | \$ 24,266,944 | \$ 24,020,535 | \$ 25,856,635 | \$ 27,794,795 | \$ 29,965,060 | \$ 33,552,302 | \$ 35,278,073 | \$ 37,108,398 | \$ 38,361,500 | \$ 298,991,401 |

TOWN OF CALEDON
2021-2030 Total Capital Forecast

| Department | Values | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Grand Total |
|---|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Community Services | Sum of Tax Levy | \$ 6,572,402 | \$ 5,467,787 | \$ 4,561,462 | \$ 5,827,262 | \$ 5,977,622 | \$ 8,006,637 | \$ 10,416,872 | \$ 10,079,893 | \$ 11,098,968 | \$ 8,361,250 | \$ 76,370,157 |
| | Sum of DC | \$ 12,189,867 | \$ 11,955,031 | \$ 9,153,538 | \$ 11,113,738 | \$ 8,548,378 | \$ 10,282,363 | \$ 27,012,628 | \$ 24,648,607 | \$ 20,250 | \$ 20,250 | \$ 114,944,648 |
| | Sum of Reserves | \$ - | \$ - | \$ 1,125,000 | \$ 925,000 | \$ 1,525,000 | \$ 3,485,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ 7,120,000 |
| | Sum of Gas Tax | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Sum of Debenture | \$ 870,000 | \$ 870,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,740,000 |
| | Sum of Other | \$ - | \$ 224,000 | \$ 224,000 | \$ 238,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 686,000 |
| Community Services Total | | \$ 19,632,269 | \$ 18,516,818 | \$ 15,064,000 | \$ 18,104,000 | \$ 16,051,000 | \$ 21,774,000 | \$ 37,489,500 | \$ 34,728,500 | \$ 11,119,218 | \$ 8,381,500 | \$ 200,860,804 |
| Corporate Services | Tax Funding | \$ 1,000,000 | \$ 1,006,000 | \$ 2,627,938 | \$ 2,458,538 | \$ 2,458,538 | \$ 2,458,538 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 16,009,550 |
| | Development Charges | \$ - | \$ 54,000 | \$ 954,563 | \$ 923,963 | \$ 923,963 | \$ 923,963 | \$ - | \$ - | \$ - | \$ - | \$ 3,780,450 |
| | Reserve Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Gas Tax | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Debentures | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Other | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Corporate Services Total | | \$ 1,000,000 | \$ 1,060,000 | \$ 3,582,500 | \$ 3,382,500 | \$ 3,382,500 | \$ 3,382,500 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 19,790,000 |
| Finance & Infrastructure Services | Tax Funding | \$ 13,964,758 | \$ 16,828,158 | \$ 15,731,135 | \$ 16,757,085 | \$ 18,558,635 | \$ 18,608,635 | \$ 20,926,180 | \$ 23,091,180 | \$ 23,916,180 | \$ 27,907,000 | \$ 196,288,945 |
| | Development Charges | \$ 10,025,193 | \$ 12,035,236 | \$ 10,598,225 | \$ 10,128,775 | \$ 11,557,397 | \$ 11,759,968 | \$ 21,456,329 | \$ 26,245,564 | \$ 26,612,857 | \$ 34,041,429 | \$ 174,460,972 |
| | Reserve Funds | \$ 465,000 | \$ 465,000 | \$ 645,000 | \$ 645,000 | \$ 645,000 | \$ 645,000 | \$ 645,000 | \$ 645,000 | \$ 645,000 | \$ 645,000 | \$ 6,090,000 |
| | Gas Tax | \$ 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 | \$ 4,091,879 | \$ 40,003,791 |
| | Debentures | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 41,000,000 |
| | Other | \$ 1,863,316 | \$ 1,863,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,758,121 | \$ 17,827,965 |
| Finance & Infrastructure Services Total | | \$ 34,277,959 | \$ 39,151,401 | \$ 36,865,180 | \$ 37,421,680 | \$ 40,651,852 | \$ 40,904,423 | \$ 52,918,329 | \$ 59,872,564 | \$ 61,064,857 | \$ 72,543,429 | \$ 475,671,672 |
| Strategic Initiatives | Tax Funding | \$ 1,250,000 | \$ 965,000 | \$ 1,100,000 | \$ 813,750 | \$ 800,000 | \$ 891,250 | \$ 1,209,250 | \$ 1,107,000 | \$ 1,093,250 | \$ 1,093,250 | \$ 10,322,750 |
| | Development Charges | \$ 538,593 | \$ 538,593 | \$ - | \$ 11,250 | \$ - | \$ 33,750 | \$ 3,672,500 | \$ 2,999,750 | \$ - | \$ - | \$ 7,794,437 |
| | Reserve Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Gas Tax | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Debentures | \$ 2,142,500 | \$ 2,142,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,285,000 |
| | Other | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Strategic Initiatives Total | | \$ 3,931,093 | \$ 3,646,093 | \$ 1,100,000 | \$ 825,000 | \$ 800,000 | \$ 925,000 | \$ 4,881,750 | \$ 4,106,750 | \$ 1,093,250 | \$ 1,093,250 | \$ 22,402,187 |
| Grand Total | | \$ 58,841,320 | \$ 62,374,312 | \$ 56,611,680 | \$ 59,733,180 | \$ 60,885,352 | \$ 66,985,923 | \$ 96,289,579 | \$ 99,707,814 | \$ 74,277,325 | \$ 83,018,179 | \$ 718,724,663 |
| Total Tax Funding | | \$ 22,787,159 | \$ 24,266,944 | \$ 24,020,535 | \$ 25,856,635 | \$ 27,794,795 | \$ 29,965,060 | \$ 33,552,302 | \$ 35,278,073 | \$ 37,108,398 | \$ 38,361,500 | \$ 298,991,401 |
| Total Development Charges | | \$ 22,753,653 | \$ 24,582,860 | \$ 20,706,325 | \$ 22,177,725 | \$ 21,029,737 | \$ 23,000,043 | \$ 52,141,456 | \$ 53,893,921 | \$ 26,633,107 | \$ 34,061,679 | \$ 300,980,506 |
| Total Reserve Funds | | \$ 465,000 | \$ 465,000 | \$ 1,770,000 | \$ 1,570,000 | \$ 2,170,000 | \$ 4,130,000 | \$ 705,000 | \$ 645,000 | \$ 645,000 | \$ 645,000 | \$ 13,210,000 |
| Total Gas Tax | | \$ 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 | \$ 4,091,879 | \$ 40,003,791 |
| Total Debentures | | \$ 7,112,500 | \$ 7,112,500 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 47,025,000 |
| Total Other | | \$ 1,863,316 | \$ 2,087,316 | \$ 1,987,316 | \$ 2,001,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,763,316 | \$ 1,758,121 | \$ 18,513,965 |
| Grand Total of all Funding Sources | | \$ 58,841,320 | \$ 62,374,312 | \$ 56,611,680 | \$ 59,733,180 | \$ 60,885,352 | \$ 66,985,923 | \$ 96,289,579 | \$ 99,707,814 | \$ 74,277,325 | \$ 83,018,179 | \$ 718,724,663 |

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 2019 Annual Repayment Limit statement from the Province states that the Town is utilizing 4.05% 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 and 2018 Enhanced Road Programs.

The chart below shows the balance of outstanding debt:

| | 2019 estimated | 2018 |
|--|----------------|-----------|
| 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 |
| 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: | 4,344,537 | 4,475,849 |
| 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: | 405,007 | 446,131 |
| 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: | 2,170,000 | 2,480,000 |
| 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: | 6,376,000 | 7,000,000 |

Town of Caledon Debt and Long-Term Debt Limit

Road Enhancement Program debenture, issued in 2019 in the amount of \$3,610,000, has annual principal payments of \$361,000 with interest rates ranging from 1.90% to 2.25% and a maturity date of October 15, 2029. At the end of the year the outstanding principal amount of the liability is:

3,610,000 -

| | | |
|---------------------------|------------|------------|
| Net long-term liabilities | 16,905,544 | 16,874,980 |
|---------------------------|------------|------------|

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.

Town of Caledon Debt and Long-Term Debt Limit

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.

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.

Enhanced Roads Programs (2019)

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

Non-Material Leases

These are fixed payments over a term that the Town has agreements with which includes leases for the 2019 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.

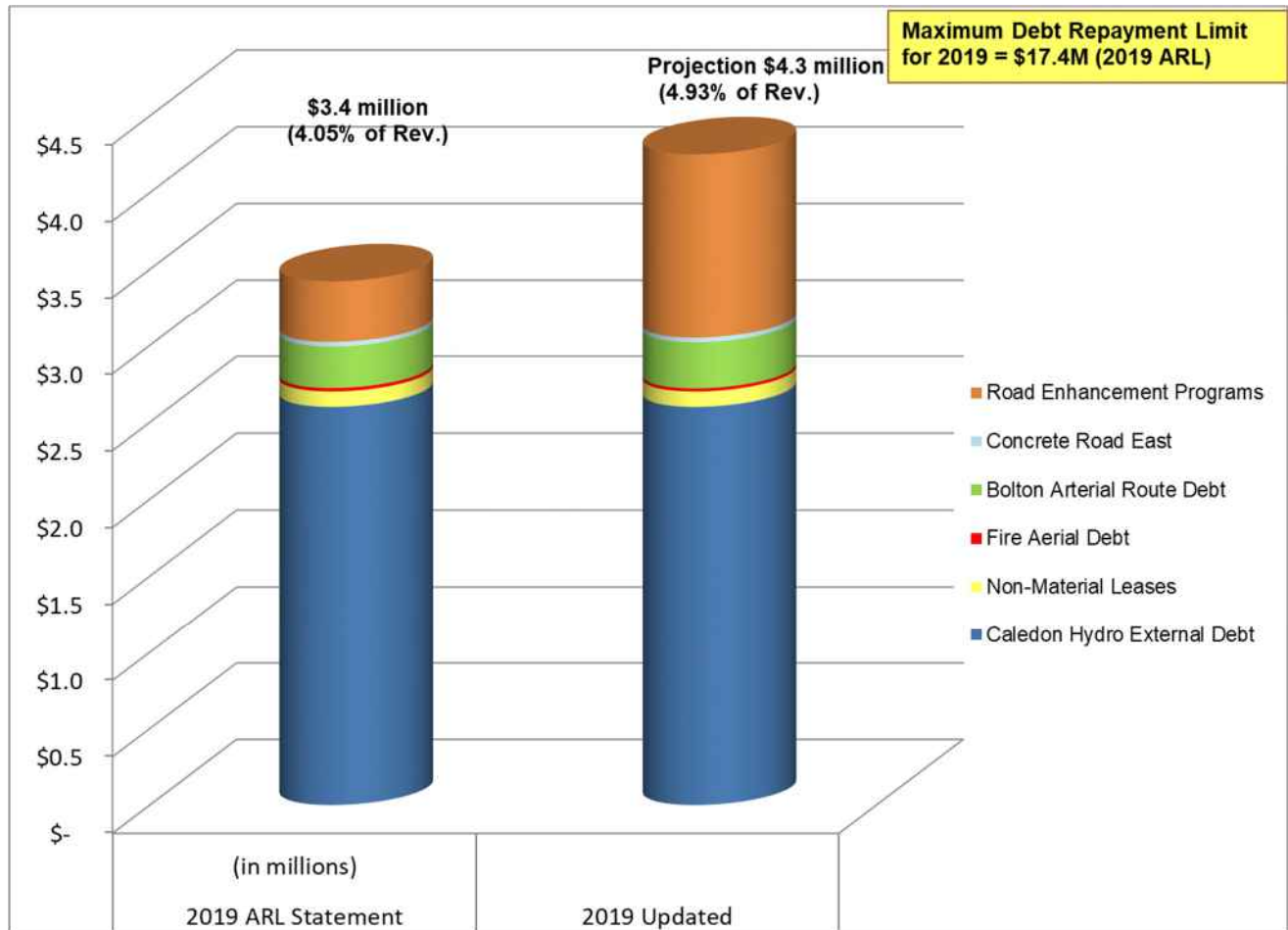
Annual Repayment Limit (ARL)

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 2019 is based on its analysis of data contained in the 2017 Financial Information Return (FIR). The Town of Caledon's 2018 ARL statement report indicates that the Town has net debt charges of \$3.4 million or approximately 4.05% of the Town's net revenues. This leaves a balance of 20.95% (25% - 4.05%) or approximately \$17.4 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:

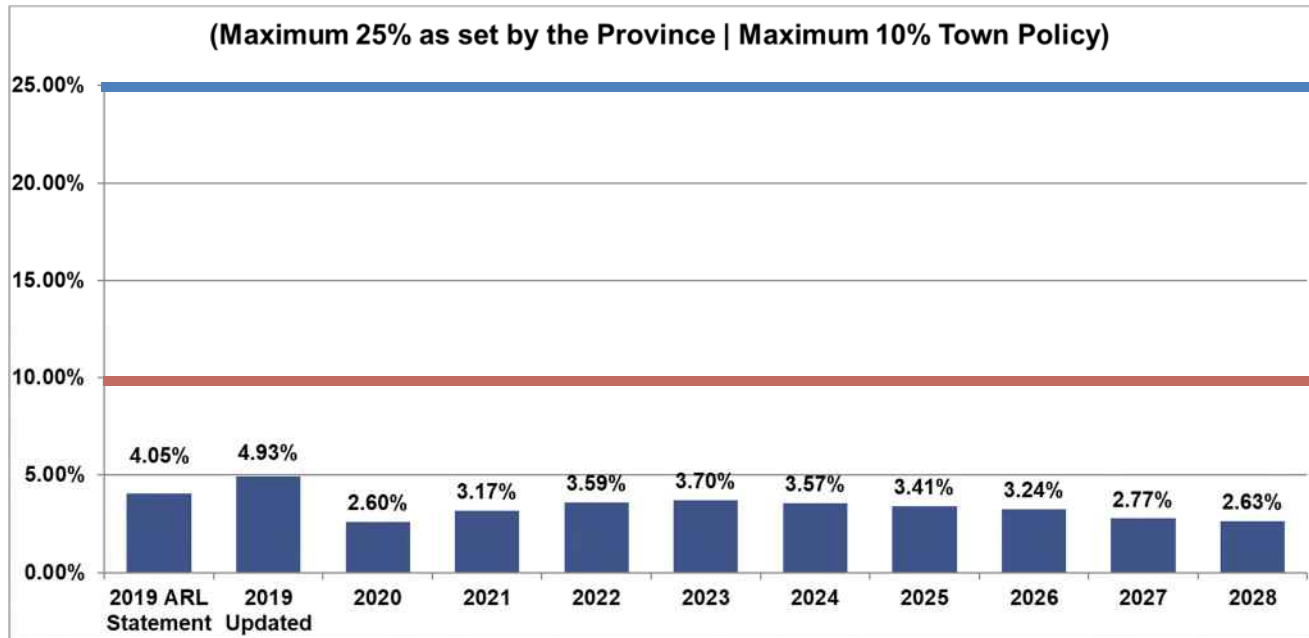
Town of Caledon Debt and Long-Term Debt Limit



The chart below shows an updated 2019 ARL and forecasts debt repayments as a percentage of Net revenues based on updates/assumptions such as:

- Photocopier lease costs and OPP property lease costs;
- Temporary Community Centre Space Lease;
- Future debentures assumed:
 - 2017 and 2019 Enhanced Road Project \$4.1 million each year beginning in 2020
 - 2020 Decorative Streetlight Retrofit and Adaptive Controls of \$3.3 million and \$1.0 million
 - 2020 Surface Treatment beginning in 2021.
- Maturity of Caledon Hydro Debenture in 2019
- Assessment growth revenue projections for 2020 to 2029 based on the same assumptions used in the 2020 budget

Town of Caledon Debt and Long-Term Debt Limit



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. The decrease in 2020 relates to the maturity of the Caledon Hydro Debenture. 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.

Summary

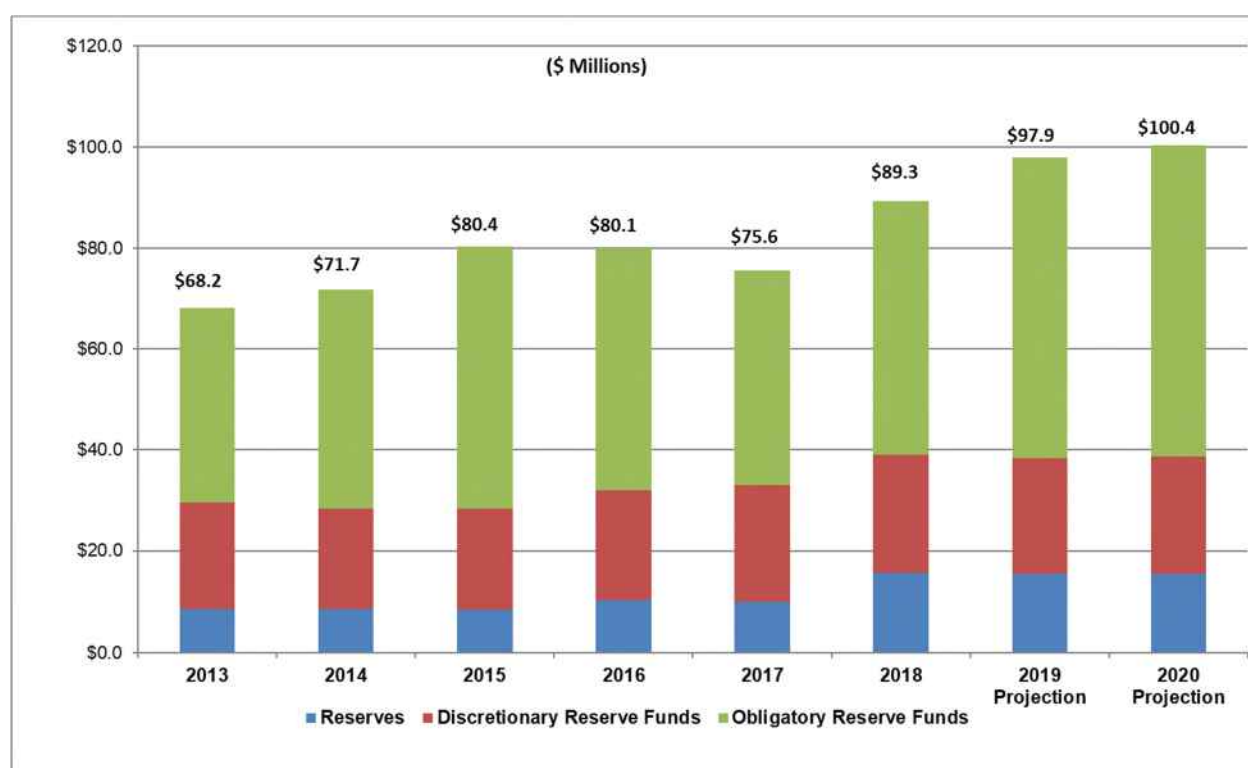
Overall, the Town is in a healthy financial position with a relatively low debt level that allows for flexibility in the future to fund large growth projects while maintaining existing Town infrastructure. The Town will likely continue to take advantage of low interest rates and plans to issue more debt in the future. This strategy is reassessed during the annual budget process.

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 2019 and 2020 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, 2018**, the Town had available the following reserves for operating and capital budget allocation:

| <u>Reserves</u> | <u>2018</u> |
|---|-----------------------------------|
| Working Funds | \$1,299,647 |
| Contingencies | \$7,865,226 |
| Equipment | \$694,012 |
| Accessibility (previously tax rate stabilization) | \$51,630 |
| Corporate Energy | \$164,522 |
| Tax Funded Capital Contingency Reserve | \$4,770,930 |
| Bridge Replacement | \$407,133 |
| Go Transit | \$72,803 |
| Animal Shelter | \$90,187 |
| Animal Shelter Facility | \$28,395 |
| Fitness Equipment Replacement | \$134,094 |
| Firefighter Post-Retirement Benefit Reserve | \$83,100 |
| Reserves Total | <u><u>\$15,661,680</u></u> |

Reserve for Working Funds

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

Reserve for Contingencies

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

| Contingency Reserve | Purpose | Balance (2018) |
|---------------------------------|---|-----------------------|
| Operating Contingency | To be used to stabilize the tax rate | \$4,230,760 |
| Fire Equipment | To be used for Fire Equipment | \$3,592 |
| Facility Repairs & Reinvestment | To provide funding for equipment replacement | \$104,673 |
| Self-Insured Loss | To mitigate insurance increases & settlement of claims | \$1,000,000 |
| Surplus Land Sales | Purchase of Town properties | \$2,258,957 |
| Economic Development | To encourage economic development | \$47,148 |
| Ice Resurfacer | To provide funding for Recreation Equipment | \$16,846 |
| Animal Shelter | To provide for animal care funding through Animal Shelter Donations | \$70,364 |
| Records Management | For software purchase | \$45,010 |
| Election | To finance future Town costs to administer municipal election | \$87,876 |
| Total | | \$7,865,226 |

Reserves and Reserve Funds

Equipment Reserve

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

Caledon Community Development Fund Reserve

Established in 2007 to provide support for eligible community events.

Accessibility Reserve

(Formerly the Tax Rate Stabilization 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.

Tax Funded Capital Contingency Reserve

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

Bridge Replacement Reserve

This reserve was established as per By-law 2013-042 for the purpose of supplementing future bridge projects and will be funded from budget surpluses related to completed bridge capital projects as these projects are closed.

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 shelter being held for future animal care.

Fitness Equipment Replacement Reserve

This reserve fund has been approved for adoption in July 2016 to allocate 5.5% of fitness membership revenues or approximately \$55,000 to the Fitness Equipment Reserve. Its purpose is for future replacement of fitness equipment without requesting additional funding from the tax base.

Firefighter Post-Retirement Benefit Reserve

This reserve was established to fully fund the Town's long-term obligations related to Post-Retirement Benefits for eligible full-time firefighters to age 65. The reserve will be adjusted based on future actuarial valuations.

RESERVE FUNDS

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

Discretionary Reserve Funds

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

Reserves and Reserve Funds

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

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

There are two major advantages to discretionary reserve funds:

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

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

As at **December 31, 2018**, the balances in the Town's discretionary reserve funds are as follows:

| <u>Discretionary Reserve Funds</u> | <u>2018</u> |
|---|-----------------------------------|
| Winter Maintenance | \$1,711,163 |
| Cash in Lieu of Parking | \$97,500 |
| Capital Asset Replacement Fund (previously Caledon Hydro) | \$15,591,357 |
| Community Improvement Plan | \$212,904 |
| Debt Retirement | \$0 |
| Roads Capital | \$52,792 |
| CAMP Agreement | \$110,176 |
| Development Approvals Stabilization | \$4,130,471 |
| Group Benefit Stabilization | \$645,947 |
| Development Charge Exemptions & Discounts | \$98,793 |
| Northwest Caledon Indoor Recreation Facility | \$645,136 |
| Broadband Levy | \$17,244 |
| Discretionary Reserve Funds Total | <u><u>\$23,313,484</u></u> |

Winter Maintenance Reserve Fund

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

Cash in Lieu of Parking Reserve Fund

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

Capital Asset Replacement Reserve Fund

(Formerly the Caledon Hydro Reserve Fund). Proceeds from sale of Caledon Hydro approved By-law no. 2005-170 to establish a set amount in a Hydro Reserve Fund for future capital allocation. The name of the reserve was changed as per By-law 2011-161 and the funds are to be used for infrastructure repairs and replacements, the shortfall in the Debt Retirement Reserve Fund and to cash flow the capital program.

Reserves and Reserve Funds

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.

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

This reserve was established in 2011 to mitigate higher health and dental claim payments that may occur in a future year. The Town is self insured for its benefit plans meaning that it funds the plans at a pre-determined rate based on historical claim patterns. In a given year if we have a large spike in actual claims, 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.

Broadband Levy Reserve

Established in December 2016 as part of 2017 Town of Caledon Budget per Staff Report 2016-154. This reserve was created for any surpluses, if any, in Broadband levy collections or expenditures to budget.

Obligatory Reserve Funds

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

Examples of obligatory reserve funds are:

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

Reserves and Reserve Funds

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

As at **December 31, 2018**, the balances in the following accounts are:

| <u>Obligatory Reserve Funds</u> | <u>2018</u> |
|---|------------------------------|
| Federal Gas Tax | \$4,175,696 |
| Building Permit Stabilization | \$4,681,141 |
| Payment In Lieu of Parkland | \$6,255,502 |
| Development Charges | \$78,459,632 |
| Heritage Property | <u>\$1,450</u> |
| Obligatory Reserve Funds Total | <u>\$93,573,421</u> |
| Less: Balance Committed to Active Capital Works Projects | <u>(\$38,936,273)</u> |
| Obligatory Reserve Funds Remaining | <u>\$54,637,148</u> |

Federal Gas Tax Rebate Reserve Fund

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

List of eligible project categories from the program includes:

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

Building Permit Stabilization Reserve Fund

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

Payment-in-lieu of Parkland Reserve Fund

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

Reserves and Reserve Funds

Development Charges

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

| | | |
|---|-----------|-------------------|
| Animal Control | \$ | 51,016 |
| Fire | \$ | 3,611,927 |
| Library | \$ | 3,222,933 |
| POA Court Facilities | \$ | 573,998 |
| Works Department | \$ | 1,294,309 |
| Recreation | \$ | 19,469,711 |
| Roads & Related | \$ | 49,032,950 |
| Studies | \$ | 961,080 |
| Storm Water Pond | \$ | 241,708 |
| Total Development Charges | \$ | 78,459,632 |
| Less: Balance Committed to Active Capital Works | \$ | (38,936,273) |
| Revised 2018 Balance after Commitments | \$ | 39,523,359 |

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 2020

Community Services

2020



2020 Business Plan – Community Services

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



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

Building Services

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

Administration

- Processing, preparation, and issuance of permits.
- Coordinating correspondence and follow-up on inactive applications and permits.
- Processing of Building and By-law Compliance Letters.
- Ensuring other approvals associated with a permit are obtained prior to issuance, including but not limited to, Planning and Development, Conservation Authority, Ministry of Transportation, Ministry of Environment, Niagara Escarpment Commission, and the Region of Peel.
- Booking permit inspections and processing and assignment of complaints.
- Preparing statistical reports on behalf of the Division.
- Review of permit applications in accordance with the Town's Zoning By-law and other applicable law.
- Processing routine disclosure requests.

Plans Examination

- Providing interpretation of Building Code requirements to various stakeholders.
- Review of permit applications in accordance with legislated mandatory timeframes, including the review of:

2020 Business Plan – Community Services

- All permits for any construction, demolition, changes of use, and/or the installation, alteration, or repair of on-site sewage systems, for compliance with the *Building Code Act*, *Ontario Building Code*, and other applicable law;
- Permanent ground and wall sign permits for compliance with the *Ontario Building Code*, and the Town's Sign By-law; and
- Pool enclosure permits for compliance with the Town's Pool Enclosure By-law.
- Providing comments through development applications to communicate minimum *Building Code* requirements prior to application for permit.

Building Inspections

- Conducting mandatory inspections and enforcement requirements of the *Building Code Act*, *Ontario Building Code*, Town's Pool Enclosure By-law, Fortification By-law, Building By-law, and Sign By-law.
- Conducting site reviews of buildings related to Town Land Sales, Special Occasion Permits and Liquor License applications; and
- 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.

2020 Business Plan – Community Services

Parks & Recreation

Parks Operations

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

Open Space Design

- Ensures that the design and construction of new developments in the Town, meets the needs of the residents and businesses, and the requirements of all applicable policies, guidelines, by-laws, and regulations of the Town.
- Ensures 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 thirty-two affiliated groups who offer resident services using town indoor and outdoor facilities.
- Implement major community events such as WinterFest and Celebrate Caledon.
- Oversee and support department initiatives focused on centralizing, strengthening, and seeking community, stakeholder and corporate partnerships.
- Supporting local non-profit services, such as Children's Aid Society, Boys and Girls Club of Peel and Special Olympics.
- Work closely with resident groups to support their efforts and 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.

2020 Business Plan – Community Services

Planning & Development

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

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

- Preliminary Meetings.
- Coordination of the DART process (Development Application Review Team - Pre-consultation).
- 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 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:

- 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.
- Long Range transportation policy planning and environmental assessment (roads).

2020 Business Plan – Community Services

- 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 (Federal Ministries, Provincial, 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)
- Tenant clients (Caledon Libraries, Caledon Parent-Child Centre, Caledon Seniors' Centre)

3. 2019 ACHIEVEMENTS

Building Services

- Closure of over 1,200 building permits.
- Retained a consultant, in collaboration with Information Technology, to complete reconfiguration of existing software business rules and processes in preparation for the future web portal.
- Designed divisional educational and permit support material to increase clarity in permit processes and requirements.
- Worked with a consultant to develop a 5 year business plan, targeted at efficiencies in electronic based processes.

Fire & Emergency Services

Fire Administration

- Continuation of the Comprehensive Training Plan Strategy.
- Completion of construction for the new Bolton Fire Station.
- Completed the design phase, site plan process for the Fire Training Facility and start of construction.
- Initiated 2019 Volunteer Firefighter Recruitment process.

Emergency Operations

- Response to approximately 2,800 emergency incidents.
- Continued review of strategies to improve the volunteer firefighter turnout times.
- Increased staffing levels on initial and secondary responding apparatus.

2020 Business Plan – Community Services

- 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

- Seven Fire Stations participated in Fire Prevention Week. With the kick-off held at St. Evans Catholic School.
- All burn permit applications being processed through online system, with over 1,807 permits issued over a twelve month period (beginning in October 2018).
- 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).
- Completion of Driver Certification Program.
- Commenced Live Fire Training.
- Commenced Officer Training to National Fire Protection Association (NFPA) Standards including NFPA 1031 Fire Inspector Level 1 and NFPA 1035 Fire Public Educator Level 1.
- Completion of Public Education/Fire Prevention Life Cycle Policy.

Parks & Recreation

Parks

- Constructed the Alton BMX Pump Track.
- Partnered with the TRCA in construction of the Palgrave Community Trail and replacement of Caledon Trailway culverts in Caledon East.
- Assist Support Services and School Board finalizing construction of Humberview Artificial Turf and Track Field
- Contracted construction of Johnston Sports Park Phase 3.
- Replacement of about sixty urban street trees removed in 2018.
- Reconstruction of Palgrave Tennis Court # 4.

Recreation Facilities

- Continuation of construction of the new Southfields Community Centre with completion in Q1 2020.
- Finalizing design and creation of implementation plan for the Caledon East Community Complex (CECC) Phase 3 expansion/renovation.
- Successful delivery of two new recreation facility road signs, Mayfield Recreation Centre and Caledon East Community Centre (CECC).
- Collaborate on the design and implementation of a new Asset Management System
- Completed major boiler replacement at Caledon Centre for Recreation and Wellness (CCRW).
- Completed auditorium refresh at the Albion Bolton Union Community Centre (ABUCC).
- Design and plan multiple changeroom enhancements
- Continued with accessibility, lighting, mechanical, walkway, and other recreation facility capital improvements.

2020 Business Plan – Community Services

- Continuous collaboration with program's team for successful program delivery and excellence in customer service.
- Creation of ongoing customer service training for recreation facilities and program teams.

Recreation Services

- Successfully replaced the Town's largest forward-facing software from CLASS to PerfectMind with the most amount of internal and external users.
- Opened artificial turf and track at Humberview Secondary School.
- Almost 20,000 program participants annually.
- Redefined the Seniors Task Force and created working groups which in turn increases member input and group productivity.
- Added two community liaisons to the task force.
- Signed on two new affiliate groups: Bolton Italian Cultural Club and Mayfield West Seniors Group for a total of 32 affiliates who the Recreation Division partners with to provide much-needed programs and services.
- Recruited five members for the Sports Hall of Fame Working Group and hosted the first annual Hall of Fame Induction Ceremony.
- Upgraded the rental insurance process which minimizes the risk to the Town and made it more convenient and easier to navigate for users.
- Hosted twelve community events and assisted with sixty indoor and outdoor events.
- Centralized all lease payments, executed Peel District School Board joint-use agreements, the Caledon Public Library MOU, Caledon Parent-Child Centre lease agreement for two locations.

Planning & Development

- Continued processing of Mayfield West Phase 2 development applications and Mayfield West Employment Areas. In 2019, three of eight subdivisions received draft approval.
- Continued work on revised and new development process manuals, and implemented into the AMANDA program.
- Processing of high profile development applications in the Coleraine West Employment Areas.
- Assisted with the update of the Town's Development Standards.
- Preparation and implementation of a workplan for the Comprehensive Zoning By-law review.
- Town wide Zoning By-law update for cannabis reflecting recent Federal and Provincial legislative changes.
- Assisting the Policy Section with the Official Plan review as required.

Policy & Sustainability

- Special Meeting of Council held to formally initiate the Official Plan Review (2041).
- Participated in Peel Region's 2041 Official Plan review and growth management meetings.
- Finalized the Environmental Assessment Hwy 410 and Future Spine Road (Mayfield West Phase 2).
- Mayfield West Phase 2, Stage 2 Local Official Plan Amendment application commenced.
- Prepared response and detailed comments on behalf of the Town on various provincial policies initiatives and direction.
- Provided Council with various memorandums and updates on provincial planning initiatives including (Bill 66 - Open for Business Tool, Growth Plan, *Environmental Assessment Act*, *Planning Act*, Bill 108 - *More Homes and More Choices Act*, 2019, Provincial Policy Statement (PPS) and Growth Plan updates e.g. Agricultural and Natural Heritage Systems and Inclusionary Zoning.
- Release of the Palgrave Estates Residential Community Policy Review.
- Release of the Preservation Rural Community Character and Infill Policy Review.

2020 Business Plan – Community Services

- Release of the Bolton Queen Street Corridor Study.
- Commenced the first Aggregate Rehabilitation Master Plan Study within Caledon Village area.
- Allocation of the 2019 Designated Heritage Property Grant Funding to over 25 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.
- Facilitated a presentation of a plaque showcasing the 200th bicentennial celebration of Mono Mills.

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 2019 and beyond are as follows:

Building Services

| Trends | Challenges |
|---|--|
| <ul style="list-style-type: none"> • Continuous 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. • Sewage Maintenance Program next five-year cycle to commence in 2020. The past maintenance cycle yielded great success, this cycle will include the ability to process the legislated inspection program through AMANDA. • Province has launched a consultation on a proposal to introduce a new administrative authority to streamline customer service, support the movement toward e-permitting, and promote consistency throughout the Building Sector. | <ul style="list-style-type: none"> • Proposed Mobile application of AMANDA and associated hardware for inspections staff to eliminate the requirement for paper record of inspection and order notes/updates. • Maintaining service levels in administration, inspections, and most recently, enforcement, with limited resourcing. • Staff retention within a high demand, low supply, and competitive industry. Preparing for growth, ensuring the Division is ready to manage mandated priorities in meeting requirements in the <i>Ontario Building Code</i>. |

Fire & Emergency Services

| Trends | Challenges |
|--|---|
| <p>Fire Administration</p> <ul style="list-style-type: none"> • Records management database using an interdepartmental system of record keeping of training and documentation. <p>Emergency Operations</p> <ul style="list-style-type: none"> • Ensuring compliance with the <i>Occupational Health and Safety Act</i> and to meet the National Fire Protection Association (NFPA) Job Performance Requirements. | <p>Fire Administration</p> <ul style="list-style-type: none"> • Outdated data management system – move to an automated system to be more efficient. <p>Emergency Operations</p> <ul style="list-style-type: none"> • Ensuring safe staffing levels during emergency responses, Emergency Response Performance Measures, National Fire Protection Association (NFPA 1720 - Standard for the Organization and |

2020 Business Plan – Community Services

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

Parks & Recreation – Parks Division

| Trends | Challenges |
|--|--|
| <ul style="list-style-type: none"> • A higher service level expected for streetscape maintenance throughout all villages and communities in Caledon. Caledon is rather unique because it is comprised of several small downtowns whereas many other municipalities have one downtown to implement and maintain. • 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. | <ul style="list-style-type: none"> • Increase in community groups requires significant time demand on staffing resources. • Mayfield West and Caledon East with significant park and trail developments will require increased staff and funding resources for park, trail, streetscapes and sidewalk winter maintenance operations. • The Town will need to assess resources to meet the demands or determine if the level of service should be changed. • Increased street tree inventory requires significant resources to mitigate, remove and replace tree loss due to environmental factors, disease and pests such as |

2020 Business Plan – Community Services

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|--|---|
| <ul style="list-style-type: none"> • Future development and population growth will require a significant increase in the length of sidewalk requiring winter maintenance. • Meeting parkland requirements in higher density development. | <p>Emerald Ash Borer, Aphids and threat of Asian Long-Horned Beetle.</p> <ul style="list-style-type: none"> • Accessibility requirements need significant resources to address deficiencies in parks in accordance with the audit reports. |
|--|---|

Recreation Facilities

| Trends | Challenges |
|--|---|
| <ul style="list-style-type: none"> • Multi-use facilities/Community Hubs that are designed with something for everybody. • Improving accessibility through facility design and removing barriers. • Environmentally friendly facility design focusing on sustainability and energy efficiency. • Increased partnerships with focus on shared uses. | <ul style="list-style-type: none"> • Aging infrastructure and equipment and the need to align effective asset management programs to preserve the life-cycle of Town assets. • Meeting the increased community demand for facilities in the population growth areas. • Balancing risk management and liability challenges with customer-focused service and increased community led engagement and participation of Town facilities. |

Recreation Support Services and Community Development

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

Planning & Development

| Trends | Challenges |
|---|--|
| <ul style="list-style-type: none"> • Mayfield West Phase 2, Stage 1, the Coleraine West Employment Area and the Bolton Residential Expansion Study (BRES) will increase development activity. • The changes to the <i>Planning Act</i> and associated provincial legislative changes to the four Provincial Plans and the Town's Official Plan update will affect the review of development applications. | <ul style="list-style-type: none"> • Impact of changes to the <i>Planning Act</i>, Provincial Policy Statement (PPS), and <i>Development Charges Act</i> that will affect resources, funding and administrative process. • There is concern within existing communities regarding new mixed use, high density and intensification proposals. |

2020 Business Plan – Community Services

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| | <ul style="list-style-type: none"> • There is a desire within existing communities to provide a variety of housing types to meet the needs of seniors and first time home buyers. • General increase in the complexity of planning applications due to multiple Provincial Plans, policies and guidelines. • Impacts on staff resources and timing of application review resulting from projected growth. |
|--|--|

Policy & Sustainability

| Trends | Challenges |
|--|---|
| <ul style="list-style-type: none"> • The decisions rendered from the newly established Local Planning Appeal Tribunal (LPAT) will significantly affect land use planning in Ontario. • The interpretation and implementation of the 2018 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. • 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 (PPS) and conforms and/or does not conflict with Provincial Plans, as required. The five-year review is also to ensure the Official Plan continues to address local priorities and changing community needs. • The Province has 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. | <ul style="list-style-type: none"> • The Province’s direction on the new “A Place to Grow Plan”, the modifications to the Planning Act and LPAT, introduction of the new Community Benefits process and modifications to Development Charges and other pending provincial regulations will greatly influence land use planning decisions in Caledon. • The final proposed future GTA West corridor (400 series highway) its use and connections to Caledon will significantly influence land use planning in the Town’s “Whitebelt” area as to which lands can be developed. • Lack of public transit services will have an impact on future growth opportunities in Caledon |

2020 Business Plan – Community Services

5. 2020 PRIORITIES

The following is a list of the 2020 priorities that Community Services intends to undertake with the 2020 Operating and Capital Budget requested as part of this Business Plan:

| 2020 PRIORITIES | | | | | | | | | | |
|--------------------------|---|------------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| | | | ✗ | ✗ | ✗ | ✗ | T | E | A | M |
| ADMINISTRATION | | | | | | | | | | |
| 1 | Performance Measures to provide quantifiable bench marks and enable us to measure our success | Operating Budget | □ | □ | □ | □ | T | E | A | M |
| 2 | Develop training plans for supervisors, managers and future leaders to receive supervisory training focusing on employee morale, team building and staff support. | Operating Budget | □ | □ | □ | □ | T | □ | □ | □ |
| 3 | Annual updates with the full department to discuss changes in each division and communicate Town News. | Operating Budget | □ | □ | □ | □ | T | □ | □ | □ |
| BUILDING SERVICES | | | | | | | | | | |
| 1 | Implementation of mobile inspections to provide efficiencies with booking and processing permit inspections. | Operating Budget | □ | □ | ✗ | □ | T | E | □ | □ |
| 2 | Building Services Fees Review to ensure fees are in accordance with <i>Bill 124</i> and fully cost recoverable | Capital Budget | □ | □ | □ | ✗ | □ | E | □ | □ |

2020 Business Plan – Community Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------------------|--|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 3 | Continuous training and development for staff, increasing knowledge/ experience level to enhance service delivery | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Improvements to the AMANDA system to assist with process review, timelines and administration. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | T | E | <input type="checkbox"/> | <input type="checkbox"/> |
| FIRE AND EMERGENCY SERVICES | | | | | | | | | | |
| 1 | FIRE ADMINISTRATION: Complete an implementation strategy of the operational recommendations contained within the Fire Master Plan to ensure we are properly positioned to meet the needs of the community in the future. | Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 2 | FIRE ADMINISTRATION: Implement an Annual Training Program. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 3 | FIRE ADMINISTRATION: Replace aging fire apparatus, vehicles and equipment. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 4 | FIRE ADMINISTRATION: Continue to recruit and train Volunteer Firefighters to replace existing vacancies. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 5 | EMERGENCY OPERATIONS: Complete a multi-disciplined fire training facility. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | <input type="checkbox"/> | <input type="checkbox"/> | M |

2020 Business Plan – Community Services

| 2020 PRIORITIES | | | | | | | | | | |
|----------------------|--|------------------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 6 | SUPPORT SERVICES: Respond to all requests/complaints for fire safety inspections as required by Fire Protection and Prevention Act (FPPA) | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 | SUPPORT SERVICES: Complete required fire and life safety reviews of vulnerable occupancies as required by the Fire Protection and Prevention Act (FPPA) | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 8 | SUPPORT SERVICES: Implement a life cycle for the Fire Inspection and Public Education Programs. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| PARKS AND RECREATION | | | | | | | | | | |
| 1 | ADMINISTRATION: Implementation of Vision Plan, Recreation and Parks Master Plan and the Facility Needs Assessment. | Operating Budget | <input type="checkbox"/> | × | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 2 | PARKS: Meet user group demand for an additional hardball facility within Caledon. | Capital and Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | PARKS: Urban Forestry Sustainability – Continue with Emerald Ash Borer (EAB) mitigation strategy and focus efforts on sustaining the urban canopy throughout Caledon with the street tree replacement funding. | Capital Budget | <input type="checkbox"/> | × | × | <input type="checkbox"/> | T | <input type="checkbox"/> | <input type="checkbox"/> | M |

2020 Business Plan – Community Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|--|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 4 | RECREATION PROGRAMS & FACILITIES: Completion of the new Southfield Community Centre in Q1 of 2020. Including operations in the spring of 2020. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |
| 5 | RECREATION PROGRAMS & FACILITIES: Detailed design and construction phased in from 2020 - 2022 for Caledon East Community Complex Phase 3, Phase 4 and the Rotary Place Expansion. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |
| 6 | RECREATION PROGRAMS & FACILITIES: Enhance the Community Hub model through collaborative opportunities and leveraging the expertise of community groups and other partners to better service the community. | Operating Budget | <input type="checkbox"/> | × | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| 7 | RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Negotiate and complete lease agreements for five diverse stakeholders to offer services at the Southfields Community Centre. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |
| 8 | RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Work with affiliates to increase their capacity to host provincial tournaments creating larger economic impact to the community. | Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | A | M |

2020 Business Plan – Community Services

| 2020 PRIORITIES | | | | | | | | | | |
|--------------------------|--|------------------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 9 | RECREATION & SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Build on community relationships between key stakeholders and the older adult population. Engaging a consultant to complete the Age Friendly Strategic Plan | Capital and Operating Budget | <input type="checkbox"/> | × | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| 10 | RECREATION & SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Streamline recreational program opportunities and increase program revenue as a result of new, innovative program offerings. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| PLANNING AND DEVELOPMENT | | | | | | | | | | |
| 1 | Ongoing update of Comprehensive Zoning By-law 2006-50. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 2 | Completion and update of manuals to enhance customer service to internal and external clients. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Complete prequalifying control architect procedure. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Review of planning processes within the AMANDA system to provide efficiencies and better workflow. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |

2020 Business Plan – Community Services

| 2020 PRIORITIES | | | | | | | | | | |
|---------------------------|--|------------------------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 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 and Operating Budget | ✗ | □ | □ | □ | □ | □ | A | M |
| 2 | Complete the Alton Heritage Conservation District Study. | Capital Budget | □ | ✗ | □ | □ | □ | □ | □ | M |
| 3 | Develop a “Preservation of Rural Community Character and Infill Policy Review” Discussion Paper. | Capital Budget | ✗ | ✗ | □ | □ | □ | E | □ | M |
| 4 | Initiate Secondary Plan for Mayfield West Phase 2, Stage 2 lands. | Capital Budget | ✗ | □ | □ | □ | T | □ | □ | M |
| 5 | Representing the Town's interests at the Ontario Municipal Board regarding the Town's ROPA application for Bolton Residential Expansion Study (BRES). | Capital Budget | ✗ | □ | □ | □ | □ | □ | A | M |

2020 Business Plan – Community Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|--|----------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 6 | Complete Bolton Queen Street Corridor Study to promote sustainable community building. | Capital Budget | ✗ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | M |
| 7 | Complete the Commercial Fill Regulatory Framework. | Capital Budget | ✗ | ☐ | ✗ | ☐ | ☐ | ☐ | ☐ | M |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES

SUMMARY

| Division | 2020 Budget | 2019 Budget | 2018 Budget |
|--|----------------------|----------------------|----------------------|
| Building Services | \$ - | \$ - | \$ - |
| Planning, Development, Policy & Sustainability | \$ 1,791,863 | \$ 1,489,851 | \$ 1,429,871 |
| Fire & Emergency Services | \$ 9,023,596 | \$ 8,667,185 | \$ 8,323,768 |
| Parks & Recreation | \$ 9,727,783 | \$ 9,030,961 | \$ 8,210,411 |
| Community Services Total | \$ 20,543,242 | \$ 19,187,997 | \$ 17,964,050 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
BUILDING SERVICES

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 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) | \$ (1,300) | | |
| | | | 01-11-145-44010-365-50670 Building Permits | \$ (3,217,532) | \$ (3,118,556) | \$ (3,009,909) | | |
| | | | 01-11-145-44010-365-50672 Pool Permits | \$ (14,280) | \$ (14,000) | \$ (14,000) | | |
| | | | 01-11-145-44010-365-50844 Compliance Letters/Inquiries | \$ (17,980) | \$ (18,000) | \$ (18,000) | | |
| | | | 01-11-145-44010-365-50986 Reserve Fund To Revenue | \$ (124,524) | \$ (256,416) | \$ (84,881) | | |
| | | Revenue Total | \$ (3,383,616) | \$ (3,416,272) | \$ (3,136,090) | | | |
| | | Expense | 01-11-145-44010-365-61510 Salaries-Permanent | \$ 1,127,795 | \$ 1,083,769 | \$ 872,989 | | |
| | | | 01-11-145-44010-365-61513 Benefits-Permanent | \$ 343,332 | \$ 331,445 | \$ 264,614 | | |
| | | | 01-11-145-44010-365-62011 Office Supplies | \$ 3,500 | \$ 3,500 | \$ 3,500 | | |
| | | | 01-11-145-44010-365-62014 Uniforms/Protective Clothing | \$ 850 | \$ 850 | \$ 500 | | |
| | | | 01-11-145-44010-365-62306 Publications | \$ 6,000 | \$ 6,000 | \$ 6,000 | | |
| | | | 01-11-145-44010-365-62310 Training/Development/Seminars | \$ 28,500 | \$ 28,500 | \$ 24,500 | | |
| | | | 01-11-145-44010-365-62311 Memberships/Dues | \$ 7,687 | \$ 7,687 | \$ 6,687 | | |
| | | | 01-11-145-44010-365-62314 Mileage | \$ 6,750 | \$ 6,750 | \$ 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 | \$ 1,500 | | |
| | | | 01-11-145-44010-365-62396 Mobile Phones / Pagers | \$ 600 | \$ 600 | \$ 600 | | |
| | | | 01-11-145-44010-365-62416 Interdepartmental Charges | \$ 863,742 | \$ 1,063,210 | \$ 1,007,151 | | |
| | | | Expense Total | \$ 2,394,418 | \$ 2,537,973 | \$ 2,193,953 | | |
| | | | Building & Support Services Total | | | \$ (989,198) | \$ (878,299) | \$ (942,137) |
| | | | Building and Support Services Total | | | \$ (989,198) | \$ (878,299) | \$ (942,137) |
| | | Regulatory Services | Building Inspectors | Expense | 01-11-475-49020-365-61510 Salaries-Permanent | \$ 709,075 | \$ 624,132 | \$ 647,257 |
| | | | | | 01-11-475-49020-365-61513 Benefits-Permanent | \$ 213,800 | \$ 189,869 | \$ 192,110 |
| | | | | | 01-11-475-49020-365-61520 Wages-Casual Temporary | \$ - | \$ - | \$ 32,965 |
| | | | | | 01-11-475-49020-365-61523 Benefits-Casual Temporary | \$ - | \$ - | \$ 4,032 |
| 01-11-475-49020-365-62014 Uniforms/Protective Clothing | \$ 5,400 | | | | \$ 3,375 | \$ 3,600 | | |
| 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 | \$ 4,000 | | |
| 01-11-475-49020-365-62310 Training/ Development/ Seminars | \$ 12,250 | | | | \$ 12,250 | \$ 12,250 | | |
| 01-11-475-49020-365-62311 Memberships/Dues | \$ 5,123 | | | | \$ 5,123 | \$ 5,123 | | |
| 01-11-475-49020-365-62314 Mileage | \$ 35,000 | | | | \$ 35,000 | \$ 37,250 | | |
| 01-11-475-49020-365-62396 Mobile Phones / Pagers | \$ 3,550 | | | | \$ 3,550 | \$ 2,550 | | |
| Expense Total | \$ 989,198 | | | | \$ 878,299 | \$ 942,137 | | |
| Building Inspectors Total | | | | | \$ 989,198 | \$ 878,299 | \$ 942,137 | |
| Regulatory Services Total | | | | | \$ 989,198 | \$ 878,299 | \$ 942,137 | |
| Building Services Total | | | | \$ - | \$ - | \$ - | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 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 | \$ (23,202) | \$ (17,580) | \$ (17,244) | | |
| | | | 01-02-115-40010-365-50328 Engineering Fee | \$ (566,320) | \$ (575,904) | \$ (479,508) | | |
| | | | 01-02-115-40010-365-50355 Peer Review | \$ (4,000) | \$ (4,000) | \$ (3,000) | | |
| | | | 01-02-115-40010-365-50520 Document Sales | \$ (500) | \$ (500) | \$ (500) | | |
| | | | 01-02-115-40010-365-50826 Redlining | \$ (12,484) | \$ (10,450) | \$ (10,250) | | |
| | | | 01-02-115-40010-365-50827 Legal Non-Conforming Certificate | \$ (5,331) | \$ (3,820) | \$ (1,746) | | |
| | | | 01-02-115-40010-365-50828 Zoning Certificate | \$ (428) | \$ (840) | \$ (615) | | |
| | | | 01-02-115-40010-365-50830 Admin.Fees-Subdiv.&Condo | \$ (1,226,422) | \$ (1,161,808) | \$ (1,142,218) | | |
| | | | 01-02-115-40010-365-50831 Carrying Fee | \$ (4,836) | \$ (7,900) | \$ (7,750) | | |
| | | | 01-02-115-40010-365-50832 Appln Fees-Subdivision & Condo | \$ (125,140) | \$ (134,980) | \$ (138,363) | | |
| | | | 01-02-115-40010-365-50834 Part Lot Control Fees | \$ (29,649) | \$ (29,055) | \$ (23,875) | | |
| | | | 01-02-115-40010-365-50840 NEC Fees | \$ (14,820) | \$ (14,516) | \$ (14,250) | | |
| | | | 01-02-115-40010-365-50842 Site Plan Applicat. Fees | \$ (266,562) | \$ (281,762) | \$ (256,060) | | |
| | | | 01-02-115-40010-365-50843 Transfer Review Fee | \$ (5,500) | \$ (5,500) | \$ - | | |
| | | | 01-02-115-40010-365-50844 Compliance Letters/Inquiries | \$ (12,400) | \$ (12,200) | \$ (16,200) | | |
| | | | 01-02-115-40010-365-50850 Popa Fees | \$ (33,578) | \$ (32,920) | \$ (16,138) | | |
| | | | 01-02-115-40010-365-50855 Rezoning Application fee | \$ (121,241) | \$ (106,305) | \$ (86,191) | | |
| | | | 01-02-115-40010-365-50860 Inspections | \$ (6,320) | \$ (3,160) | \$ (3,100) | | |
| | | | Revenue Total | \$ (2,476,233) | \$ (2,420,700) | \$ (2,234,508) | | |
| | | | Expense | 01-02-115-40010-365-61510 Salaries-Permanent | \$ 456,094 | \$ 253,407 | \$ 241,991 | |
| | | | | 01-02-115-40010-365-61513 Benefits-Permanent | \$ 131,024 | \$ 67,484 | \$ 64,550 | |
| | | | | 01-02-115-40010-365-61520 Wages-Casual Temporary | \$ 46,700 | \$ 46,000 | \$ 45,200 | |
| | | 01-02-115-40010-365-61523 Benefits-Casual Temporary | | \$ 5,753 | \$ 5,716 | \$ 5,529 | | |
| | | 01-02-115-40010-365-62011 Office Supplies | | \$ 5,000 | \$ 5,000 | \$ 5,000 | | |
| | | 01-02-115-40010-365-62245 Studies/Consultants | | \$ 10,000 | \$ - | \$ - | | |
| | | 01-02-115-40010-365-62310 Training/Development/Seminars | | \$ 7,100 | \$ 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 | | \$ 1,250 | \$ 1,000 | \$ 1,000 | | |
| | | 01-02-115-40010-365-62315 Printing & Advertising | | \$ 7,500 | \$ - | \$ 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 | | |
| | | Expense Total | | \$ 771,879 | \$ 486,065 | \$ 472,728 | | |
| | | Administration Total | | \$ (1,704,354) | \$ (1,934,635) | \$ (1,761,780) | | |
| | | Administration Total | | \$ (1,704,354) | \$ (1,934,635) | \$ (1,761,780) | | |
| | | Development | | Development - East | Expense | 01-02-225-44020-365-61510 Salaries-Permanent | \$ 721,411 | \$ 826,181 |
| | | | 01-02-225-44020-365-61513 Benefits-Permanent | | | \$ 209,037 | \$ 244,339 | \$ 220,375 |
| | | | 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 | | | \$ 14,000 | \$ 14,500 | \$ 14,000 |
| | | | 01-02-225-44020-365-62311 Memberships/Dues | | | \$ 6,800 | \$ 6,800 | \$ 5,800 |
| | | | 01-02-225-44020-365-62314 Mileage | | | \$ 2,325 | \$ 2,425 | \$ 2,425 |
| | | | 01-02-225-44020-365-62346 Courier | | | \$ 750 | \$ 525 | \$ 525 |
| | | | 01-02-225-44020-365-62396 Mobile Phones / Pagers | | | \$ 400 | \$ 300 | \$ 300 |
| | 01-02-225-44020-365-62412 Special Charges | | \$ 500 | | | \$ 500 | \$ 500 | |
| Expense Total | \$ 956,373 | | \$ 1,096,720 | | \$ 997,983 | | | |
| Development - East Total | \$ 956,373 | | \$ 1,096,720 | \$ 997,983 | | | | |
| Development - West | Expense | | 01-02-225-44025-365-61510 Salaries-Permanent | \$ 928,876 | \$ 787,860 | \$ 784,630 | | |
| | | | 01-02-225-44025-365-61513 Benefits-Permanent | \$ 271,161 | \$ 230,970 | \$ 235,009 | | |
| | | | 01-02-225-44025-365-61520 Wages-Casual Temporary | \$ 46,454 | \$ 55,846 | \$ - | | |
| | | | 01-02-225-44025-365-61523 Benefits-Casual Temporary | \$ 5,575 | \$ 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 | | |
| | | | 01-02-225-44025-365-62310 Training/Development/Seminars | \$ 16,167 | \$ 15,667 | \$ 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 | | |
| | | | 01-02-225-44025-365-62346 Courier | \$ 500 | \$ 500 | \$ 500 | | |
| | | | 01-02-225-44025-365-62396 Mobile Phones / Pagers | \$ 600 | \$ 600 | \$ 600 | | |
| | | | 01-02-225-44025-365-62412 Special Charges | \$ 500 | \$ 500 | \$ 500 | | |
| | Expense Total | | \$ 1,279,708 | \$ 1,126,619 | \$ 1,063,881 | | | |
| Development - West Total | \$ 1,279,708 | | \$ 1,126,619 | \$ 1,063,881 | | | | |
| Committee of Adjustment | Revenue | | 01-02-225-47150-365-50836 Committee of Adjustment Fees | \$ (130,720) | \$ (154,071) | \$ (154,818) | | |
| | Revenue Total | | \$ (130,720) | \$ (154,071) | \$ (154,818) | | | |
| | 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 | \$ 4,000 | \$ 4,550 | | |
| | | | 01-02-225-47150-365-62315 Printing & Advertising | \$ 500 | \$ 500 | \$ 500 | | |
| | Expense Total | | \$ 12,900 | \$ 12,900 | \$ 12,900 | | | |
| Committee of Adjustment Total | \$ (106,440) | | \$ (129,791) | \$ (129,988) | | | | |
| Development Total | \$ 2,129,641 | \$ 2,093,548 | \$ 1,931,876 | | | | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|--------------------------|-----------------------|---|--------------|--------------|--------------|
| 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) | \$ (1,000) | \$ (974) |
| | | Revenue Total | | \$ (1,200) | \$ (1,200) | \$ (1,174) |
| | | Expense | 01-02-405-44070-365-62221 Heritage Special Events | \$ 25,000 | \$ 10,000 | \$ 2,000 |
| | | | 01-02-405-44070-365-62319 Grants | \$ 65,000 | \$ 65,000 | \$ 50,000 |
| | | | 01-02-405-44070-365-62353 Committee Expenses | \$ 5,000 | \$ 5,000 | \$ 3,000 |
| | | Expense Total | | \$ 95,000 | \$ 80,000 | \$ 55,000 |
| | Heritage Committee Total | | \$ 93,800 | \$ 78,800 | \$ 53,826 | |
| | Planning Policy | Expense | 01-02-405-44080-365-61510 Salaries-Permanent | \$ 958,543 | \$ 940,770 | \$ 903,996 |
| | | | 01-02-405-44080-365-61513 Benefits-Permanent | \$ 273,648 | \$ 270,783 | \$ 259,568 |
| | | | 01-02-405-44080-365-62011 Office Supplies | \$ 1,500 | \$ 1,500 | \$ 750 |
| | | | 01-02-405-44080-365-62310 Training/Development/Seminars | \$ 15,000 | \$ 15,000 | \$ 13,000 |
| | | | 01-02-405-44080-365-62311 Memberships/Dues | \$ 8,000 | \$ 8,000 | \$ 7,800 |
| | | | 01-02-405-44080-365-62314 Mileage | \$ 6,500 | \$ 6,500 | \$ 8,000 |
| | | | 01-02-405-44080-365-62315 Printing & Advertising | \$ 6,400 | \$ 6,400 | \$ 10,000 |
| | | | 01-02-405-44080-365-62346 Courier | \$ 150 | \$ 150 | \$ 500 |
| | | | 01-02-405-44080-365-62375 Meeting Expenses | \$ 2,500 | \$ 2,500 | \$ 2,000 |
| | | | 01-02-405-44080-365-62396 Mobile Phones / Pagers | \$ 535 | \$ 535 | \$ 335 |
| | | Expense Total | | \$ 1,272,776 | \$ 1,252,138 | \$ 1,205,949 |
| | | Planning Policy Total | | \$ 1,272,776 | \$ 1,252,138 | \$ 1,205,949 |
| Policy & Sustainability Total | | | | \$ 1,366,576 | \$ 1,330,938 | \$ 1,259,775 |
| Planning , Development, Policy & Sustainability Total | | | | \$ 1,791,863 | \$ 1,489,851 | \$ 1,429,871 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
FIRE & EMERGENCY SERVICES

| Location/ Asset Type | Cost Centre/Project | Revenue/ Expense | Account Number and Description | 2019 Budget | 2019 Budget | 2018 Budget |
|-------------------------------|---------------------|---------------------|---|-------------|-------------|-------------|
| Alton Station #1 | Fire Stations | Expense | 01-04-245-46010-101-62111 Maintenance & Repairs-Grounds | \$ 3,570 | \$ 3,570 | \$ 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 | \$ 3,028 | \$ 2,853 | \$ 2,599 |
| | | | 01-04-245-46010-101-62216 Electricity | \$ 1,821 | \$ 1,836 | \$ 1,983 |
| | | | 01-04-245-46010-101-62217 Water/Waste Water | \$ 106 | \$ 106 | \$ 206 |
| | | | 01-04-245-46010-101-62312 Insurance | \$ 1,191 | \$ 1,095 | \$ 1,027 |
| | | Expense Total | \$ 15,716 | \$ 15,460 | \$ 15,215 | |
| | Fire Stations Total | | | \$ 15,716 | \$ 15,460 | \$ 15,215 |
| Alton Station #1 Total | | | \$ 15,716 | \$ 15,460 | \$ 15,215 | |
| Bolton Station #2 | Fire Stations | Expense | 01-04-245-46010-102-62111 Maintenance & Repairs-Grounds | \$ 25,040 | \$ 5,250 | \$ 5,000 |
| | | | 01-04-245-46010-102-62114 Small Equip Repair/Purchase | \$ 14,970 | \$ 14,970 | \$ 14,970 |
| | | | 01-04-245-46010-102-62215 Natural Gas | \$ 12,500 | \$ 12,500 | \$ 12,500 |
| | | | 01-04-245-46010-102-62216 Electricity | \$ 23,500 | \$ 23,500 | \$ 23,500 |
| | | | 01-04-245-46010-102-62217 Water/Waste Water | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| | | | 01-04-245-46010-102-62312 Insurance | \$ 4,326 | \$ 4,326 | \$ 4,074 |
| | | Expense Total | \$ 81,836 | \$ 62,046 | \$ 61,544 | |
| | Fire Stations Total | | | \$ 81,836 | \$ 62,046 | \$ 61,544 |
| Bolton Station #2 Total | | | \$ 81,836 | \$ 62,046 | \$ 61,544 | |
| Caledon East Station #3 | Fire Stations | Expense | 01-04-245-46010-103-62111 Maintenance & Repairs-Grounds | \$ 7,625 | \$ 2,625 | \$ 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 | \$ 5,301 | \$ 4,884 | \$ 5,019 |
| | | | 01-04-245-46010-103-62216 Electricity | \$ 5,914 | \$ 5,860 | \$ 6,492 |
| | | | 01-04-245-46010-103-62217 Water/Waste Water | \$ 100 | \$ 100 | \$ 170 |
| | | | 01-04-245-46010-103-62312 Insurance | \$ 2,591 | \$ 3,976 | \$ 3,730 |
| | | Expense Total | \$ 27,531 | \$ 23,445 | \$ 24,711 | |
| | Fire Stations Total | | | \$ 27,531 | \$ 23,445 | \$ 24,711 |
| Caledon East Station #3 Total | | | \$ 27,531 | \$ 23,445 | \$ 24,711 | |
| Cheltenham Station #4 | Fire Stations | Expense | 01-04-245-46010-104-62111 Maintenance & Repairs-Grounds | \$ 5,250 | \$ 5,250 | \$ 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 | \$ 2,803 | \$ 2,506 | \$ 2,524 |
| | | | 01-04-245-46010-104-62216 Electricity | \$ 3,987 | \$ 2,146 | \$ 3,682 |
| | | | 01-04-245-46010-104-62217 Water/Waste Water | \$ 332 | \$ 332 | \$ 132 |
| | | | 01-04-245-46010-104-62312 Insurance | \$ 2,719 | \$ 3,197 | \$ 3,055 |
| | | | 01-04-245-46010-104-62437 Contribution to Reserves | \$ 1,956 | \$ 1,956 | \$ - |
| | | Expense Total | \$ 23,047 | \$ 21,387 | \$ 20,393 | |
| | Fire Stations Total | | | \$ 23,047 | \$ 21,387 | \$ 20,393 |
| Cheltenham Station #4 Total | | | \$ 23,047 | \$ 21,387 | \$ 20,393 | |
| Inglewood Station #5 | Fire Stations | Expense | 01-04-245-46010-105-62111 Maintenance & Repairs-Grounds | \$ 2,940 | \$ 2,940 | \$ 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 | \$ 2,338 | \$ 2,387 | \$ 2,785 |
| | | | 01-04-245-46010-105-62216 Electricity | \$ 3,655 | \$ 3,041 | \$ 3,075 |
| | | | 01-04-245-46010-105-62217 Water/Waste Water | \$ 200 | \$ 150 | \$ 150 |
| | | | 01-04-245-46010-105-62312 Insurance | \$ 2,104 | \$ 1,932 | \$ 1,813 |
| | | Expense Total | \$ 17,237 | \$ 16,450 | \$ 16,623 | |
| | Fire Stations Total | | | \$ 17,237 | \$ 16,450 | \$ 16,623 |
| Inglewood Station #5 Total | | | \$ 17,237 | \$ 16,450 | \$ 16,623 | |
| Palgrave Station #6 | Fire Stations | Expense | 01-04-245-46010-106-62111 Maintenance & Repairs-Grounds | \$ 5,250 | \$ 5,250 | \$ 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 | \$ 3,164 | \$ 3,016 | \$ 3,003 |
| | | | 01-04-245-46010-106-62216 Electricity | \$ 1,805 | \$ 1,819 | \$ 1,882 |
| | | | 01-04-245-46010-106-62217 Water/Waste Water | \$ 132 | \$ 132 | \$ 132 |
| | | | 01-04-245-46010-106-62312 Insurance | \$ 880 | \$ 816 | \$ 766 |
| | | Expense Total | \$ 17,231 | \$ 17,033 | \$ 16,783 | |
| | Fire Stations Total | | | \$ 17,231 | \$ 17,033 | \$ 16,783 |
| Palgrave Station #6 Total | | | \$ 17,231 | \$ 17,033 | \$ 16,783 | |
| Snelgrove Station #7 | Fire Stations | Expense | 01-04-245-46010-107-62111 Maintenance & Repairs-Grounds | \$ 15,540 | \$ 15,540 | \$ 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 | \$ 4,445 | \$ 4,040 | \$ 4,803 |
| | | | 01-04-245-46010-107-62216 Electricity | \$ 18,997 | \$ 16,312 | \$ 17,604 |
| | | | 01-04-245-46010-107-62217 Water/Waste Water | \$ 420 | \$ 420 | \$ 420 |
| | | | 01-04-245-46010-107-62312 Insurance | \$ 2,038 | \$ 3,370 | \$ 3,161 |
| | | Expense Total | \$ 47,440 | \$ 45,682 | \$ 46,788 | |
| | Fire Stations Total | | | \$ 47,440 | \$ 45,682 | \$ 46,788 |
| Snelgrove Station #7 Total | | | \$ 47,440 | \$ 45,682 | \$ 46,788 | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
FIRE & EMERGENCY SERVICES

| Location/ Asset Type | Cost Centre/Project | Revenue/ Expense | Account Number and Description | 2019 Budget | 2019 Budget | 2018 Budget |
|-----------------------------|--|---|---|--------------|--------------|--------------|
| Mono Mills Station #8 | Fire Stations | Expense | 01-04-245-46010-108-62111 Maintenance & Repairs-Grounds | \$ 4,620 | \$ 4,620 | \$ 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 | \$ 2,702 | \$ 2,553 | \$ 2,526 |
| | | | 01-04-245-46010-108-62216 Electricity | \$ 1,792 | \$ 1,819 | \$ 1,947 |
| | | | 01-04-245-46010-108-62217 Water/Waste Water | \$ 105 | \$ 105 | \$ 105 |
| | | | 01-04-245-46010-108-62312 Insurance | \$ 1,191 | \$ 1,095 | \$ 1,027 |
| | | Expense Total | \$ 16,410 | \$ 16,192 | \$ 16,005 | |
| | Fire Stations Total | | | \$ 16,410 | \$ 16,192 | \$ 16,005 |
| Mono Mills Station #8 Total | | | | \$ 16,410 | \$ 16,192 | \$ 16,005 |
| Caledon Station #9 | Fire Stations | Expense | 01-04-245-46010-109-62111 Maintenance & Repairs-Grounds | \$ 24,355 | \$ 19,354 | \$ 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 | \$ 6,704 | \$ 3,758 | \$ 158 |
| | | | 01-04-245-46010-109-62216 Electricity | \$ 11,125 | \$ 10,340 | \$ 1,140 |
| | | | 01-04-245-46010-109-62217 Water/Waste Water | \$ 760 | \$ 510 | \$ 220 |
| | | | 01-04-245-46010-109-62312 Insurance | \$ 5,106 | \$ 5,606 | \$ 2,914 |
| | | Expense Total | \$ 54,050 | \$ 45,568 | \$ 21,532 | |
| | Fire Stations Total | | | \$ 54,050 | \$ 45,568 | \$ 21,532 |
| Caledon Station #9 Total | | | | \$ 54,050 | \$ 45,568 | \$ 21,532 |
| Fire Administration | Administration | Revenue | 01-04-115-40010-199-50310 External Cost Recovery - Admin | \$ (75,000) | \$ (75,000) | \$ (20,000) |
| | | | 01-04-115-40010-199-50531 Town of Mono | \$ (150,000) | \$ (170,000) | \$ (160,000) |
| | | | 01-04-115-40010-199-50535 Accident | \$ (132,386) | \$ (84,300) | \$ (74,300) |
| | | | 01-04-115-40010-199-50545 RofP Ambulance Rent | \$ (38,000) | \$ (72,000) | \$ (72,000) |
| | | | 01-04-115-40010-199-50550 Fire False Alarms | \$ (15,240) | \$ (10,000) | \$ (7,500) |
| | | | 01-04-115-40010-199-50655 Lease Revenue | \$ (20,756) | \$ (20,500) | \$ - |
| | | Revenue Total | \$ (431,382) | \$ (431,800) | \$ (333,800) | |
| | | Expense | 01-04-115-40010-199-61510 Salaries-Permanent | \$ 576,899 | \$ 614,834 | \$ 598,111 |
| | | | 01-04-115-40010-199-61513 Benefits-Permanent | \$ 154,237 | \$ 169,968 | \$ 164,786 |
| | | | 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 | \$ 24,500 | \$ 24,000 | \$ 24,000 |
| | | | 01-04-115-40010-199-62305 Computer Services | \$ 5,000 | \$ 5,000 | \$ 7,700 |
| | | | 01-04-115-40010-199-62306 Publications | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | | | 01-04-115-40010-199-62310 Training/Development/Seminars | \$ 10,100 | \$ 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 | \$ 5,234 | \$ 4,732 | \$ 4,440 |
| | | | 01-04-115-40010-199-62314 Mileage | \$ 4,400 | \$ 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 |
| | | | Expense Total | \$ 839,970 | \$ 892,584 | \$ 873,087 |
| | Administration Total | | | \$ 408,588 | \$ 460,784 | \$ 539,287 |
| | Fire Buildings | Expense | 01-04-245-46060-199-62112 Maintenance & Repairs - Building | \$ 113,844 | \$ 106,644 | \$ 101,644 |
| | Expense Total | | | \$ 113,844 | \$ 106,644 | \$ 101,644 |
| | Fire Buildings Total | | | \$ 113,844 | \$ 106,644 | \$ 101,644 |
| | Fire Communications | Expense | 01-04-245-46080-199-62127 Maintenance & Repairs - Radio | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| | | Expense Total | | \$ 408,000 | \$ 356,715 | \$ 336,515 |
| | Fire Communications Total | | | \$ 438,000 | \$ 386,715 | \$ 366,515 |
| | Fire Emergency Management | Expense | 01-04-310-46050-199-62219 Community Emergency Response Plan | \$ 20,200 | \$ 20,200 | \$ 20,200 |
| | | Expense Total | | \$ 20,200 | \$ 20,200 | \$ 20,200 |
| | Fire Emergency Management Total | | | \$ 20,200 | \$ 20,200 | \$ 20,200 |
| Fire Fleet | Revenue | 01-04-245-46070-199-50986 Reserve Fund To Revenue | \$ (47,535) | \$ (47,535) | \$ (47,535) | |
| | Revenue Total | | \$ (47,535) | \$ (47,535) | \$ (47,535) | |
| | Expense | 01-04-245-46070-199-62013 Fuel | \$ 20,834 | \$ 20,434 | \$ 17,434 | |
| | | 01-04-245-46070-199-62128 Maintenance & Repairs - Vehicle | \$ 94,700 | \$ 94,700 | \$ 94,700 | |
| | | 01-04-245-46070-199-62312 Insurance | \$ 144,838 | \$ 121,643 | \$ 114,840 | |
| | | 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 | \$ 277,012 | \$ 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 | | |
| Expense Total | | \$ 792,003 | \$ 768,408 | \$ 748,605 | | |
| Fire Fleet Total | | | \$ 744,468 | \$ 720,873 | \$ 701,070 | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
FIRE & EMERGENCY SERVICES

| Location/ Asset Type | Cost Centre/Project | Revenue/ Expense | Account Number and Description | 2019 Budget | 2019 Budget | 2018 Budget | |
|---------------------------------|-----------------------|-----------------------|---|--------------|--------------|--------------|--------------|
| Fire Administration | Fire Operations | Expense | 01-04-245-46020-199-61520 Wages-Casual Temporary | \$ 2,134,800 | \$ 2,138,719 | \$ 1,952,876 | |
| | | | 01-04-245-46020-199-61523 Benefits-Casual Temporary | \$ 109,806 | \$ 110,144 | \$ 97,644 | |
| | | | 01-04-245-46020-199-61530 Wages-Fire Union | \$ 2,474,601 | \$ 2,293,252 | \$ 2,249,650 | |
| | | | 01-04-245-46020-199-61531 Overtime-Fire Union | \$ 65,600 | \$ 65,600 | \$ 65,600 | |
| | | | 01-04-245-46020-199-61533 Benefits-Fire Union | \$ 721,782 | \$ 672,382 | \$ 640,384 | |
| | | | 01-04-245-46020-199-62011 Office Supplies | \$ 1,000 | \$ 1,000 | \$ 3,000 | |
| | | | 01-04-245-46020-199-62014 Uniforms/Protective Clothing | \$ 132,767 | \$ 120,767 | \$ 62,767 | |
| | | | 01-04-245-46020-199-62126 Maintenance & Repairs - Equipment | \$ 74,848 | \$ 73,348 | \$ 73,348 | |
| | | | 01-04-245-46020-199-62334 Service Contracts | \$ 53,560 | \$ 53,560 | \$ 74,860 | |
| | | | 01-04-245-46020-199-62380 Occu Health & Safety Act Prog | \$ 33,000 | \$ 35,000 | \$ 36,930 | |
| | | | 01-04-245-46020-199-62412 Special Charges | \$ 52,000 | \$ 52,000 | \$ 53,000 | |
| | | Expense Total | \$ 5,853,764 | \$ 5,615,772 | \$ 5,310,059 | | |
| | | Fire Operations Total | | | \$ 5,853,764 | \$ 5,615,772 | \$ 5,310,059 |
| | Fire Prevention | Revenue | 01-04-310-46040-199-50345 Excavation | \$ (16,000) | \$ (16,000) | \$ (16,000) | |
| | | | 01-04-310-46040-199-50347 Burn Permits | \$ (56,684) | \$ (26,684) | \$ (76,684) | |
| | | | 01-04-310-46040-199-50860 Inspections | \$ (5,769) | \$ (5,656) | \$ (5,656) | |
| | | Revenue Total | | | \$ (78,453) | \$ (48,340) | \$ (98,340) |
| | | Expense | 01-04-310-46040-199-61530 Wages-Fire Union | \$ 453,424 | \$ 453,504 | \$ 450,447 | |
| | | | 01-04-310-46040-199-61531 Overtime-Fire Union | \$ 8,000 | \$ 8,000 | \$ 8,000 | |
| | | | 01-04-310-46040-199-61533 Benefits-Fire Union | \$ 129,709 | \$ 130,023 | \$ 125,064 | |
| | | | 01-04-310-46040-199-62011 Office Supplies | \$ 1,500 | \$ 1,500 | \$ 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 | \$ 3,000 | \$ 4,000 | |
| | | | 01-04-310-46040-199-62391 Excavation Expense | \$ 4,600 | \$ 4,600 | \$ 4,600 | |
| | | | 01-04-310-46040-199-62441 Public Education | \$ 25,000 | \$ 20,000 | \$ 20,000 | |
| | Expense Total | | \$ 636,258 | \$ 631,652 | \$ 626,136 | | |
| | Fire Prevention Total | | | \$ 557,805 | \$ 583,312 | \$ 527,796 | |
| | Fire Training | Expense | 01-04-245-46030-199-61530 Wages - Fire Union | \$ 343,620 | \$ 343,605 | \$ 352,743 | |
| | | | 01-04-245-46030-199-61531 Overtime - Fire Union | \$ 5,000 | \$ 5,000 | \$ 5,000 | |
| | | | 01-04-245-46030-199-61533 Benefits - Fire Union | \$ 97,809 | \$ 98,017 | \$ 96,860 | |
| | | | 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 | \$ 133,000 | \$ 56,000 | \$ 56,000 | |
| | | | Expense Total | \$ 586,429 | \$ 509,622 | \$ 517,603 | |
| Fire Training Total | | | \$ 586,429 | \$ 509,622 | \$ 517,603 | | |
| Fire Administration Total | | | \$ 8,723,098 | \$ 8,403,922 | \$ 8,084,174 | | |
| Fire & Emergency Services Total | | | \$ 9,023,596 | \$ 8,667,185 | \$ 8,323,768 | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | | | |
|--|---|--|--|----------------------|--------------|--|----------|------|------|
| Facilities & Operations | Administration | Expense | 01-08-465-40010-405-61520 Wages-Casual Temporary | \$ 32,300 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-405-61523 Benefits-Casual Temporary | \$ 3,979 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-405-62011 Office Supplies | \$ 500 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-61510 Salaries-Permanent | \$ 164,839 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-61513 Benefits-Permanent | \$ 48,922 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-61520 Wages-Casual Temporary | \$ 233,900 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-61523 Benefits-Casual Temporary | \$ 28,812 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-62011 Office Supplies | \$ 10,480 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-62014 Uniforms/Protective Clothing | \$ 1,500 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-62018 Operating Supplies | \$ 1,920 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-62314 Mileage | \$ 2,000 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-420-62396 Mobile Phones / Pagers | \$ 960 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-430-61510 Salaries-Permanent | \$ 248,534 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-430-61513 Benefits-Permanent | \$ 73,946 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-430-61520 Wages-Casual Temporary | \$ 48,200 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-430-61523 Benefits-Casual Temporary | \$ 5,937 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-430-62011 Office Supplies | \$ 2,000 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-430-62314 Mileage | \$ 1,500 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-430-62437 Contribution to Reserves | \$ 34,939 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-450-61520 Wages-Casual Temporary | \$ 3,300 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-450-61523 Benefits-Casual Temporary | \$ 406 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-61510 Salaries-Permanent | \$ 169,602 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-61513 Benefits-Permanent | \$ 49,966 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-61520 Wages-Casual Temporary | \$ 83,820 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-61523 Benefits-Casual Temporary | \$ 10,268 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-62011 Office Supplies | \$ 3,000 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-62014 Uniforms/Protective Clothing | \$ 941 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-62314 Mileage | \$ 1,650 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-460-62396 Mobile Phones / Pagers | \$ 1,478 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-61510 Salaries-Permanent | \$ 66,738 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-61513 Benefits-Permanent | \$ 20,022 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-61520 Wages-Casual Temporary | \$ 169,200 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-61523 Benefits-Casual Temporary | \$ 20,304 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-62011 Office Supplies | \$ 5,001 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-62014 Uniforms/Protective Clothing | \$ 2,100 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-62018 Operating Supplies | \$ 7,500 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-62314 Mileage | \$ 2,001 | \$ - | \$ - | | | |
| | | | 01-08-465-40010-466-62396 Mobile Phones / Pagers | \$ 1,200 | \$ - | \$ - | | | |
| | | | | Expense Total | \$ 1,563,665 | \$ - | \$ - | | |
| | | | | Administration Total | \$ 1,563,665 | \$ - | \$ - | | |
| | | | | Operations | Expense | 01-08-465-73020-325-61520 Wages-Casual Temporary | \$ 2,800 | \$ - | \$ - |
| | | | 01-08-465-73020-325-61523 Benefits-Casual Temporary | | | \$ 345 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62018 Operating Supplies | | | \$ 200 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62112 Maintenance & Repairs-Building | | | \$ 1,000 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62216 Electricity | | | \$ 1,329 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62312 Insurance | | | \$ 912 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62335 Contracted Services | | | \$ 2,500 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62437 Contribution to Reserves | | | \$ 200 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-61520 Wages-Casual Temporary | | | \$ 16,900 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-61523 Benefits-Casual Temporary | | | \$ 2,082 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62018 Operating Supplies | | | \$ 5,500 | \$ - | \$ - | |
| | | 01-08-465-73020-345-62112 Maintenance & Repairs-Building | \$ 2,500 | | | \$ - | \$ - | | |
| | 01-08-465-73020-345-62114 Small Equip Repair/Purchase | \$ 2,400 | \$ - | | | \$ - | | | |
| 01-08-465-73020-345-62312 Insurance | \$ 862 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-345-62314 Mileage | \$ 1,400 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-345-62335 Contracted Services | \$ 24,242 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-345-62396 Mobile Phones / Pagers | \$ 67 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-355-61520 Wages-Casual Temporary | \$ 17,500 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-355-61523 Benefits-Casual Temporary | \$ 2,156 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-355-62018 Operating Supplies | \$ 6,500 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-355-62335 Contracted Services | \$ 17,340 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-61520 Wages-Casual Temporary | \$ 7,500 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-61523 Benefits-Casual Temporary | \$ 924 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62014 Uniforms/Protective Clothing | \$ 100 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62018 Operating Supplies | \$ 200 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62112 Maintenance & Repairs-Building | \$ 2,000 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62114 Small Equip Repair/Purchase | \$ 200 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62215 Natural Gas | \$ 2,839 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62216 Electricity | \$ 1,560 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62217 Water/Waste Water | \$ 113 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62312 Insurance | \$ 2,638 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62335 Contracted Services | \$ 3,060 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62397 Telephone | \$ 550 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-370-62437 Contribution to Reserves | \$ 400 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-410-61520 Wages-Casual Temporary | \$ 12,300 | \$ - | \$ - | | | | | | |
| 01-08-465-73020-410-61523 Benefits-Casual Temporary | \$ 1,515 | \$ - | \$ - | | | | | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|-------------------------|----------------------|------------------|--|-------------|-------------|-------------|
| Facilities & Operations | Operations | Expense | 01-08-465-73020-410-62018 Operating Supplies | \$ 586 | \$ - | \$ - |
| | | | 01-08-465-73020-410-62112 Maintenance & Repairs-Building | \$ 1,434 | \$ - | \$ - |
| | | | 01-08-465-73020-410-62114 Small Equip Repair/Purchase | \$ 509 | \$ - | \$ - |
| | | | 01-08-465-73020-410-62215 Natural Gas | \$ 2,841 | \$ - | \$ - |
| | | | 01-08-465-73020-410-62216 Electricity | \$ 6,288 | \$ - | \$ - |
| | | | 01-08-465-73020-410-62217 Water/Waste Water | \$ 220 | \$ - | \$ - |
| | | | 01-08-465-73020-410-62312 Insurance | \$ 4,708 | \$ - | \$ - |
| | | | 01-08-465-73020-410-62335 Contracted Services | \$ 4,406 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62215 Natural Gas | \$ 84,510 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62216 Electricity | \$ 218,432 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62217 Water/Waste Water | \$ 28,747 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62312 Insurance | \$ 38,480 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62396 Mobile Phones / Pagers | \$ 360 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62397 Telephone | \$ 4,000 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62418 Debt Repayment | \$ 219,700 | \$ - | \$ - |
| | | | 01-08-465-73020-430-61520 Wages-Casual Temporary | \$ 53,900 | \$ - | \$ - |
| | | | 01-08-465-73020-430-61523 Benefits-Casual Temporary | \$ 6,639 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62014 Uniforms/Protective Clothing | \$ 7,784 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62017 Caretaking Supplies | \$ 14,649 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62018 Operating Supplies | \$ 17,139 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62112 Maintenance & Repairs-Building | \$ 21,485 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62114 Small Equip Repair/Purchase | \$ 16,754 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62215 Natural Gas | \$ 49,494 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62216 Electricity | \$ 306,484 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62217 Water/Waste Water | \$ 21,930 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62312 Insurance | \$ 37,575 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62335 Contracted Services | \$ 78,030 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62396 Mobile Phones / Pagers | \$ 1,142 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62397 Telephone | \$ 5,574 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62416 Interdepartmental Charges | \$ 1,500 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62418 Debt Repayment | \$ 128,300 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62437 Contribution to Reserves | \$ 100,428 | \$ - | \$ - |
| | | | 01-08-465-73020-440-61520 Wages-Casual Temporary | \$ 7,800 | \$ - | \$ - |
| | | | 01-08-465-73020-440-61523 Benefits-Casual Temporary | \$ 961 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62018 Operating Supplies | \$ 1,500 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62112 Maintenance & Repairs-Building | \$ 2,040 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62114 Small Equip Repair/Purchase | \$ 400 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62215 Natural Gas | \$ 3,569 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62216 Electricity | \$ 6,243 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62217 Water/Waste Water | \$ 252 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62312 Insurance | \$ 2,060 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62335 Contracted Services | \$ 7,294 | \$ - | \$ - |
| | | | 01-08-465-73020-440-62397 Telephone | \$ 2,000 | \$ - | \$ - |
| | | | 01-08-465-73020-445-61520 Wages-Casual Temporary | \$ 4,100 | \$ - | \$ - |
| | | | 01-08-465-73020-445-61523 Benefits-Casual Temporary | \$ 505 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62018 Operating Supplies | \$ 2,094 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62112 Maintenance & Repairs-Building | \$ 2,683 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62114 Small Equip Repair/Purchase | \$ 1,743 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62215 Natural Gas | \$ 3,969 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62216 Electricity | \$ 5,105 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62217 Water/Waste Water | \$ 1,718 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62312 Insurance | \$ 4,066 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62335 Contracted Services | \$ 9,321 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62397 Telephone | \$ 383 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62018 Operating Supplies | \$ 6,000 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62112 Maintenance & Repairs-Building | \$ 3,018 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62114 Small Equip Repair/Purchase | \$ 3,018 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62215 Natural Gas | \$ 8,897 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62216 Electricity | \$ 86,899 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62217 Water/Waste Water | \$ 6,173 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62312 Insurance | \$ 26,585 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62335 Contracted Services | \$ 17,400 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62396 Mobile Phones / Pagers | \$ 269 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62397 Telephone | \$ 1,000 | \$ - | \$ - |
| | | | 01-08-465-73020-450-62437 Contribution to Reserves | \$ 3,916 | \$ - | \$ - |
| | | | 01-08-465-73020-455-61520 Wages-Casual Temporary | \$ 7,100 | \$ - | \$ - |
| | | | 01-08-465-73020-455-61523 Benefits-Casual Temporary | \$ 875 | \$ - | \$ - |
| | | | 01-08-465-73020-455-62018 Operating Supplies | \$ 500 | \$ - | \$ - |
| | | | 01-08-465-73020-455-62112 Maintenance & Repairs-Building | \$ 2,500 | \$ - | \$ - |
| | | | 01-08-465-73020-455-62215 Natural Gas | \$ 2,154 | \$ - | \$ - |
| | | | 01-08-465-73020-455-62216 Electricity | \$ 9,349 | \$ - | \$ - |
| | | | 01-08-465-73020-455-62217 Water/Waste Water | \$ 268 | \$ - | \$ - |
| | | | 01-08-465-73020-455-62312 Insurance | \$ 1,597 | \$ - | \$ - |
| | | | 01-08-465-73020-455-62335 Contracted Services | \$ 4,058 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62014 Uniforms/Protective Clothing | \$ 3,425 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62215 Natural Gas | \$ 38,843 | \$ - | \$ - |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|-------------------------|----------------------|------------------|--|-------------|-------------|-------------|
| Facilities & Operations | Operations | Expense | 01-08-465-73020-460-62216 Electricity | \$ 234,662 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62217 Water/Waste Water | \$ 15,558 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62312 Insurance | \$ 20,542 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62314 Mileage | \$ 1,250 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62397 Telephone | \$ 5,500 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62416 Interdepartmental Charges | \$ 1,000 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62437 Contribution to Reserves | \$ 22,966 | \$ - | \$ - |
| | | | 01-08-465-73020-466-62397 Telephone | \$ 2,463 | \$ - | \$ - |
| | | | 01-08-465-73020-470-61520 Wages-Casual Temporary | \$ 11,200 | \$ - | \$ - |
| | | | 01-08-465-73020-470-61523 Benefits-Casual Temporary | \$ 1,380 | \$ - | \$ - |
| | | | 01-08-465-73020-470-62018 Operating Supplies | \$ 6,433 | \$ - | \$ - |
| | | | 01-08-465-73020-470-62335 Contracted Services | \$ 15,478 | \$ - | \$ - |
| | | | 01-08-465-73020-355-62114 Small Equip Repair/Purchase | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| | | | 01-08-465-73020-355-62215 Natural Gas | \$ 4,490 | \$ 3,919 | \$ 3,859 |
| | | | 01-08-465-73020-355-62216 Electricity | \$ 8,632 | \$ 8,194 | \$ 12,369 |
| | | | 01-08-465-73020-355-62217 Water/Waste Water | \$ 1,583 | \$ 2,383 | \$ 2,225 |
| | | | 01-08-465-73020-355-62312 Insurance | \$ 6,518 | \$ 6,525 | \$ 6,156 |
| | | | 01-08-465-73020-405-61520 Wages-Casual Temporary | \$ 14,200 | \$ 13,924 | \$ 13,700 |
| | | | 01-08-465-73020-405-61523 Benefits-Casual Temporary | \$ 1,749 | \$ 1,730 | \$ 1,676 |
| | | | 01-08-465-73020-405-61540 Wages-CUPE | \$ 243,911 | \$ 177,720 | \$ 304,814 |
| | | | 01-08-465-73020-405-61543 Benefits-CUPE | \$ 78,516 | \$ 58,033 | \$ 97,310 |
| | | | 01-08-465-73020-405-62011 Office Supplies | \$ - | \$ 500 | \$ 500 |
| | | | 01-08-465-73020-405-62014 Uniforms/Protective Clothing | \$ 2,673 | \$ 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 | \$ 30,367 | \$ 27,126 | \$ 27,126 |
| | | | 01-08-465-73020-405-62114 Small Equip Repair/Purchase | \$ 13,803 | \$ 13,532 | \$ 13,532 |
| | | | 01-08-465-73020-405-62215 Natural Gas | \$ 22,103 | \$ 1,598 | \$ 1,804 |
| | | | 01-08-465-73020-405-62216 Electricity | \$ 169,850 | \$ 12,697 | \$ 16,697 |
| | | | 01-08-465-73020-405-62217 Water/Waste Water | \$ 13,060 | \$ - | \$ 3,224 |
| | | | 01-08-465-73020-405-62312 Insurance | \$ 35,030 | \$ 34,901 | \$ 32,919 |
| | | | 01-08-465-73020-405-62335 Contracted Services | \$ 39,304 | \$ 22,123 | \$ 22,123 |
| | | | 01-08-465-73020-405-62396 Mobile Phones / Pagers | \$ 427 | \$ 67 | \$ 67 |
| | | | 01-08-465-73020-405-62397 Telephone | \$ 2,550 | \$ 550 | \$ 550 |
| | | | 01-08-465-73020-405-62437 Contribution to Reserves | \$ 21,087 | \$ 1,930 | \$ 1,930 |
| | | | 01-08-465-73020-420-61510 Salaries-Permanent | \$ 83,153 | \$ 81,732 | \$ 80,326 |
| | | | 01-08-465-73020-420-61513 Benefits-Permanent | \$ 24,769 | \$ 24,566 | \$ 23,957 |
| | | | 01-08-465-73020-420-61520 Wages-Casual Temporary | \$ 43,800 | \$ 43,106 | \$ 42,002 |
| | | | 01-08-465-73020-420-61523 Benefits-Casual Temporary | \$ 5,395 | \$ 5,356 | \$ 5,138 |
| | | | 01-08-465-73020-420-61540 Wages-CUPE | \$ 356,741 | \$ 422,933 | \$ 293,212 |
| | | | 01-08-465-73020-420-61543 Benefits-CUPE | \$ 115,734 | \$ 137,262 | \$ 94,723 |
| | | | 01-08-465-73020-420-62014 Uniforms/Protective Clothing | \$ 3,700 | \$ 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 | \$ 76,500 | \$ 75,000 | \$ 75,000 |
| | | | 01-08-465-73020-420-62114 Small Equip Repair/Purchase | \$ 30,600 | \$ 30,000 | \$ 30,000 |
| | | | 01-08-465-73020-420-62335 Contracted Services | \$ 71,094 | \$ 69,700 | \$ 69,700 |
| | | | 01-08-465-73020-430-61510 Salaries-Permanent | \$ 83,162 | \$ 81,732 | \$ 80,326 |
| | | | 01-08-465-73020-430-61513 Benefits-Permanent | \$ 24,771 | \$ 24,566 | \$ 23,957 |
| | | | 01-08-465-73020-430-61540 Wages-CUPE | \$ 391,898 | \$ 391,198 | \$ 346,584 |
| | | | 01-08-465-73020-430-61543 Benefits-CUPE | \$ 119,338 | \$ 119,911 | \$ 112,499 |
| | | | 01-08-465-73020-460-61510 Salaries-Permanent | \$ - | \$ 81,732 | \$ 80,331 |
| | | | 01-08-465-73020-460-61513 Benefits-Permanent | \$ - | \$ 24,566 | \$ 23,958 |
| | | | 01-08-465-73020-460-61520 Wages-Casual Temporary | \$ 7,900 | \$ 7,721 | \$ 7,610 |
| | | | 01-08-465-73020-460-61523 Benefits-Casual Temporary | \$ 973 | \$ 960 | \$ 931 |
| | | | 01-08-465-73020-460-61540 Wages-CUPE | \$ 416,478 | \$ 410,072 | \$ 416,358 |
| | | | 01-08-465-73020-460-61543 Benefits-CUPE | \$ 135,085 | \$ 134,384 | \$ 133,921 |
| | | | 01-08-465-73020-460-62017 Caretaking Supplies | \$ 11,588 | \$ 11,388 | \$ 11,388 |
| | | | 01-08-465-73020-460-62018 Operating Supplies | \$ 25,994 | \$ 25,484 | \$ 25,484 |
| | | | 01-08-465-73020-460-62112 Maintenance and Repairs - Building | \$ 9,180 | \$ 9,000 | \$ 8,807 |
| | | | 01-08-465-73020-460-62114 Small Equip Repair/Purchase | \$ 13,389 | \$ 13,126 | \$ 13,126 |
| | | | 01-08-465-73020-460-62335 Contracted Services | \$ 45,959 | \$ 45,209 | \$ 45,209 |
| | | | 01-08-465-73020-466-61510 Salaries - Permanent | \$ 80,730 | \$ 53,820 | \$ 26,910 |
| | | | 01-08-465-73020-466-61513 Benefits - Permanent | \$ 24,210 | \$ 16,140 | \$ 8,070 |
| | | | 01-08-465-73020-466-61520 Casual Labour | \$ 30,000 | \$ 20,000 | \$ 10,000 |
| | | | 01-08-465-73020-466-61523 Benefits - Casual Temporary | \$ 3,600 | \$ 2,400 | \$ 1,200 |
| | | | 01-08-465-73020-466-61540 Wages - CUPE | \$ 392,793 | \$ 261,862 | \$ 130,931 |
| | | | 01-08-465-73020-466-61543 Benefits - CUPE | \$ 117,837 | \$ 78,558 | \$ 39,279 |
| | | | 01-08-465-73020-466-62014 Uniforms Protective Clothing | \$ 3,990 | \$ 2,660 | \$ 1,330 |
| | | | 01-08-465-73020-466-62017 Caretaking Supplies | \$ 39,000 | \$ 26,000 | \$ 13,000 |
| | | | 01-08-465-73020-466-62018 Operating Supplies | \$ 27,285 | \$ 18,190 | \$ 9,095 |
| | | | 01-08-465-73020-466-62112 Maintenance & Repairs Building | \$ 18,039 | \$ 12,026 | \$ 6,013 |
| | | | 01-08-465-73020-466-62114 Small Equipment Repair/Purchase | \$ 14,778 | \$ 9,852 | \$ 4,926 |
| | | | 01-08-465-73020-466-62215 Natural Gas | \$ 42,000 | \$ 28,000 | \$ 14,000 |
| | | | 01-08-465-73020-466-62216 Electricity | \$ 169,200 | \$ 112,800 | \$ 56,400 |
| | | | 01-08-465-73020-466-62217 Water/ Waste Water | \$ 18,000 | \$ 12,000 | \$ 6,000 |
| | | | 01-08-465-73020-466-62312 Insurance | \$ 8,000 | \$ 8,000 | \$ - |
| | | | 01-08-465-73020-466-62314 Mileage | \$ 1,464 | \$ 932 | \$ 400 |
| | | | 01-08-465-73020-466-62335 Contracted Services | \$ 76,050 | \$ 50,700 | \$ 25,350 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|-------------------------|-------------------------------|--------------------------|--|---------------------|---------------------|---------------------|
| Facilities & Operations | Operations | Expense | 01-08-465-73020-466-62396 Mobile Communications | \$ 2,400 | \$ 1,600 | \$ 800 |
| | | | 01-08-465-73020-470-62114 Small Equip Repair/Purchase | \$ 3,333 | \$ 3,333 | \$ 3,333 |
| | | | 01-08-465-73020-470-62215 Natural Gas | \$ 2,939 | \$ 2,939 | \$ 2,939 |
| | | | 01-08-465-73020-470-62216 Electricity | \$ 11,446 | \$ 11,446 | \$ 11,446 |
| | | | 01-08-465-73020-470-62217 Water/Waste Water | \$ 1,731 | \$ 1,731 | \$ 1,731 |
| | | | 01-08-465-73020-470-62312 Insurance | \$ 3,118 | \$ 3,118 | \$ 3,118 |
| | | | 01-08-465-73020-470-62363 Winter Parking Lot Maint. | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| | | | Expense Total | \$ 6,267,256 | \$ 3,499,599 | \$ 3,086,735 |
| | | Operations Total | | \$ 6,267,256 | \$ 3,499,599 | \$ 3,086,735 |
| | Concessions | Revenue | 01-08-465-75300-405-50010 Snack Bar Sales | \$ (12,240) | \$ - | \$ - |
| | | | 01-08-465-75300-430-50010 Snack Bar Sales | \$ (104,550) | \$ - | \$ - |
| | | | 01-08-465-75300-460-50010 Snack Bar Sales | \$ (20,400) | \$ - | \$ - |
| | | | 01-08-465-75300-420-50050 Miscellaneous | \$ (10,200) | \$ - | \$ - |
| | | | 01-08-465-75300-450-50100 Vending Machine Sales | \$ (775) | \$ - | \$ - |
| | | | 01-08-465-75300-460-50100 Vending Machine Sales | \$ (5,100) | \$ - | \$ - |
| | | | 01-08-465-75300-466-50100 Vending Machine Sales | \$ (3,999) | \$ - | \$ - |
| | | | 01-08-465-75300-420-50120 Pro Shop Sales | \$ (20,400) | \$ - | \$ - |
| | | | 01-08-465-75300-466-50120 Pro Shop Sales | \$ (5,001) | \$ - | \$ - |
| | | Revenue Total | | \$ (182,665) | \$ - | \$ - |
| | | Expense | 01-08-465-75300-405-61520 Wages-Casual Temporary | \$ 12,700 | \$ - | \$ - |
| | | | 01-08-465-75300-430-61520 Wages-Casual Temporary | \$ 35,400 | \$ - | \$ - |
| | | | 01-08-465-75300-460-61520 Wages-Casual Temporary | \$ 11,600 | \$ - | \$ - |
| | | | 01-08-465-75300-405-61523 Benefits-Casual Temporary | \$ 1,564 | \$ - | \$ - |
| | | | 01-08-465-75300-430-61523 Benefits-Casual Temporary | \$ 4,361 | \$ - | \$ - |
| | | | 01-08-465-75300-460-61523 Benefits-Casual Temporary | \$ 1,429 | \$ - | \$ - |
| | | | 01-08-465-75300-405-62014 Uniforms/Protective Clothing | \$ 942 | \$ - | \$ - |
| | | | 01-08-465-75300-405-62023 Concession Purchases | \$ 9,090 | \$ - | \$ - |
| | | | 01-08-465-75300-420-62023 Concession Purchases | \$ 15,150 | \$ - | \$ - |
| | | | 01-08-465-75300-430-62023 Concession Purchases | \$ 61,250 | \$ - | \$ - |
| | | | 01-08-465-75300-450-62023 Concession Purchases | \$ 765 | \$ - | \$ - |
| | | | 01-08-465-75300-460-62023 Concession Purchases | \$ 13,650 | \$ - | \$ - |
| | | | 01-08-465-75300-430-62437 Contribution to Reserves | \$ 458 | \$ - | \$ - |
| | | | Expense Total | \$ 168,359 | \$ - | \$ - |
| | | Concessions Total | | \$ (14,306) | \$ - | \$ - |
| | General Programs | Revenue | 01-08-465-75500-325-50250 Program Registrations | \$ - | \$ (1,250) | \$ (2,250) |
| | | Revenue Total | | \$ - | \$ (1,250) | \$ (2,250) |
| | General Programs Total | | | \$ - | \$ (1,250) | \$ (2,250) |
| | Rentals | Revenue | 01-08-465-77700-325-50060 Auditorium/Room Rentals | \$ - | \$ (1,900) | \$ (4,400) |
| | | | 01-08-465-77700-345-50060 Auditorium/Room Rentals | \$ - | \$ (6,265) | \$ (2,265) |
| | | | 01-08-465-77700-370-50060 Auditorium/Room Rentals | \$ - | \$ (6,981) | \$ (6,981) |
| | | Revenue Total | | \$ - | \$ (15,146) | \$ (13,646) |
| | | Expense | 01-08-465-77700-325-61520 Wages-Casual Temporary | \$ - | \$ 2,792 | \$ 2,518 |
| | | | 01-08-465-77700-325-61523 Benefits-Casual Temporary | \$ - | \$ 347 | \$ 308 |
| | | | 01-08-465-77700-325-62018 Operating Supplies | \$ - | \$ 200 | \$ 200 |
| | | | 01-08-465-77700-325-62112 Maintenance & Repairs-Building | \$ - | \$ 1,000 | \$ 1,000 |
| | | | 01-08-465-77700-325-62216 Electricity | \$ - | \$ 1,233 | \$ 707 |
| | | | 01-08-465-77700-325-62312 Insurance | \$ - | \$ 1,069 | \$ 1,021 |
| | | | 01-08-465-77700-325-62335 Contracted Services | \$ - | \$ 2,500 | \$ 2,500 |
| | | | 01-08-465-77700-325-62437 Contribution to Reserves | \$ - | \$ 200 | \$ 200 |
| | | | 01-08-465-77700-345-61520 Wages-Casual Temporary | \$ - | \$ 12,200 | \$ 12,000 |
| | | | 01-08-465-77700-345-61523 Benefits-Casual Temporary | \$ - | \$ 1,517 | \$ 1,468 |
| | | | 01-08-465-77700-345-62011 Office Supplies | \$ - | \$ 500 | \$ 500 |
| | | | 01-08-465-77700-345-62018 Operating Supplies | \$ - | \$ 5,000 | \$ 5,000 |
| | | | 01-08-465-77700-345-62112 Maintenance & Repairs-Building | \$ - | \$ 2,400 | \$ 2,400 |
| | | | 01-08-465-77700-345-62114 Small Equip Repair/Purchase | \$ - | \$ 2,400 | \$ 2,400 |
| | | | 01-08-465-77700-345-62215 Natural Gas | \$ - | \$ 4,815 | \$ 4,815 |
| | | | 01-08-465-77700-345-62216 Electricity | \$ - | \$ 4,240 | \$ 4,240 |
| | | | 01-08-465-77700-345-62217 Water/Waste Water | \$ - | \$ 1,712 | \$ 1,712 |
| | | | 01-08-465-77700-345-62312 Insurance | \$ - | \$ 2,318 | \$ 21,017 |
| | | | 01-08-465-77700-345-62314 Mileage | \$ - | \$ 1,400 | \$ 1,400 |
| | | | 01-08-465-77700-345-62335 Contracted Services | \$ - | \$ 13,000 | \$ 13,000 |
| | | | 01-08-465-77700-345-62396 Mobile Phone/ Pagers | \$ - | \$ 67 | \$ 67 |
| | | | 01-08-465-77700-370-61520 Wages-Casual Temporary | \$ - | \$ 7,380 | \$ 5,480 |
| | | | 01-08-465-77700-370-61523 Benefits-Casual Temporary | \$ - | \$ 917 | \$ 670 |
| | | | 01-08-465-77700-370-62014 Uniforms/Protective Clothing | \$ - | \$ 100 | \$ 100 |
| | | | 01-08-465-77700-370-62018 Operating Supplies | \$ - | \$ 200 | \$ 200 |
| | | | 01-08-465-77700-370-62112 Maintenance & Repairs-Building | \$ - | \$ 2,000 | \$ 2,000 |
| | | | 01-08-465-77700-370-62114 Small Equip Repair/Purchase | \$ - | \$ 200 | \$ 200 |
| | | | 01-08-465-77700-370-62215 Natural Gas | \$ - | \$ 2,269 | \$ 2,121 |
| | | | 01-08-465-77700-370-62216 Electricity | \$ - | \$ 1,593 | \$ 1,549 |
| | | | 01-08-465-77700-370-62217 Water/Waste Water | \$ - | \$ 113 | \$ 105 |
| | | | 01-08-465-77700-370-62312 Insurance | \$ - | \$ 2,404 | \$ 2,254 |
| | | | 01-08-465-77700-370-62335 Contracted Services | \$ - | \$ 3,000 | \$ 3,000 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|-------------------------------|-------------------------|------------------|---|--------------|--------------|--------------|
| Facilities & Operations | Rentals | Expense | 01-08-465-77700-370-62397 Telephone | \$ - | \$ 550 | \$ 400 |
| | | | 01-08-465-77700-370-62437 Contribution to Reserves | \$ - | \$ 400 | \$ 400 |
| | | Expense Total | | \$ - | \$ 82,036 | \$ 96,952 |
| | Rentals Total | | | \$ - | \$ 66,890 | \$ 83,306 |
| Facilities & Operations Total | | | | \$ 7,816,615 | \$ 3,565,239 | \$ 3,167,791 |
| Parks Operations | Parks Operations | Revenue | 01-08-385-71020-365-50300 Internal Recoveries | \$ (2,000) | \$ - | \$ - |
| | | | 01-08-385-71020-365-50308 Park Rentals | \$ (259,407) | \$ (249,419) | \$ (277,419) |
| | | | 01-08-385-71020-365-50320 Peel Roadside Maintenance | \$ (51,000) | \$ (53,000) | \$ (50,000) |
| | | Revenue Total | | \$ (312,407) | \$ (302,419) | \$ (327,419) |
| | | Expense | 01-08-385-71020-365-61510 Salaries-Permanent | \$ 392,689 | \$ 390,326 | \$ 291,477 |
| | | | 01-08-385-71020-365-61512 Recovery-Salaries-Permanent | \$ (25,000) | \$ (25,000) | \$ (20,000) |
| | | | 01-08-385-71020-365-61513 Benefits-Permanent | \$ 110,576 | \$ 110,540 | \$ 81,396 |
| | | | 01-08-385-71020-365-61520 Wages-Casual Temporary | \$ 160,800 | \$ 111,114 | \$ 126,194 |
| | | | 01-08-385-71020-365-61523 Benefits-Casual Temporary | \$ 19,655 | \$ 8,256 | \$ 15,436 |
| | | | 01-08-385-71020-365-61540 Wages-CUPE | \$ 1,015,871 | \$ 954,056 | \$ 895,642 |
| | | | 01-08-385-71020-365-61541 Overtime-CUPE | \$ 20,075 | \$ 20,075 | \$ 20,075 |
| | | | 01-08-385-71020-365-61543 Benefits-CUPE | \$ 253,913 | \$ 246,661 | \$ 215,709 |
| | | | 01-08-385-71020-365-62014 Uniforms/Protective Clothing | \$ 20,307 | \$ 18,732 | \$ 19,332 |
| | | | 01-08-385-71020-365-62216 Electricity | \$ 68,000 | \$ 63,934 | \$ 65,534 |
| | | | 01-08-385-71020-365-62217 Water/Waste Water | \$ 83,164 | \$ 77,075 | \$ 62,628 |
| | | | 01-08-385-71020-365-62239 Equipment | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | | | 01-08-385-71020-365-62258 Sports - Contracts | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| | | | 01-08-385-71020-365-62300 Light Repairs - Parks | \$ 32,580 | \$ 31,941 | \$ 31,315 |
| | | | 01-08-385-71020-365-62310 Training/Development/Seminars | \$ 12,000 | \$ 11,000 | \$ 10,500 |
| | | | 01-08-385-71020-365-62311 Memberships/Dues | \$ 3,300 | \$ 3,300 | \$ 3,300 |
| | | | 01-08-385-71020-365-62312 Insurance | \$ 19,847 | \$ 18,960 | \$ 17,925 |
| | | | 01-08-385-71020-365-62314 Mileage | \$ 4,550 | \$ 4,550 | \$ 4,550 |
| | | | 01-08-385-71020-365-62325 Caledon Trailway Maintenance | \$ 6,737 | \$ 6,605 | \$ 6,475 |
| | | | 01-08-385-71020-365-62335 Contracted Services | \$ 214,152 | \$ 202,600 | \$ 144,706 |
| | | | 01-08-385-71020-365-62358 Materials | \$ 101,867 | \$ 97,909 | \$ 78,342 |
| | | | 01-08-385-71020-365-62381 Tree Planting | \$ 25,114 | \$ 24,622 | \$ 26,247 |
| | | | 01-08-385-71020-365-62396 Mobile Phones / Pagers | \$ 1,340 | \$ 1,740 | \$ 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 | \$ 25,000 | \$ - |
| | | Expense Total | | \$ 2,618,837 | \$ 2,456,296 | \$ 2,150,023 |
| | Parks Operations Total | | | \$ 2,306,430 | \$ 2,153,877 | \$ 1,822,604 |
| | Open Space Design | Revenue | 01-08-385-71070-365-50860 Inspections | \$ (12,030) | \$ (12,030) | \$ (12,030) |
| | | Revenue Total | | \$ (12,030) | \$ (12,030) | \$ (12,030) |
| | | Expense | 01-08-385-71070-365-61510 Salaries-Permanent | \$ 287,481 | \$ 359,456 | \$ 355,984 |
| | | | 01-08-385-71070-365-61513 Benefits-Permanent | \$ 82,456 | \$ 90,202 | \$ 104,319 |
| | | | 01-08-385-71070-365-61520 Wages-Casual Temporary | \$ 86,500 | \$ - | \$ - |
| | | | 01-08-385-71070-365-61523 Benefits-Casual Temporary | \$ 10,655 | \$ - | \$ - |
| | | | 01-08-385-71070-365-62011 Office Supplies | \$ 500 | \$ 750 | \$ 750 |
| | | | 01-08-385-71070-365-62310 Training/Development/Seminars | \$ 8,000 | \$ 8,000 | \$ 7,000 |
| | | | 01-08-385-71070-365-62311 Memberships/Dues | \$ 3,800 | \$ 3,200 | \$ 2,200 |
| | | | 01-08-385-71070-365-62314 Mileage | \$ 2,850 | \$ 2,850 | \$ 1,050 |
| | | | 01-08-385-71070-365-62396 Mobile Phones / Pagers | \$ 300 | \$ 469 | \$ 269 |
| | | Expense Total | | \$ 482,542 | \$ 464,927 | \$ 471,572 |
| | Open Space Design Total | | | \$ 470,512 | \$ 452,897 | \$ 459,542 |
| Parks Operations Total | | | | \$ 2,776,942 | \$ 2,606,774 | \$ 2,282,146 |
| Programs & Community | Administration | Revenue | 01-08-455-40010-460-50020 Ice Rentals | \$ - | \$ (203,900) | \$ (232,000) |
| | | | 01-08-455-40010-460-50030 Arena Floor Rentals | \$ - | \$ (9,571) | \$ (16,571) |
| | | | 01-08-455-40010-460-50060 Auditorium/Room Rentals | \$ - | \$ (2,845) | \$ (2,845) |
| | | | 01-08-455-40010-460-50130 Ice Resurfacer Surcharge | \$ - | \$ (6,210) | \$ (7,852) |
| | | | 01-08-455-40010-465-50060 Auditorium/Room Rentals | \$ - | \$ (20,400) | \$ (20,000) |
| | | | 01-08-455-40010-465-50250 Program Registrations | \$ - | \$ (5,100) | \$ (5,000) |
| | | | 01-08-455-40010-466-50655 Lease Revenue | \$ - | \$ (160,070) | \$ (80,035) |
| | | Revenue Total | | \$ - | \$ (408,096) | \$ (364,303) |
| | | Expense | 01-08-455-40010-365-61510 Salaries-Permanent | \$ 777,447 | \$ 329,723 | \$ 312,386 |
| | | | 01-08-455-40010-365-61512 Salary Recovery | \$ (40,000) | \$ (40,000) | \$ (40,000) |
| | | | 01-08-455-40010-365-61513 Benefits-Permanent | \$ 220,227 | \$ 89,977 | \$ 85,615 |
| | | | 01-08-455-40010-365-61520 Wages-Casual Temporary | \$ 66,045 | \$ - | \$ - |
| | | | 01-08-455-40010-365-61523 Benefits-Casual Temporary | \$ 8,022 | \$ - | \$ - |
| | | | 01-08-455-40010-365-62011 Office Supplies | \$ 750 | \$ 750 | \$ 750 |
| | | | 01-08-455-40010-365-62310 Training/Development/Seminars | \$ 16,492 | \$ 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 | \$ 10,362 | \$ 2,016 | \$ 2,016 |
| | | | 01-08-455-40010-365-62335 Contracted Services | \$ 269 | \$ 269 | \$ 269 |
| | | | 01-08-455-40010-365-62396 Mobile Phones / Pagers | \$ 1,203 | \$ 600 | \$ 600 |
| | | | 01-08-455-40010-405-61520 Wages-Casual Temporary | \$ - | \$ 31,700 | \$ 31,200 |
| | | | 01-08-455-40010-405-61523 Benefits-Casual Temporary | \$ - | \$ 3,939 | \$ 3,816 |
| | | | 01-08-455-40010-420-61510 Salaries-Permanent | \$ - | \$ 266,790 | \$ 161,649 |
| | | | 01-08-455-40010-420-61513 Benefits-Permanent | \$ - | \$ 77,905 | \$ 47,903 |
| | | | 01-08-455-40010-420-61520 Wages-Casual Temporary | \$ - | \$ 230,466 | \$ 225,325 |
| | | | 01-08-455-40010-420-61523 Benefits-Casual Temporary | \$ - | \$ 28,634 | \$ 27,562 |
| | | | 01-08-455-40010-420-62014 Uniforms/Protective Clothing | \$ - | \$ 750 | \$ 750 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | | |
|----------------------|----------------------|--|--|----------------------|--|---------------|----------------|----------------|
| Programs & Community | Administration | Expense | 01-08-455-40010-420-62018 Operating Supplies | \$ - | \$ 12,400 | \$ 12,400 | | |
| | | | 01-08-455-40010-420-62024 Pro Shop Supplies | \$ - | \$ 15,000 | \$ 15,000 | | |
| | | | 01-08-455-40010-420-62215 Natural Gas | \$ - | \$ 74,510 | \$ 72,939 | | |
| | | | 01-08-455-40010-420-62216 Electricity | \$ - | \$ 207,432 | \$ 229,932 | | |
| | | | 01-08-455-40010-420-62217 Water/Waste Water | \$ - | \$ 26,647 | \$ 24,881 | | |
| | | | 01-08-455-40010-420-62312 Insurance | \$ - | \$ 32,716 | \$ 30,864 | | |
| | | | 01-08-455-40010-420-62314 Mileage | \$ - | \$ 5,146 | \$ 5,146 | | |
| | | | 01-08-455-40010-420-62396 Mobile Phones / Pagers | \$ - | \$ 2,283 | \$ 2,283 | | |
| | | | 01-08-455-40010-420-62397 Telephone | \$ - | \$ 4,000 | \$ 4,000 | | |
| | | | 01-08-455-40010-420-62418 Debt Repayment | \$ - | \$ 219,700 | \$ 219,700 | | |
| | | | 01-08-455-40010-430-61510 Salaries-Permanent | \$ - | \$ 163,492 | \$ 154,768 | | |
| | | | 01-08-455-40010-430-61513 Benefits-Permanent | \$ - | \$ 48,929 | \$ 46,582 | | |
| | | | 01-08-455-40010-430-62396 Mobile Phones / Pagers | \$ - | \$ 1,142 | \$ 1,142 | | |
| | | | 01-08-455-40010-460-61510 Salaries-Permanent | \$ - | \$ 163,282 | \$ 154,363 | | |
| | | | 01-08-455-40010-460-61513 Benefits-Permanent | \$ - | \$ 48,793 | \$ 46,342 | | |
| | | | 01-08-455-40010-460-61520 Wages-Casual Temporary | \$ - | \$ 64,938 | \$ 63,041 | | |
| | | | 01-08-455-40010-460-61523 Benefits-Casual Temporary | \$ - | \$ 8,068 | \$ 7,711 | | |
| | | | 01-08-455-40010-460-62011 Office Supplies | \$ - | \$ 3,000 | \$ 3,000 | | |
| | | | 01-08-455-40010-460-62014 Uniforms/Protective Clothing | \$ - | \$ 4,266 | \$ 4,266 | | |
| | | | 01-08-455-40010-460-62215 Natural Gas | \$ - | \$ 13,710 | \$ 9,944 | | |
| | | | 01-08-455-40010-460-62216 Electricity | \$ - | \$ 92,610 | \$ 97,121 | | |
| | | | 01-08-455-40010-460-62217 Water/Waste Water | \$ - | \$ 5,787 | \$ 4,276 | | |
| | | | 01-08-455-40010-460-62312 Insurance | \$ - | \$ 20,651 | \$ 19,482 | | |
| | | | 01-08-455-40010-460-62314 Mileage | \$ - | \$ 5,000 | \$ 5,000 | | |
| | | | 01-08-455-40010-460-62396 Mobile Phones / Pagers | \$ - | \$ 1,478 | \$ 1,478 | | |
| | | | 01-08-455-40010-460-62397 Telephone | \$ - | \$ 5,500 | \$ 5,500 | | |
| | | | 01-08-455-40010-460-62416 Interdepartmental Charges | \$ - | \$ 1,000 | \$ 1,000 | | |
| | | | 01-08-455-40010-460-62437 Contribution to Reserves | \$ - | \$ 16,477 | \$ 19,952 | | |
| | | | 01-08-455-40010-465-61520 Wages-Casual Temporary | \$ - | \$ 25,800 | \$ 25,375 | | |
| | | | 01-08-455-40010-465-61523 Benefits-Casual Temporary | \$ - | \$ 3,206 | \$ 3,104 | | |
| | | | 01-08-455-40010-465-62018 Operating Supplies | \$ - | \$ 2,000 | \$ 2,000 | | |
| | | | 01-08-455-40010-465-62215 Natural Gas | \$ - | \$ 2,000 | \$ 2,000 | | |
| | | | 01-08-455-40010-465-62216 Electricity | \$ - | \$ 8,500 | \$ 8,500 | | |
| | | | 01-08-455-40010-465-62217 Water/Waste Water | \$ - | \$ 200 | \$ 200 | | |
| | | | 01-08-455-40010-465-62312 Insurance | \$ - | \$ 4,896 | \$ 4,896 | | |
| | | | 01-08-455-40010-465-62335 Contracted Services | \$ - | \$ 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 | | |
| | | | 01-08-455-40010-365-62437 Contribution to Reserves | \$ 1,280 | \$ - | \$ - | | |
| | | | | Expense Total | \$ 1,068,847 | \$ 2,591,217 | \$ 2,322,326 | |
| | | | | Administration Total | \$ 1,068,847 | \$ 2,183,121 | \$ 1,958,023 | |
| | | | Aquatics | Revenue | 01-08-455-75200-420-50050 Miscellaneous | \$ - | \$ (5,640) | \$ (5,508) |
| | | | | | 01-08-455-75200-420-50070 Pool Rentals | \$ - | \$ (5,000) | \$ - |
| | | | | | 01-08-455-75200-420-50080 Public Swimming | \$ - | \$ (15,000) | \$ (20,000) |
| | | | | | 01-08-455-75200-420-50090 Swimming Lessons | \$ (370,340) | \$ (375,340) | \$ (373,840) |
| | | | | | 01-08-455-75200-420-50160 Memberships | \$ (32,000) | \$ (36,000) | \$ (30,000) |
| | | | | | 01-08-455-75200-420-50180 Pay As You Go | \$ (46,040) | \$ (31,040) | \$ (25,040) |
| | | | | | 01-08-455-75200-420-50243 Special Programs-taxable | \$ (66,580) | \$ (65,280) | \$ (55,000) |
| | | | | | 01-08-455-75200-460-50070 Pool Rentals | \$ - | \$ (88,807) | \$ (83,807) |
| | | | | | 01-08-455-75200-460-50080 Public Swimming | \$ - | \$ (27,520) | \$ (27,520) |
| | | | | | 01-08-455-75200-460-50090 Swimming Lessons | \$ (392,593) | \$ (410,293) | \$ (367,890) |
| | | | | | 01-08-455-75200-460-50160 Memberships | \$ (4,000) | \$ (4,000) | \$ - |
| | | | | | 01-08-455-75200-460-50180 Pay As You Go | \$ (27,520) | \$ - | \$ - |
| | | | | | 01-08-455-75200-460-50242 Special Programs | \$ (20,000) | \$ - | \$ - |
| | | | | | 01-08-455-75200-466-50090 Swimming Lessons | \$ (204,849) | \$ - | \$ - |
| | | | | | 01-08-455-75200-466-50160 Memberships | \$ (30,000) | \$ (20,000) | \$ (10,000) |
| | | | | | 01-08-455-75200-466-50180 Pay as you go | \$ (9,951) | \$ (6,634) | \$ (3,317) |
| | | | | | 01-08-455-75200-466-50243 Special Programs | \$ (20,001) | \$ (13,334) | \$ (6,667) |
| | | | | | 01-08-455-75200-466-50250 Program Registrations | \$ - | \$ (136,566) | \$ (68,283) |
| | | | | | | Revenue Total | \$ (1,223,874) | \$ (1,240,454) |
| | Expense | 01-08-455-75200-420-61510 Salaries-Permanent | | | \$ 62,903 | \$ 142,927 | \$ 136,451 | |
| | | 01-08-455-75200-420-61513 Benefits-Permanent | | | \$ 20,247 | \$ 44,534 | \$ 42,533 | |
| | | 01-08-455-75200-420-61520 Wages-Casual Temporary | | | \$ 306,200 | \$ 301,657 | \$ 289,049 | |
| | | 01-08-455-75200-420-61523 Benefits-Casual Temporary | | \$ 37,718 | \$ 37,478 | \$ 35,356 | | |
| | | 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 | \$ 8,000 | | |
| | | 01-08-455-75200-420-62414 Special Programs | | \$ 20,000 | \$ 20,000 | \$ 20,000 | | |
| | | 01-08-455-75200-425-62437 Contribution to Reserves | | \$ 124,799 | \$ 124,799 | \$ 124,799 | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|----------------------|----------------------|------------------|---|----------------|----------------|----------------|
| Programs & Community | Aquatics | Expense | 01-08-455-75200-460-61510 Salaries-Permanent | \$ 65,522 | \$ 146,615 | \$ 77,487 |
| | | | 01-08-455-75200-460-61513 Benefits-Permanent | \$ 20,832 | \$ 45,359 | \$ 23,325 |
| | | | 01-08-455-75200-460-61520 Wages-Casual Temporary | \$ 237,400 | \$ 233,785 | \$ 223,696 |
| | | | 01-08-455-75200-460-61523 Benefits-Casual Temporary | \$ 29,243 | \$ 29,046 | \$ 27,362 |
| | | | 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 |
| | | | 01-08-455-75200-460-62216 Electricity | \$ - | \$ 138,660 | \$ 136,160 |
| | | | 01-08-455-75200-460-62217 Water/Waste Water | \$ - | \$ 8,632 | \$ 8,914 |
| | | | 01-08-455-75200-466-61510 Salaries-Permanent | \$ 66,738 | \$ - | \$ - |
| | | | 01-08-455-75200-466-61513 Benefits-Permanent | \$ 20,022 | \$ - | \$ - |
| | | | 01-08-455-75200-466-61520 Casual Labour | \$ 151,926 | \$ 101,284 | \$ 50,642 |
| | | | 01-08-455-75200-466-61523 Benefits - Casual Temporary | \$ 17,514 | \$ 11,676 | \$ 5,838 |
| | | | 01-08-455-75200-466-62014 Uniforms Protective Clothing | \$ 5,700 | \$ 3,800 | \$ 1,900 |
| | | | 01-08-455-75200-466-62018 Operating Supplies | \$ 15,000 | \$ 10,000 | \$ 5,000 |
| | | | 01-08-455-75200-466-62021 Program Supplies | \$ 23,904 | \$ 15,936 | \$ 7,968 |
| | | | 01-08-455-75200-466-62114 Small Equipment Repair / Purchase | \$ 3,726 | \$ 2,484 | \$ 1,242 |
| | | | 01-08-455-75200-466-62314 Mileage | \$ 999 | \$ 666 | \$ 333 |
| | | | 01-08-455-75200-466-62396 Mobile communications | \$ 1,200 | \$ 800 | \$ 400 |
| | | Expense Total | | \$ 1,250,873 | \$ 1,459,984 | \$ 1,261,990 |
| | Aquatics Total | | | \$ 26,999 | \$ 219,530 | \$ 185,118 |
| | Arena Programs | Revenue | 01-08-455-75100-405-50035 Skating Lessons | \$ (15,440) | \$ - | \$ - |
| | | | 01-08-455-75100-405-50180 Pay As You Go | \$ (22,000) | \$ - | \$ - |
| | | | 01-08-455-75100-430-50035 Skating Lessons | \$ (20,400) | \$ - | \$ - |
| | | | 01-08-455-75100-430-50180 Pay As You Go | \$ (31,340) | \$ - | \$ - |
| | | | 01-08-455-75100-450-50035 Skating Lessons | \$ (6,711) | \$ - | \$ - |
| | | | 01-08-455-75100-450-50180 Pay As You Go | \$ (9,000) | \$ - | \$ - |
| | | | 01-08-455-75100-460-50035 Skating Lessons | \$ (15,300) | \$ - | \$ - |
| | | | 01-08-455-75100-460-50180 Pay As You Go | \$ (7,500) | \$ - | \$ - |
| | | Revenue Total | | \$ (127,691) | \$ - | \$ - |
| | | Expense | 01-08-455-75100-405-61520 Wages-Casual Temporary | \$ 12,200 | \$ - | \$ - |
| | | | 01-08-455-75100-430-61520 Wages-Casual Temporary | \$ 9,400 | \$ - | \$ - |
| | | | 01-08-455-75100-450-61520 Wages-Casual Temporary | \$ 6,200 | \$ - | \$ - |
| | | | 01-08-455-75100-460-61520 Wages-Casual Temporary | \$ 5,100 | \$ - | \$ - |
| | | | 01-08-455-75100-405-61523 Benefits-Casual Temporary | \$ 1,503 | \$ - | \$ - |
| | | | 01-08-455-75100-430-61523 Benefits-Casual Temporary | \$ 1,134 | \$ - | \$ - |
| | | | 01-08-455-75100-450-61523 Benefits-Casual Temporary | \$ 764 | \$ - | \$ - |
| | | | 01-08-455-75100-460-61523 Benefits-Casual Temporary | \$ 628 | \$ - | \$ - |
| | | Expense Total | | \$ 36,929 | \$ - | \$ - |
| | Arena Total | | | \$ (90,762) | \$ - | \$ - |
| | Concessions | Revenue | 01-08-455-75300-405-50010 Snack Bar Sales | \$ - | \$ (12,000) | \$ (12,000) |
| | | | 01-08-455-75300-420-50050 Miscellaneous | \$ - | \$ (10,000) | \$ (10,000) |
| | | | 01-08-455-75300-420-50060 Auditorium/Room Rentals | \$ - | \$ (52,452) | \$ (43,432) |
| | | | 01-08-455-75300-420-50120 Pro Shop Sales | \$ - | \$ (20,000) | \$ (25,000) |
| | | | 01-08-455-75300-420-50135 Treatment Room | \$ - | \$ (1,770) | \$ (1,770) |
| | | | 01-08-455-75300-420-50231 Racquet/Equipmt Rental | \$ - | \$ (1,200) | \$ (2,000) |
| | | | 01-08-455-75300-420-50655 Lease Revenue | \$ - | \$ (22,203) | \$ (21,878) |
| | | | 01-08-455-75300-460-50010 Snack Bar Sales | \$ - | \$ (20,000) | \$ (20,000) |
| | | | 01-08-455-75300-460-50100 Vending Machine Sales | \$ - | \$ (5,000) | \$ (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) |
| | | Revenue Total | | \$ - | \$ (150,625) | \$ (147,080) |
| | | Expense | 01-08-455-75300-405-62023 Concession Purchases | \$ - | \$ 9,000 | \$ 9,000 |
| | | | 01-08-455-75300-460-61520 Wages-Casual Temporary | \$ - | \$ 11,400 | \$ 11,200 |
| | | | 01-08-455-75300-460-61523 Benefits-Casual Temporary | \$ - | \$ 1,417 | \$ 1,370 |
| | | Expense Total | | \$ - | \$ 12,000 | \$ 15,000 |
| | Concessions Total | | | \$ - | \$ (116,808) | \$ (110,510) |
| | Fitness | Revenue | 01-08-455-75400-405-50242 Special Programs | \$ (7,800) | \$ - | \$ - |
| | | | 01-08-455-75400-405-50250 Program Registrations | \$ (2,000) | \$ - | \$ - |
| | | | 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) | \$ (77,000) | \$ (75,000) |
| | | | 01-08-455-75400-420-50220 Child Minding | \$ - | \$ (9,500) | \$ (9,500) |
| | | | 01-08-455-75400-420-50242 Special Programs | \$ (24,900) | \$ (32,700) | \$ (32,500) |
| | | | 01-08-455-75400-420-50250 Program Registrations | \$ (16,650) | \$ (22,650) | \$ (22,500) |
| | | | 01-08-455-75400-420-50596 Reserve Allocation | \$ (43,918) | \$ (43,918) | \$ (43,918) |
| | | | 01-08-455-75400-466-50160 Memberships | \$ (320,001) | \$ (213,334) | \$ (106,667) |
| | | | 01-08-455-75400-466-50180 Pay as you go | \$ (24,501) | \$ (16,334) | \$ (8,167) |
| | | | 01-08-455-75400-466-50243 Special Programs | \$ (21,000) | \$ (14,000) | \$ (7,000) |
| | | | 01-08-455-75400-466-50250 Program registrations | \$ (6,999) | \$ (4,666) | \$ (2,333) |
| | | Revenue Total | | \$ (1,366,151) | \$ (1,255,484) | \$ (1,128,967) |
| | | Expense | 01-08-455-75400-405-61520 Wages-Casual Temporary | \$ 7,800 | \$ - | \$ - |
| | | | 01-08-455-75400-405-61523 Benefits-Casual Temporary | \$ 961 | \$ - | \$ - |
| | | | 01-08-455-75400-405-62021 Program Supplies | \$ 2,000 | \$ - | \$ - |
| | | | 01-08-455-75400-420-50231 Racquet/Equipmt Rental | \$ (1,200) | \$ - | \$ - |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|----------------------|----------------------|------------------|---|--------------|----------------|----------------|
| Programs & Community | Fitness | Expense | 01-08-455-75400-420-61510 Salaries-Permanent | \$ 65,631 | \$ 144,353 | \$ 136,413 |
| | | | 01-08-455-75400-420-61513 Benefits-Permanent | \$ 20,856 | \$ 44,853 | \$ 42,525 |
| | | | 01-08-455-75400-420-61520 Wages-Casual Temporary | \$ 228,000 | \$ 232,299 | \$ 227,819 |
| | | | 01-08-455-75400-420-61523 Benefits-Casual Temporary | \$ 28,085 | \$ 28,861 | \$ 27,867 |
| | | | 01-08-455-75400-420-62014 Uniforms/Protective Clothing | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| | | | 01-08-455-75400-420-62021 Program Supplies | \$ 1,500 | \$ 3,500 | \$ 4,000 |
| | | | 01-08-455-75400-420-62114 Small Equip Repair/Purchase | \$ 13,260 | \$ 13,000 | \$ 14,000 |
| | | | 01-08-455-75400-420-62414 Special Programs | \$ 9,500 | \$ 9,500 | \$ 10,000 |
| | | | 01-08-455-75400-420-62437 Contribution to Reserves | \$ 45,350 | \$ 45,350 | \$ 45,350 |
| | | | 01-08-455-75400-430-50180 Pay As You Go | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-455-75400-430-50250 Program Registrations | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-455-75400-430-61520 Wages-Casual Temporary | \$ 33,200 | \$ - | \$ - |
| | | | 01-08-455-75400-430-61523 Benefits-Casual Temporary | \$ 4,090 | \$ - | \$ - |
| | | | 01-08-455-75400-430-62437 Contribution to Reserves | \$ (5,207) | \$ - | \$ - |
| | | | 01-08-455-75400-460-50250 Program Registrations | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-455-75400-460-61520 Wages-Casual Temporary | \$ 1,400 | \$ - | \$ - |
| | | | 01-08-455-75400-460-61523 Benefits-Casual Temporary | \$ 172 | \$ - | \$ - |
| | | | 01-08-455-75400-466-61510 Salaries - Permanent | \$ 66,738 | \$ 22,246 | \$ 22,246 |
| | | | 01-08-455-75400-466-61513 Benefits - Permanent | \$ 20,022 | \$ 6,674 | \$ 6,674 |
| | | | 01-08-455-75400-466-61520 Casual Labour | \$ 104,001 | \$ 69,334 | \$ 34,667 |
| | | | 01-08-455-75400-466-61523 Benefits - Casual Temporary | \$ 12,480 | \$ 8,320 | \$ 4,160 |
| | | | 01-08-455-75400-466-62014 Uniforms Protective Clothing | \$ 5,700 | \$ 3,800 | \$ 1,900 |
| | | | 01-08-455-75400-466-62018 Operating Supplies | \$ 4,500 | \$ 3,000 | \$ 1,500 |
| | | | 01-08-455-75400-466-62021 Program Supplies | \$ 4,500 | \$ 3,000 | \$ 1,500 |
| | | | 01-08-455-75400-466-62114 Small Equipment Repair / Purchase | \$ 9,999 | \$ 6,666 | \$ 3,333 |
| | | | 01-08-455-75400-466-62314 Mileage | \$ 999 | \$ 666 | \$ 333 |
| | | | 01-08-455-75400-466-62396 Mobile communications | \$ 1,200 | \$ 800 | \$ 400 |
| | | Expense Total | | \$ 671,717 | \$ 647,422 | \$ 585,887 |
| | Fitness Total | | | \$ (694,414) | \$ (608,062) | \$ (543,080) |
| | General Programs | Revenue | 01-08-455-75500-325-50250 Program Registrations | \$ (1,250) | \$ - | \$ - |
| | | | 01-08-455-75500-405-50020 Ice Rentals | \$ - | \$ (240,941) | \$ (266,341) |
| | | | 01-08-455-75500-405-50030 Arena Floor Rentals | \$ - | \$ (10,690) | \$ (20,690) |
| | | | 01-08-455-75500-405-50040 Public Skating | \$ - | \$ (19,780) | \$ (19,780) |
| | | | 01-08-455-75500-405-50045 Skating Registration | \$ - | \$ (15,140) | \$ (11,000) |
| | | | 01-08-455-75500-405-50050 Miscellaneous | \$ - | \$ (47,093) | \$ (37,913) |
| | | | 01-08-455-75500-405-50120 Pro Shop Sales | \$ - | \$ - | \$ (9,180) |
| | | | 01-08-455-75500-405-50130 Ice Resurfacer Surcharge | \$ - | \$ (7,090) | \$ (9,548) |
| | | | 01-08-455-75500-420-50135 Treatment Room | \$ (1,770) | \$ - | \$ - |
| | | | 01-08-455-75500-420-50180 Pay As You Go | \$ (41,075) | \$ (38,200) | \$ (28,200) |
| | | | 01-08-455-75500-420-50220 Child Minding | \$ (8,500) | \$ - | \$ - |
| | | | 01-08-455-75500-420-50230 Rentals | \$ - | \$ (29,830) | \$ (19,830) |
| | | | 01-08-455-75500-420-50235 Fundraising | \$ - | \$ (2,800) | \$ (3,600) |
| | | | 01-08-455-75500-420-50242 Special Programs | \$ (29,830) | \$ (159,430) | \$ (158,580) |
| | | | 01-08-455-75500-420-50250 Program Registrations | \$ (159,430) | \$ - | \$ - |
| | | | 01-08-455-75500-430-50010 Snack Bar Sales | \$ - | \$ (104,550) | \$ (104,550) |
| | | | 01-08-455-75500-430-50020 Ice Rentals | \$ - | \$ (641,023) | \$ (674,003) |
| | | | 01-08-455-75500-430-50030 Arena Floor Rentals | \$ - | \$ (6,896) | \$ (6,896) |
| | | | 01-08-455-75500-430-50040 Public Skating | \$ - | \$ (29,340) | \$ (25,340) |
| | | | 01-08-455-75500-430-50130 Ice Resurfacer Surcharge | \$ - | \$ (19,170) | \$ (21,216) |
| | | | 01-08-455-75500-430-50250 Program Registrations | \$ (30,520) | \$ (60,520) | \$ (55,520) |
| | | | 01-08-455-75500-430-50655 Lease Revenue | \$ - | \$ (2,400) | \$ - |
| | | | 01-08-455-75500-445-50250 Program Registrations | \$ (4,527) | \$ (4,527) | \$ (6,000) |
| | | | 01-08-455-75500-450-50020 Ice Rentals | \$ - | \$ (93,000) | \$ (106,000) |
| | | | 01-08-455-75500-450-50030 Arena Floor Rentals | \$ - | \$ (8,524) | \$ (8,354) |
| | | | 01-08-455-75500-450-50040 Public Skating | \$ - | \$ (8,500) | \$ (6,500) |
| | | | 01-08-455-75500-450-50100 Vending Machine Sales | \$ - | \$ (1,000) | \$ (1,000) |
| | | | 01-08-455-75500-450-50130 Ice Resurfacer Surcharge | \$ - | \$ (2,730) | \$ (4,162) |
| | | | 01-08-455-75500-450-50250 Program Registrations | \$ - | \$ (6,561) | \$ (5,000) |
| | | | 01-08-455-75500-455-50250 Program Registrations | \$ (5,071) | \$ (7,071) | \$ (7,000) |
| | | | 01-08-455-75500-460-50040 Public Skating | \$ - | \$ (5,500) | \$ (4,250) |
| | | | 01-08-455-75500-460-50250 Program Registration | \$ (5,187) | \$ (25,187) | \$ (18,600) |
| | | | 01-08-455-75500-466-50160 Memberships | \$ (1,725) | \$ (1,150) | \$ (575) |
| | | | 01-08-455-75500-466-50180 Pay as you go | \$ (8,274) | \$ (5,516) | \$ (2,758) |
| | | | 01-08-455-75500-466-50250 Program registrations | \$ (39,999) | \$ (26,666) | \$ (13,333) |
| | | Revenue Total | | \$ (337,158) | \$ (1,630,825) | \$ (1,655,719) |
| | | Expense | 01-08-455-75500-345-61520 Wages-Casual Temporary | \$ - | \$ 4,400 | \$ 4,300 |
| | | | 01-08-455-75500-345-61523 Benefits-Casual Temporary | \$ - | \$ 547 | \$ 526 |
| | | | 01-08-455-75500-355-61520 Wages-Casual Temporary | \$ - | \$ 17,210 | \$ 16,800 |
| | | | 01-08-455-75500-355-61523 Benefits-Casual Temporary | \$ - | \$ 2,139 | \$ 2,055 |
| | | | 01-08-455-75500-355-62018 Operating Supplies | \$ - | \$ 6,500 | \$ 7,000 |
| | | | 01-08-455-75500-355-62335 Contracted Services | \$ - | \$ 17,000 | \$ 17,500 |
| | | | 01-08-455-75500-405-61520 Wages-Casual Temporary | \$ 18,000 | \$ 42,231 | \$ 41,500 |
| | | | 01-08-455-75500-405-61523 Benefits-Casual Temporary | \$ 2,217 | \$ 5,248 | \$ 5,077 |
| | | | 01-08-455-75500-405-62014 Uniforms/Protective Clothing | \$ 600 | \$ 1,000 | \$ 1,000 |
| | | | 01-08-455-75500-405-62021 Program Supplies | \$ 1,500 | \$ 1,500 | \$ 2,500 |
| | | | 01-08-455-75500-405-62215 Natural Gas | \$ - | \$ 10,827 | \$ 12,223 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|----------------------|----------------------|---|---|---------------|-------------|--------------|
| Programs & Community | General Programs | Expense | 01-08-455-75500-405-62216 Electricity | \$ - | \$ 71,848 | \$ 70,048 |
| | | | 01-08-455-75500-405-62217 Water/Waste Water | \$ - | \$ 12,104 | \$ 11,604 |
| | | | 01-08-455-75500-405-62397 Telephone | \$ - | \$ 1,500 | \$ 1,500 |
| | | | 01-08-455-75500-405-62437 Contribution to Reserves | \$ - | \$ 16,042 | \$ 12,852 |
| | | | 01-08-455-75500-420-61510 Salaries-Permanent | \$ 67,864 | \$ 66,374 | \$ 144,163 |
| | | | 01-08-455-75500-420-61513 Benefits-Permanent | \$ 21,355 | \$ 21,128 | \$ 44,247 |
| | | | 01-08-455-75500-420-61520 Wages-Casual Temporary | \$ 199,100 | \$ 229,174 | \$ 224,300 |
| | | | 01-08-455-75500-420-61523 Benefits-Casual Temporary | \$ 24,525 | \$ 28,473 | \$ 27,436 |
| | | | 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 | \$ 5,450 | \$ 5,950 |
| | | | 01-08-455-75500-420-62335 Contracted Services | \$ 7,000 | \$ 7,000 | \$ 7,500 |
| | | | 01-08-455-75500-420-62414 Special Programs | \$ 1,500 | \$ 1,500 | \$ 2,000 |
| | | | 01-08-455-75500-420-62416 Interdepartmental Charges | \$ 1,000 | \$ 1,000 | \$ 3,000 |
| | | | 01-08-455-75500-430-61510 Salaries-Permanent | \$ 63,627 | \$ 136,851 | \$ 128,999 |
| | | | 01-08-455-75500-430-61513 Benefits-Permanent | \$ 20,409 | \$ 43,174 | \$ 40,876 |
| | | | 01-08-455-75500-430-61520 Wages-Casual Temporary | \$ 5,000 | \$ 94,393 | \$ 92,077 |
| | | | 01-08-455-75500-430-61523 Benefits-Casual Temporary | \$ 640 | \$ 11,728 | \$ 11,263 |
| | | | 01-08-455-75500-430-62011 Office Supplies | \$ - | \$ 2,000 | \$ 2,000 |
| | | | 01-08-455-75500-430-62014 Uniforms/Protective Clothing | \$ - | \$ 7,631 | \$ 4,631 |
| | | | 01-08-455-75500-430-62017 Caretaking Supplies | \$ - | \$ 14,649 | \$ 14,649 |
| | | | 01-08-455-75500-430-62018 Operating Supplies | \$ 1,000 | \$ 17,139 | \$ 17,139 |
| | | | 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 |
| | | | 01-08-455-75500-430-62112 Maintenance & Repairs-Building | \$ - | \$ 21,064 | \$ 21,564 |
| | | | 01-08-455-75500-430-62114 Small Equip Repair/Purchase | \$ - | \$ 16,425 | \$ 17,425 |
| | | | 01-08-455-75500-430-62216 Electricity | \$ - | \$ 311,499 | \$ 299,499 |
| | | | 01-08-455-75500-430-62217 Water/Waste Water | \$ - | \$ 20,930 | \$ 20,930 |
| | | | 01-08-455-75500-430-62312 Insurance | \$ - | \$ 33,952 | \$ 35,567 |
| | | | 01-08-455-75500-430-62314 Mileage | \$ - | \$ 3,100 | \$ 2,100 |
| | | | 01-08-455-75500-430-62335 Contracted Services | \$ - | \$ 76,500 | \$ 76,500 |
| | | | 01-08-455-75500-430-62397 Telephone | \$ - | \$ 5,574 | \$ 5,574 |
| | | | 01-08-455-75500-430-62416 Interdepartmental Charges | \$ - | \$ 1,500 | \$ 1,500 |
| | | | 01-08-455-75500-430-62418 Debt Repayment | \$ - | \$ 128,300 | \$ 128,300 |
| | | | 01-08-455-75500-430-62437 Contribution to Reserves | \$ 1,715 | \$ 19,170 | \$ - |
| | | | 01-08-455-75500-445-61520 Wages-Casual Temporary | \$ 3,600 | \$ - | \$ - |
| | | | 01-08-455-75500-445-61523 Benefits-Casual Temporary | \$ 443 | \$ - | \$ - |
| | | | 01-08-455-75500-450-61520 Wages-Casual Temporary | \$ - | \$ 9,419 | \$ 9,200 |
| | | | 01-08-455-75500-450-61523 Benefits-Casual Temporary | \$ - | \$ 1,171 | \$ 1,125 |
| | | | 01-08-455-75500-450-62018 Operating Supplies | \$ - | \$ 6,000 | \$ 6,000 |
| | | | 01-08-455-75500-450-62023 Concession Purchases | \$ - | \$ 750 | \$ 750 |
| | | | 01-08-455-75500-450-62112 Maintenance & Repairs-Building | \$ - | \$ 3,018 | \$ 3,018 |
| | | | 01-08-455-75500-450-62114 Small Equip Repair/Purchase | \$ - | \$ 3,018 | \$ 3,018 |
| | | | 01-08-455-75500-450-62215 Natural Gas | \$ - | \$ 4,560 | \$ 7,729 |
| | | | 01-08-455-75500-450-62216 Electricity | \$ - | \$ 92,130 | \$ 79,500 |
| | | | 01-08-455-75500-450-62217 Water/Waste Water | \$ - | \$ 5,721 | \$ 4,375 |
| | | | 01-08-455-75500-450-62312 Insurance | \$ - | \$ 26,624 | \$ 25,117 |
| | | | 01-08-455-75500-450-62335 Contracted Services | \$ - | \$ 17,059 | \$ 17,059 |
| | | | 01-08-455-75500-450-62396 Mobile Phones / Pagers | \$ - | \$ 269 | \$ 269 |
| | | | 01-08-455-75500-450-62397 Telephone | \$ - | \$ 1,000 | \$ 1,000 |
| | | | 01-08-455-75500-450-62437 Contribution to Reserves | \$ - | \$ 3,916 | \$ 2,700 |
| | | | 01-08-455-75500-455-61520 Wages-Casual Temporary | \$ 2,100 | \$ - | \$ - |
| | | | 01-08-455-75500-455-61523 Benefits-Casual Temporary | \$ 259 | \$ - | \$ - |
| | | | 01-08-455-75500-460-61510 Salaries-Permanent | \$ - | \$ 81,583 | \$ 136,315 |
| | | | 01-08-455-75500-460-61513 Benefits-Permanent | \$ - | \$ 24,532 | \$ 42,503 |
| | | | 01-08-455-75500-460-61520 Wages-Casual Temporary | \$ 1,400 | \$ 7,770 | \$ 7,600 |
| | | | 01-08-455-75500-460-61523 Benefits-Casual Temporary | \$ 172 | \$ 966 | \$ 930 |
| | | | 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 | \$ 45,000 | \$ 30,000 | \$ 15,000 |
| | | | 01-08-455-75500-466-61523 Benefits - Casual Temporary | \$ 5,400 | \$ 3,600 | \$ 1,800 |
| | | | 01-08-455-75500-466-62014 Uniforms Protective Clothing | \$ 5,700 | \$ 3,800 | \$ 1,900 |
| | | | 01-08-455-75500-466-62021 Program Supplies | \$ 4,500 | \$ 3,000 | \$ 1,500 |
| | | | 01-08-455-75500-466-62114 Small Equipment Repair / Purchase | \$ 2,499 | \$ 1,666 | \$ 833 |
| | | | 01-08-455-75500-466-62314 Mileage | \$ 999 | \$ 666 | \$ 333 |
| | | | 01-08-455-75500-466-62396 Mobile communications | \$ 672 | \$ 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 |
| | | | | Expense Total | \$ 528,518 | \$ 2,064,108 |
| | | General Programs Total | \$ 191,360 | \$ 433,283 | \$ 437,403 | |
| Caledon Day | Revenue | 01-08-455-75900-365-50050 Miscellaneous Revenue | \$ (35,000) | \$ (35,000) | \$ (30,000) | |
| | | 01-08-455-75900-365-50760 Special Events | \$ (65,000) | \$ (65,000) | \$ (60,000) | |
| | | Revenue Total | \$ (100,000) | \$ (100,000) | \$ (90,000) | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|----------------------|--|------------------|---|--------------|--------------|--------------|
| Programs & Community | Caledon Day | Expense | 01-08-455-75900-365-62018 Operating Supplies | \$ 10,200 | \$ 10,200 | \$ 10,200 |
| | | | 01-08-455-75900-365-62315 Printing & Advertising | \$ 5,200 | \$ 5,200 | \$ 5,200 |
| | | | 01-08-455-75900-365-62335 Contracted Services | \$ 59,600 | \$ 59,600 | \$ 54,600 |
| | | | 01-08-455-75900-365-62355 Special Events | \$ 30,000 | \$ 30,000 | \$ 24,000 |
| | | Expense Total | | \$ 105,000 | \$ 105,000 | \$ 94,000 |
| | Caledon Day Total | | | \$ 5,000 | \$ 5,000 | \$ 4,000 |
| | Camp Programs | Revenue | 01-08-455-75910-365-50051 Uniforms - Recovery | \$ (2,000) | \$ (2,000) | \$ (2,000) |
| | | | 01-08-455-75910-365-50243 Special Programs | \$ (60,000) | \$ - | \$ - |
| | | | 01-08-455-75910-365-50250 Program Registrations | \$ (455,640) | \$ (455,640) | \$ (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) |
| | | Revenue Total | | \$ (537,000) | \$ (537,000) | \$ (446,360) |
| | | Expense | 01-08-455-75910-365-61520 Wages-Casual Temporary | \$ 401,200 | \$ 395,156 | \$ 331,669 |
| | | | 01-08-455-75910-365-61523 Benefits-Casual Temporary | \$ 49,420 | \$ 49,094 | \$ 40,570 |
| | | | 01-08-455-75910-365-62014 Uniforms/Protective Clothing | \$ 6,250 | \$ 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 | \$ 4,200 | \$ 3,700 | \$ 5,500 |
| | | | 01-08-455-75910-365-62348 Transportation/Bus Rental | \$ 7,000 | \$ 6,500 | \$ 5,500 |
| | | | 01-08-455-75910-365-62396 Mobile Phones / Pagers | \$ 967 | \$ 967 | \$ 167 |
| | | Expense Total | | \$ 499,537 | \$ 491,917 | \$ 419,906 |
| | Camp Programs Total | | | \$ (37,463) | \$ (45,083) | \$ (26,454) |
| | Preschool/ Child Care | Revenue | 01-08-455-75940-405-50060 Auditorium/Room Rentals | \$ - | \$ (90,463) | \$ (88,706) |
| | | Revenue Total | | \$ - | \$ (90,463) | \$ (88,706) |
| | | Expense | 01-08-455-75940-405-62215 Natural Gas | \$ - | \$ 1,598 | \$ 1,804 |
| | | | 01-08-455-75940-405-62216 Electricity | \$ - | \$ 16,566 | \$ 16,098 |
| | | | 01-08-455-75940-405-62335 Contracted Services | \$ - | \$ 5,804 | \$ 5,804 |
| | | | 01-08-455-75940-405-62437 Contribution to Reserves | \$ - | \$ 1,672 | \$ 1,672 |
| | | Expense Total | | \$ - | \$ 25,640 | \$ 25,378 |
| | Preschool/ Child Care Total | | | \$ - | \$ (64,823) | \$ (63,328) |
| | Corporate Events | Expense | 01-08-455-75970-365-61520 Wages-Casual Temporary | \$ 3,100 | \$ - | \$ - |
| | | | 01-08-455-75970-365-61523 Benefits-Casual Temporary | \$ 382 | \$ - | \$ - |
| | | | 01-08-455-75970-365-62018 Operating Supplies | \$ 8,798 | \$ 1,000 | \$ - |
| | | | 01-08-455-75970-365-62335 Contracted Services | \$ 5,000 | \$ 4,000 | \$ - |
| | | | 01-08-455-75970-420-62018 Operating Supplies | \$ - | \$ 1,933 | \$ 2,933 |
| | | | 01-08-455-75970-430-62018 Operating Supplies | \$ - | \$ 933 | \$ 933 |
| | | | 01-08-455-75970-460-62018 Operating Supplies | \$ - | \$ 933 | \$ 933 |
| | | | 01-08-455-75970-460-62335 Contracted Services | \$ - | \$ 1,000 | \$ 1,000 |
| | | | 01-08-455-75970-466-62018 Operating Supplies | \$ - | \$ 2,666 | \$ 1,333 |
| | | Expense Total | | \$ 17,280 | \$ 12,465 | \$ 7,132 |
| | Corporate Events Total | | | \$ 17,280 | \$ 12,465 | \$ 7,132 |
| | Programs & Community Development Total | | | \$ 486,847 | \$ 2,018,623 | \$ 1,848,304 |
| Support Services | Administration | Revenue | 01-08-445-40010-365-50319 Grants/Subsidies | \$ (8,000) | \$ (8,000) | \$ (8,000) |
| | | | 01-08-445-40010-365-50986 Reserve Fund To Revenue | \$ - | \$ (7,000) | \$ - |
| | | Revenue Total | | \$ (8,000) | \$ (15,000) | \$ (8,000) |
| | | Expense | 01-08-445-40010-365-61510 Salaries-Permanent | \$ 623,152 | \$ 592,947 | \$ 566,993 |
| | | | 01-08-445-40010-365-61513 Benefits-Permanent | \$ 190,940 | \$ 182,569 | \$ 172,717 |
| | | | 01-08-445-40010-365-61520 Wages-Casual Temporary | \$ 28,075 | \$ 41,582 | \$ 69,921 |
| | | | 01-08-445-40010-365-61523 Benefits-Casual Temporary | \$ 3,503 | \$ 5,553 | \$ 8,472 |
| | | | 01-08-445-40010-365-62011 Office Supplies | \$ 750 | \$ 750 | \$ 750 |
| | | | 01-08-445-40010-365-62018 Operating Supplies | \$ 1,500 | \$ 1,500 | \$ 500 |
| | | | 01-08-445-40010-365-62020 E-Registration Fees | \$ - | \$ 17,000 | \$ 24,000 |
| | | | 01-08-445-40010-365-62310 Training/Development/Seminars | \$ 18,241 | \$ 12,280 | \$ 9,780 |
| | | | 01-08-445-40010-365-62311 Memberships/Dues | \$ 250 | \$ - | \$ - |
| | | | 01-08-445-40010-365-62314 Mileage | \$ 4,850 | \$ 4,700 | \$ 2,200 |
| | | | 01-08-445-40010-365-62315 Printing & Advertising | \$ 54,950 | \$ 54,950 | \$ 72,950 |
| | | | 01-08-445-40010-365-62335 Contracted Services | \$ 6,000 | \$ 5,000 | \$ 2,500 |
| | | | 01-08-445-40010-365-62356 Community Development | \$ 4,000 | \$ 4,000 | \$ 2,500 |
| | | | 01-08-445-40010-365-62396 Mobile Phones / Pagers | \$ 2,355 | \$ 2,355 | \$ 1,555 |
| | | Expense Total | | \$ 938,566 | \$ 925,186 | \$ 934,838 |
| | Administration Total | | | \$ 930,566 | \$ 910,186 | \$ 926,838 |
| | Rentals | Revenue | 01-08-445-77700-325-50060 Auditorium/Room Rentals | \$ (2,438) | \$ - | \$ - |
| | | | 01-08-445-77700-345-50060 Auditorium/Room Rentals | \$ (7,990) | \$ - | \$ - |
| | | | 01-08-445-77700-355-50060 Auditorium/Room Rentals | \$ (12,240) | \$ (12,240) | \$ (12,240) |
| | | | 01-08-445-77700-365-50232 Arena Board Advertising | \$ (12,000) | \$ (24,560) | \$ (24,560) |
| | | | 01-08-445-77700-365-50417 All Sport Insurance | \$ (12,600) | \$ (12,000) | \$ (12,000) |
| | | | 01-08-445-77700-365-50533 Advertising Sales-External | \$ (10,000) | \$ (10,000) | \$ (16,000) |
| | | | 01-08-445-77700-370-50060 Auditorium/Room Rentals | \$ (8,121) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50020 Ice Rentals | \$ (245,760) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50030 Arena Floor Rentals | \$ (10,690) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50050 Miscellaneous | \$ (47,093) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50060 Auditorium/Room Rentals | \$ (81,906) | \$ (70,496) | \$ (70,496) |
| | | | 01-08-445-77700-405-50130 Ice Resurfacer Surcharge | \$ (7,372) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50230 Rentals | \$ (140,782) | \$ (138,022) | \$ (81,652) |
| | | | 01-08-445-77700-405-50655 Lease Revenue | \$ (92,272) | \$ - | \$ - |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|------------------|----------------------|------------------|--|----------------|--------------|--------------|
| Support Services | Rentals | Revenue | 01-08-445-77700-410-50060 Auditorium/Room Rentals | \$ (2,040) | \$ (2,040) | \$ (2,040) |
| | | | 01-08-445-77700-410-50230 Rentals | \$ (7,456) | \$ (7,310) | \$ (20,531) |
| | | | 01-08-445-77700-420-50060 Auditorium/Room Rentals | \$ (52,452) | \$ - | \$ - |
| | | | 01-08-445-77700-420-50070 Pool Rentals | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-445-77700-420-50655 Lease Revenue | \$ (28,176) | \$ - | \$ - |
| | | | 01-08-445-77700-430-50020 Ice Rentals | \$ (641,023) | \$ - | \$ - |
| | | | 01-08-445-77700-430-50030 Arena Floor Rentals | \$ (1,896) | \$ - | \$ - |
| | | | 01-08-445-77700-430-50060 Auditorium/Room Rentals | \$ (53,516) | \$ (53,516) | \$ (52,466) |
| | | | 01-08-445-77700-430-50130 Ice Resurfacer Surcharge | \$ (19,231) | \$ - | \$ - |
| | | | 01-08-445-77700-430-50655 Lease Revenue | \$ (2,448) | \$ - | \$ - |
| | | | 01-08-445-77700-440-50060 Auditorium/Room Rentals | \$ (7,385) | \$ (7,240) | \$ (7,240) |
| | | | 01-08-445-77700-440-50230 Rentals | \$ (13,702) | \$ (13,433) | \$ (36,674) |
| | | | 01-08-445-77700-445-50060 Auditorium/Room Rentals | \$ (8,750) | \$ (8,750) | \$ (8,750) |
| | | | 01-08-445-77700-445-50230 Rentals | \$ (9,683) | \$ (6,184) | \$ (29,185) |
| | | | 01-08-445-77700-450-50020 Ice Rentals | \$ (93,000) | \$ - | \$ - |
| | | | 01-08-445-77700-450-50030 Arena Floor Rentals | \$ (10,094) | \$ - | \$ - |
| | | | 01-08-445-77700-450-50060 Auditorium/Room Rentals | \$ (1,000) | \$ - | \$ - |
| | | | 01-08-445-77700-450-50130 Ice Resurfacer Surcharge | \$ (2,790) | \$ - | \$ - |
| | | | 01-08-445-77700-455-50060 Auditorium/Room Rentals | \$ (13,188) | \$ (10,969) | \$ (10,754) |
| | | | 01-08-445-77700-455-50230 Rentals | \$ (23,569) | \$ (23,107) | \$ (25,349) |
| | | | 01-08-445-77700-460-50020 Ice Rentals | \$ (203,900) | \$ - | \$ - |
| | | | 01-08-445-77700-460-50030 Arena Floor Rentals | \$ (9,571) | \$ - | \$ - |
| | | | 01-08-445-77700-460-50060 Auditorium/Room Rentals | \$ (4,402) | \$ - | \$ - |
| | | | 01-08-445-77700-460-50070 Pool Rentals | \$ (90,583) | \$ - | \$ - |
| | | | 01-08-445-77700-460-50130 Ice Resurfacer Surcharge | \$ (6,117) | \$ - | \$ - |
| | | | 01-08-445-77700-466-50060 Auditorium/Room Rentals | \$ (30,000) | \$ (20,000) | \$ (10,000) |
| | | | 01-08-445-77700-466-50230 Rentals | \$ (11,001) | \$ (7,334) | \$ (3,667) |
| | | | 01-08-445-77700-466-50655 Lease Revenue | \$ (240,105) | \$ - | \$ - |
| | | | 01-08-445-77700-470-50060 Auditorium/Room Rentals | \$ (10,262) | \$ (10,262) | \$ (10,262) |
| | | Revenue Total | | \$ (2,293,604) | \$ (437,463) | \$ (433,866) |
| | | Expense | 01-08-445-77700-365-62326 Game Day Insurance | \$ 12,600 | \$ 12,000 | \$ 12,000 |
| | | | 01-08-445-77700-405-62112 Maintenance & Repairs-Building | \$ - | \$ 2,646 | \$ 2,646 |
| | | | 01-08-445-77700-405-62215 Natural Gas | \$ - | \$ 6,080 | \$ 6,864 |
| | | | 01-08-445-77700-405-62216 Electricity | \$ - | \$ 60,739 | \$ 59,239 |
| | | | 01-08-445-77700-405-62335 Contracted Services | \$ - | \$ 10,607 | \$ 10,607 |
| | | | 01-08-445-77700-405-62397 Telephone | \$ - | \$ 500 | \$ 500 |
| | | | 01-08-445-77700-405-62437 Contribution to Reserves | \$ - | \$ 1,443 | \$ 1,443 |
| | | | 01-08-445-77700-410-61520 Wages-Casual Temporary | \$ - | \$ 12,200 | \$ 11,959 |
| | | | 01-08-445-77700-410-61523 Benefits-Casual Temporary | \$ - | \$ 1,516 | \$ 1,463 |
| | | | 01-08-445-77700-410-62018 Operating Supplies | \$ - | \$ 586 | \$ 586 |
| | | | 01-08-445-77700-410-62112 Maintenance & Repairs-Building | \$ - | \$ 1,434 | \$ 1,406 |
| | | | 01-08-445-77700-410-62114 Small Equip Repair/Purchase | \$ - | \$ 509 | \$ 509 |
| | | | 01-08-445-77700-410-62215 Natural Gas | \$ - | \$ 2,414 | \$ 2,414 |
| | | | 01-08-445-77700-410-62216 Electricity | \$ - | \$ 5,730 | \$ 5,730 |
| | | | 01-08-445-77700-410-62217 Water/Waste Water | \$ - | \$ 220 | \$ 185 |
| | | | 01-08-445-77700-410-62312 Insurance | \$ - | \$ 4,102 | \$ 3,870 |
| | | | 01-08-445-77700-410-62335 Contracted Services | \$ - | \$ 4,320 | \$ 4,235 |
| | | | 01-08-445-77700-430-61520 Wages-Casual Temporary | \$ - | \$ 88,000 | \$ 86,461 |
| | | | 01-08-445-77700-430-61523 Benefits-Casual Temporary | \$ - | \$ 10,934 | \$ 10,576 |
| | | | 01-08-445-77700-430-61540 Wages-CUPE | \$ - | \$ - | \$ 41,800 |
| | | | 01-08-445-77700-430-61543 Benefits-CUPE | \$ - | \$ - | \$ 5,113 |
| | | | 01-08-445-77700-430-62215 Natural Gas | \$ - | \$ 48,528 | \$ 51,910 |
| | | | 01-08-445-77700-430-62217 Water/Waste Water | \$ - | \$ 1,000 | \$ 1,000 |
| | | | 01-08-445-77700-430-62335 Contracted Services | \$ - | \$ 1,000 | \$ 5,000 |
| | | | 01-08-445-77700-430-62437 Contribution to Reserves | \$ (2,183) | \$ 1,900 | \$ 1,900 |
| | | | 01-08-445-77700-440-61520 Wages-Casual Temporary | \$ - | \$ 7,634 | \$ 7,500 |
| | | | 01-08-445-77700-440-61523 Benefits-Casual Temporary | \$ - | \$ 949 | \$ 917 |
| | | | 01-08-445-77700-440-62018 Operating Supplies | \$ - | \$ 1,500 | \$ 400 |
| | | | 01-08-445-77700-440-62112 Maintenance & Repairs-Building | \$ - | \$ 2,040 | \$ 2,000 |
| | | | 01-08-445-77700-440-62114 Small Equip Repair/Purchase | \$ - | \$ 400 | \$ 400 |
| | | | 01-08-445-77700-440-62215 Natural Gas | \$ - | \$ 3,129 | \$ 3,075 |
| | | | 01-08-445-77700-440-62216 Electricity | \$ - | \$ 6,478 | \$ 7,641 |
| | | | 01-08-445-77700-440-62217 Water/Waste Water | \$ - | \$ 247 | \$ 1,347 |
| | | | 01-08-445-77700-440-62312 Insurance | \$ - | \$ 1,888 | \$ 1,771 |
| | | | 01-08-445-77700-440-62335 Contracted Services | \$ - | \$ 7,151 | \$ 7,011 |
| | | | 01-08-445-77700-440-62397 Telephone | \$ - | \$ 2,000 | \$ 2,000 |
| | | | 01-08-445-77700-445-61520 Wages-Casual Temporary | \$ - | \$ 7,610 | \$ 7,300 |
| | | | 01-08-445-77700-445-61523 Benefits-Casual Temporary | \$ - | \$ 946 | \$ 892 |
| | | | 01-08-445-77700-445-62018 Operating Supplies | \$ - | \$ 400 | \$ 400 |
| | | | 01-08-445-77700-445-62112 Maintenance & Repairs-Building | \$ - | \$ 2,100 | \$ 2,100 |
| | | | 01-08-445-77700-445-62114 Small Equip Repair/Purchase | \$ - | \$ 700 | \$ 700 |
| | | | 01-08-445-77700-445-62215 Natural Gas | \$ - | \$ 2,521 | \$ 2,715 |
| | | | 01-08-445-77700-445-62216 Electricity | \$ - | \$ 2,944 | \$ 3,244 |
| | | | 01-08-445-77700-445-62217 Water/Waste Water | \$ - | \$ 1,061 | \$ 461 |
| | | | 01-08-445-77700-445-62312 Insurance | \$ - | \$ 2,008 | \$ 1,883 |
| | | | 01-08-445-77700-445-62335 Contracted Services | \$ - | \$ 4,794 | \$ 4,794 |
| | | | 01-08-445-77700-445-62397 Telephone | \$ - | \$ 1,000 | \$ 1,000 |
| | | | 01-08-445-77700-455-61520 Wages-Casual Temporary | \$ - | \$ 9,080 | \$ 8,400 |
| | | | 01-08-445-77700-455-61523 Benefits-Casual Temporary | \$ - | \$ 1,128 | \$ 1,027 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|--------------------------|----------------------|------------------|--|--------------|-------------|-------------|
| Support Services | Rentals | Expense | 01-08-445-77700-455-62018 Operating Supplies | \$ - | \$ 500 | \$ 500 |
| | | | 01-08-445-77700-455-62112 Maintenance & Repairs-Building | \$ - | \$ 2,500 | \$ 2,500 |
| | | | 01-08-445-77700-455-62215 Natural Gas | \$ - | \$ 1,916 | \$ 1,826 |
| | | | 01-08-445-77700-455-62216 Electricity | \$ - | \$ 8,329 | \$ 9,820 |
| | | | 01-08-445-77700-455-62217 Water/Waste Water | \$ - | \$ 248 | \$ 290 |
| | | | 01-08-445-77700-455-62312 Insurance | \$ - | \$ 2,015 | \$ 1,890 |
| | | | 01-08-445-77700-455-62335 Contracted Services | \$ - | \$ 3,978 | \$ 3,978 |
| | | Expense Total | \$ 10,417 | \$ 367,602 | \$ 419,198 | |
| | Rentals Total | | \$ (2,283,187) | \$ (69,861) | \$ (14,668) | |
| Support Services Total | | \$ (1,352,621) | \$ 840,325 | \$ 912,170 | | |
| Parks & Recreation Total | | \$ 9,727,783 | \$ 9,030,961 | \$ 8,210,411 | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|--|--|------------------|--|--------------|--------------|--------------|
| Albian Bolton Union Community Centre (ABUCC) | Facilities & Operations | Expense | 01-08-465-73020-405-61520 Wages-Casual Temporary | \$ 14,200 | \$ 13,924 | \$ 13,700 |
| | | | 01-08-465-73020-405-61523 Benefits-Casual Temporary | \$ 1,749 | \$ 1,730 | \$ 1,676 |
| | | | 01-08-465-73020-405-61540 Wages-CUPE | \$ 243,911 | \$ 177,720 | \$ 304,814 |
| | | | 01-08-465-73020-405-61543 Benefits-CUPE | \$ 78,516 | \$ 58,033 | \$ 97,310 |
| | | | 01-08-465-73020-405-62011 Office Supplies | \$ - | \$ 500 | \$ 500 |
| | | | 01-08-465-73020-405-62014 Uniforms/Protective Clothing | \$ 2,673 | \$ 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 | \$ 30,367 | \$ 27,126 | \$ 27,126 |
| | | | 01-08-465-73020-405-62114 Small Equip Repair/Purchase | \$ 13,803 | \$ 13,532 | \$ 13,532 |
| | | | 01-08-465-73020-405-62215 Natural Gas | \$ 22,103 | \$ 1,598 | \$ 1,804 |
| | | | 01-08-465-73020-405-62216 Electricity | \$ 169,850 | \$ 12,697 | \$ 16,697 |
| | | | 01-08-465-73020-405-62217 Water/Waste Water | \$ 13,060 | \$ - | \$ 3,224 |
| | | | 01-08-465-73020-405-62312 Insurance | \$ 35,030 | \$ 34,901 | \$ 32,919 |
| | | | 01-08-465-73020-405-62335 Contracted Services | \$ 39,304 | \$ 22,123 | \$ 22,123 |
| | | | 01-08-465-73020-405-62396 Mobile Phones / Pagers | \$ 427 | \$ 67 | \$ 67 |
| | | | 01-08-465-73020-405-62397 Telephone | \$ 2,550 | \$ 550 | \$ 550 |
| | | | 01-08-465-73020-405-62437 Contribution to Reserves | \$ 21,087 | \$ 1,930 | \$ 1,930 |
| | | Expense Total | | \$ 710,745 | \$ 391,167 | \$ 562,708 |
| | Facilities & Operations Total | | | \$ 710,745 | \$ 391,167 | \$ 562,708 |
| | Programs & Community Development | Revenue | 01-08-455-75100-405-50035 Skating Lessons | \$ (15,440) | \$ - | \$ - |
| | | | 01-08-455-75100-405-50180 Pay As You Go | \$ (22,000) | \$ - | \$ - |
| | | | 01-08-455-75300-405-50010 Snack Bar Sales | \$ - | \$ (12,000) | \$ (12,000) |
| | | | 01-08-455-75400-405-50242 Special Programs | \$ (7,800) | \$ - | \$ - |
| | | | 01-08-455-75400-405-50250 Program Registrations | \$ (2,000) | \$ - | \$ - |
| | | | 01-08-455-75500-405-50020 Ice Rentals | \$ - | \$ (240,941) | \$ (266,341) |
| | | | 01-08-455-75500-405-50030 Arena Floor Rentals | \$ - | \$ (10,690) | \$ (20,690) |
| | | | 01-08-455-75500-405-50040 Public Skating | \$ - | \$ (19,780) | \$ (19,780) |
| | | | 01-08-455-75500-405-50045 Skating Registration | \$ - | \$ (15,140) | \$ (11,000) |
| | | | 01-08-455-75500-405-50050 Miscellaneous | \$ - | \$ (47,093) | \$ (37,913) |
| | | | 01-08-455-75500-405-50120 Pro Shop Sales | \$ - | \$ - | \$ (9,180) |
| | | | 01-08-455-75500-405-50130 Ice Resurfacer Surcharge | \$ - | \$ (7,090) | \$ (9,548) |
| | | | 01-08-455-75940-405-50060 Auditorium/Room Rentals | \$ - | \$ (90,463) | \$ (88,706) |
| | | | 01-08-465-75300-405-50010 Snack Bar Sales | \$ (12,240) | \$ - | \$ - |
| | | Revenue Total | | \$ (59,480) | \$ (443,197) | \$ (475,158) |
| | | Expense | 01-08-455-40010-405-61520 Wages-Casual Temporary | \$ - | \$ 31,700 | \$ 31,200 |
| | | | 01-08-455-40010-405-61523 Benefits-Casual Temporary | \$ - | \$ 3,939 | \$ 3,816 |
| | | | 01-08-455-75100-405-61520 Wages-Casual Temporary | \$ 12,200 | \$ - | \$ - |
| | | | 01-08-455-75100-405-61523 Benefits-Casual Temporary | \$ 1,503 | \$ - | \$ - |
| | | | 01-08-455-75300-405-62023 Concession Purchases | \$ - | \$ 9,000 | \$ 9,000 |
| | | | 01-08-455-75400-405-61520 Wages-Casual Temporary | \$ 7,800 | \$ - | \$ - |
| | | | 01-08-455-75400-405-61523 Benefits-Casual Temporary | \$ 961 | \$ - | \$ - |
| | | | 01-08-455-75400-405-62021 Program Supplies | \$ 2,000 | \$ - | \$ - |
| | | | 01-08-455-75500-405-61520 Wages-Casual Temporary | \$ 18,000 | \$ 42,231 | \$ 41,500 |
| | | | 01-08-455-75500-405-61523 Benefits-Casual Temporary | \$ 2,217 | \$ 5,248 | \$ 5,077 |
| | | | 01-08-455-75500-405-62014 Uniforms/Protective Clothing | \$ 600 | \$ 1,000 | \$ 1,000 |
| | | | 01-08-455-75500-405-62021 Program Supplies | \$ 1,500 | \$ 1,500 | \$ 2,500 |
| | | | 01-08-455-75500-405-62215 Natural Gas | \$ - | \$ 10,827 | \$ 12,223 |
| | | | 01-08-455-75500-405-62216 Electricity | \$ - | \$ 71,848 | \$ 70,048 |
| | | | 01-08-455-75500-405-62217 Water/Waste Water | \$ - | \$ 12,104 | \$ 11,604 |
| | | | 01-08-455-75500-405-62397 Telephone | \$ - | \$ 1,500 | \$ 1,500 |
| | | | 01-08-455-75500-405-62437 Contribution to Reserves | \$ - | \$ 16,042 | \$ 12,852 |
| | | | 01-08-455-75940-405-62215 Natural Gas | \$ - | \$ 1,598 | \$ 1,804 |
| | | | 01-08-455-75940-405-62216 Electricity | \$ - | \$ 16,566 | \$ 16,098 |
| | | | 01-08-455-75940-405-62335 Contracted Services | \$ - | \$ 5,804 | \$ 5,804 |
| | | | 01-08-455-75940-405-62437 Contribution to Reserves | \$ - | \$ 1,672 | \$ 1,672 |
| | | | 01-08-465-40010-405-61520 Wages-Casual Temporary | \$ 32,300 | \$ - | \$ - |
| | | | 01-08-465-40010-405-61523 Benefits-Casual Temporary | \$ 3,979 | \$ - | \$ - |
| | | | 01-08-465-40010-405-62011 Office Supplies | \$ 500 | \$ - | \$ - |
| | | | 01-08-465-75300-405-61520 Wages-Casual Temporary | \$ 12,700 | \$ - | \$ - |
| | | | 01-08-465-75300-405-61523 Benefits-Casual Temporary | \$ 1,564 | \$ - | \$ - |
| | | | 01-08-465-75300-405-62014 Uniforms/Protective Clothing | \$ 942 | \$ - | \$ - |
| | | | 01-08-465-75300-405-62023 Concession Purchases | \$ 9,090 | \$ - | \$ - |
| | | Expense Total | | \$ 107,856 | \$ 232,579 | \$ 227,698 |
| | Programs & Community Development Total | | | \$ 48,376 | \$ (210,618) | \$ (247,460) |
| | Support Services | Revenue | 01-08-445-77700-405-50020 Ice Rentals | \$ (245,760) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50030 Arena Floor Rentals | \$ (10,690) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50050 Miscellaneous | \$ (47,093) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50060 Auditorium/Room Rentals | \$ (81,906) | \$ (70,496) | \$ (70,496) |
| | | | 01-08-445-77700-405-50130 Ice Resurfacer Surcharge | \$ (7,372) | \$ - | \$ - |
| | | | 01-08-445-77700-405-50230 Rentals | \$ (140,782) | \$ (138,022) | \$ (81,652) |
| | | | 01-08-445-77700-405-50655 Lease Revenue | \$ (92,272) | \$ - | \$ - |
| | | Revenue Total | | \$ (625,875) | \$ (208,518) | \$ (152,148) |
| | | Expense | 01-08-445-77700-405-62112 Maintenance & Repairs-Building | \$ - | \$ 2,646 | \$ 2,646 |
| | | | 01-08-445-77700-405-62215 Natural Gas | \$ - | \$ 6,080 | \$ 6,864 |
| | | | 01-08-445-77700-405-62216 Electricity | \$ - | \$ 60,739 | \$ 59,239 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | | |
|---|--|--|--|--------------|---|-------------|----------|----------|
| Albian Bolton Union Community Centre (ABUCC) | Support Services | Expense | 01-08-445-77700-405-62335 Contracted Services | \$ - | \$ 10,607 | \$ 10,607 | | |
| | | | 01-08-445-77700-405-62397 Telephone | \$ - | \$ 500 | \$ 500 | | |
| | | | 01-08-445-77700-405-62437 Contribution to Reserves | \$ - | \$ 1,443 | \$ 1,443 | | |
| | | Expense Total | \$ - | \$ 82,015 | \$ 81,299 | | | |
| | | Support Services Total | | \$ (625,875) | \$ (126,503) | \$ (70,849) | | |
| Albian Bolton Union Community Centre (ABUCC) Total | | | \$ 133,246 | \$ 54,046 | \$ 244,399 | | | |
| Alton Community Centre | Support Services | Revenue | 01-08-445-77700-410-50060 Auditorium/Room Rentals | \$ (2,040) | \$ (2,040) | \$ (2,040) | | |
| | | | 01-08-445-77700-410-50230 Rentals | \$ (7,456) | \$ (7,310) | \$ (20,531) | | |
| | | | Revenue Total | \$ (9,496) | \$ (9,350) | \$ (22,571) | | |
| | | Expense | 01-08-445-77700-410-61520 Wages-Casual Temporary | \$ - | \$ 12,200 | \$ 11,959 | | |
| | | | 01-08-445-77700-410-61523 Benefits-Casual Temporary | \$ - | \$ 1,516 | \$ 1,463 | | |
| | | | 01-08-445-77700-410-62018 Operating Supplies | \$ - | \$ 586 | \$ 586 | | |
| | | | 01-08-445-77700-410-62112 Maintenance & Repairs-Building | \$ - | \$ 1,434 | \$ 1,406 | | |
| | | | 01-08-445-77700-410-62114 Small Equip Repair/Purchase | \$ - | \$ 509 | \$ 509 | | |
| | | | 01-08-445-77700-410-62215 Natural Gas | \$ - | \$ 2,414 | \$ 2,414 | | |
| | | | 01-08-445-77700-410-62216 Electricity | \$ - | \$ 5,730 | \$ 5,730 | | |
| | | | 01-08-445-77700-410-62217 Water/Waste Water | \$ - | \$ 220 | \$ 185 | | |
| | | | 01-08-445-77700-410-62312 Insurance | \$ - | \$ 4,102 | \$ 3,870 | | |
| | | | 01-08-445-77700-410-62335 Contracted Services | \$ - | \$ 4,320 | \$ 4,235 | | |
| | | | Expense Total | \$ - | \$ 33,031 | \$ 32,357 | | |
| | | Support Services Total | \$ (9,496) | \$ 23,681 | \$ 9,786 | | | |
| | Facilities & Operations | Expense | 01-08-465-73020-410-61520 Wages-Casual Temporary | \$ 12,300 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-61523 Benefits-Casual Temporary | \$ 1,515 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62018 Operating Supplies | \$ 586 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62112 Maintenance & Repairs-Building | \$ 1,434 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62114 Small Equip Repair/Purchase | \$ 509 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62215 Natural Gas | \$ 2,841 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62216 Electricity | \$ 6,288 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62217 Water/Waste Water | \$ 220 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62312 Insurance | \$ 4,708 | \$ - | \$ - | | |
| | | | 01-08-465-73020-410-62335 Contracted Services | \$ 4,406 | \$ - | \$ - | | |
| | | | Expense Total | \$ 34,807 | \$ - | \$ - | | |
| | | | Facilities & Operations Total | \$ 34,807 | \$ - | \$ - | | |
| | | Alton Community Centre Total | | | \$ 25,311 | \$ 23,681 | \$ 9,786 | |
| | | Bolton Bocce Facility | Facilities & Operations | Expense | 01-08-465-73020-470-62114 Small Equip Repair/Purchase | \$ 3,333 | \$ 3,333 | \$ 3,333 |
| | | | | | 01-08-465-73020-470-62215 Natural Gas | \$ 2,939 | \$ 2,939 | \$ 2,939 |
| 01-08-465-73020-470-61520 Wages-Casual Temporary | | | | | \$ 11,200 | \$ - | \$ - | |
| 01-08-465-73020-470-61523 Benefits-Casual Temporary | \$ 1,380 | | | | \$ - | \$ - | | |
| 01-08-465-73020-470-62018 Operating Supplies | \$ 6,433 | | | | \$ - | \$ - | | |
| 01-08-465-73020-470-62335 Contracted Services | \$ 15,478 | | | | \$ - | \$ - | | |
| 01-08-465-73020-470-62216 Electricity | \$ 11,446 | | | | \$ 11,446 | \$ 11,446 | | |
| 01-08-465-73020-470-62217 Water/Waste Water | \$ 1,731 | | | | \$ 1,731 | \$ 1,731 | | |
| 01-08-465-73020-470-62312 Insurance | \$ 3,118 | | | | \$ 3,118 | \$ 3,118 | | |
| 01-08-465-73020-470-62363 Winter Parking Lot Maint. | \$ 4,000 | | | | \$ 4,000 | \$ 4,000 | | |
| | Expense Total | | | \$ 61,058 | \$ 26,567 | \$ 26,567 | | |
| | Facilities & Operations Total | | \$ 61,058 | \$ 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) | \$ (10,262) | | |
| | Revenue Total | | \$ (10,262) | \$ (10,262) | \$ (10,262) | | | |
| | Support Services Total | \$ (10,262) | \$ (10,262) | \$ (10,262) | | | | |
| Bolton Bocce Facility Total | | | \$ 50,796 | \$ 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 | Revenue | 01-08-465-75300-420-50050 Miscellaneous | \$ (10,200) | \$ - | \$ - | | |
| | | | 01-08-465-75300-420-50120 Pro Shop Sales | \$ (20,400) | \$ - | \$ - | | |
| | | | Revenue Total | \$ (30,600) | \$ - | \$ - | | |
| | | Expense | 01-08-465-73020-420-61510 Salaries-Permanent | \$ 83,153 | \$ 81,732 | \$ 80,326 | | |
| | | | 01-08-465-73020-420-61513 Benefits-Permanent | \$ 24,769 | \$ 24,566 | \$ 23,957 | | |
| | | | 01-08-465-73020-420-61520 Wages-Casual Temporary | \$ 43,800 | \$ 43,106 | \$ 42,002 | | |
| | | | 01-08-465-73020-420-61523 Benefits-Casual Temporary | \$ 5,395 | \$ 5,356 | \$ 5,138 | | |
| | | | 01-08-465-73020-420-61540 Wages-CUPE | \$ 356,741 | \$ 422,933 | \$ 293,212 | | |
| | | | 01-08-465-73020-420-61543 Benefits-CUPE | \$ 115,734 | \$ 137,262 | \$ 94,723 | | |
| | | | 01-08-465-73020-420-62014 Uniforms/Protective Clothing | \$ 3,700 | \$ 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 | \$ 76,500 | \$ 75,000 | \$ 75,000 | | |
| | | | 01-08-465-73020-420-62114 Small Equip Repair/Purchase | \$ 30,600 | \$ 30,000 | \$ 30,000 | | |
| | | | 01-08-465-73020-420-62335 Contracted Services | \$ 71,094 | \$ 69,700 | \$ 69,700 | | |
| | | | 01-08-465-73020-420-62215 Natural Gas | \$ 84,510 | \$ - | \$ - | | |
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TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|----------------------------------|------------------|--|----------------|----------------|----------------|
| Caledon Centre for Recreation and Wellness (CCRW) | Facilities & Operations | Expense | 01-08-465-73020-420-62216 Electricity | \$ 218,432 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62217 Water/Waste Water | \$ 28,747 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62312 Insurance | \$ 38,480 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62396 Mobile Phones / Pagers | \$ 360 | \$ - | \$ - |
| | | | 01-08-465-75300-420-62023 Concession Purchases | \$ 15,150 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62397 Telephone | \$ 4,000 | \$ - | \$ - |
| | | | 01-08-465-73020-420-62418 Debt Repayment | \$ 219,700 | \$ - | \$ - |
| | | | 01-08-465-40010-420-61510 Salaries-Permanent | \$ 164,839 | \$ - | \$ - |
| | | | 01-08-465-40010-420-61513 Benefits-Permanent | \$ 48,922 | \$ - | \$ - |
| | | | 01-08-465-40010-420-61520 Wages-Casual Temporary | \$ 233,900 | \$ - | \$ - |
| | | | 01-08-465-40010-420-61523 Benefits-Casual Temporary | \$ 28,812 | \$ - | \$ - |
| | | | 01-08-465-40010-420-62011 Office Supplies | \$ 10,480 | \$ - | \$ - |
| | | | 01-08-465-40010-420-62014 Uniforms/Protective Clothing | \$ 1,500 | \$ - | \$ - |
| | | | 01-08-465-40010-420-62018 Operating Supplies | \$ 1,920 | \$ - | \$ - |
| | | | 01-08-465-40010-420-62314 Mileage | \$ 2,000 | \$ - | \$ - |
| | | | 01-08-465-40010-420-62396 Mobile Phones / Pagers | \$ 960 | \$ - | \$ - |
| | | Expense Total | | \$ 1,981,598 | \$ 960,255 | \$ 784,658 |
| | Facilities & Operations Total | | | \$ 1,950,998 | \$ 960,255 | \$ 784,658 |
| | Programs & Community Development | Revenue | 01-08-455-75200-420-50050 Miscellaneous | \$ - | \$ (5,640) | \$ (5,508) |
| | | | 01-08-455-75200-420-50070 Pool Rentals | \$ - | \$ (5,000) | \$ - |
| | | | 01-08-455-75200-420-50080 Public Swimming | \$ - | \$ (15,000) | \$ (20,000) |
| | | | 01-08-455-75200-420-50090 Swimming Lessons | \$ (370,340) | \$ (375,340) | \$ (373,840) |
| | | | 01-08-455-75200-420-50160 Memberships | \$ (32,000) | \$ (36,000) | \$ (30,000) |
| | | | 01-08-455-75200-420-50180 Pay As You Go | \$ (46,040) | \$ (31,040) | \$ (25,040) |
| | | | 01-08-455-75200-420-50243 Special Programs-taxable | \$ (66,580) | \$ (65,280) | \$ (55,000) |
| | | | 01-08-455-75300-420-50050 Miscellaneous | \$ - | \$ (10,000) | \$ (10,000) |
| | | | 01-08-455-75300-420-50060 Auditorium/Room Rentals | \$ - | \$ (52,452) | \$ (43,432) |
| | | | 01-08-455-75300-420-50120 Pro Shop Sales | \$ - | \$ (20,000) | \$ (25,000) |
| | | | 01-08-455-75300-420-50135 Treatment Room | \$ - | \$ (1,770) | \$ (1,770) |
| | | | 01-08-455-75300-420-50231 Racquet/Equipmt Rental | \$ - | \$ (1,200) | \$ (2,000) |
| | | | 01-08-455-75300-420-50655 Lease Revenue | \$ - | \$ (22,203) | \$ (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) | \$ (77,000) | \$ (75,000) |
| | | | 01-08-455-75400-420-50220 Child Minding | \$ - | \$ (9,500) | \$ (9,500) |
| | | | 01-08-455-75400-420-50242 Special Programs | \$ (24,900) | \$ (32,700) | \$ (32,500) |
| | | | 01-08-455-75400-420-50231 Racquet/Equipmt Rental | \$ (1,200) | \$ - | \$ - |
| | | | 01-08-455-75400-420-50250 Program Registrations | \$ (16,650) | \$ (22,650) | \$ (22,500) |
| | | | 01-08-455-75400-420-50596 Reserve Allocation | \$ (43,918) | \$ (43,918) | \$ (43,918) |
| | | | 01-08-455-75500-420-50135 Treatment Room | \$ (1,770) | \$ - | \$ - |
| | | | 01-08-455-75500-420-50180 Pay As You Go | \$ (41,075) | \$ (38,200) | \$ (28,200) |
| | | | 01-08-455-75500-420-50220 Child Minding | \$ (8,500) | \$ - | \$ - |
| | | | 01-08-455-75500-420-50230 Rentals | \$ - | \$ (29,830) | \$ (19,830) |
| | | | 01-08-455-75500-420-50235 Fundraising | \$ - | \$ (2,800) | \$ (3,600) |
| | | | 01-08-455-75500-420-50242 Special Programs | \$ (29,830) | \$ (159,430) | \$ (158,580) |
| | | | 01-08-455-75500-420-50250 Program Registrations | \$ (159,430) | \$ - | \$ - |
| | | Revenue Total | | \$ (1,740,615) | \$ (1,878,335) | \$ (1,828,478) |
| | | Expense | 01-08-455-40010-420-61510 Salaries-Permanent | \$ - | \$ 266,790 | \$ 161,649 |
| | | | 01-08-455-40010-420-61513 Benefits-Permanent | \$ - | \$ 77,905 | \$ 47,903 |
| | | | 01-08-455-40010-420-61520 Wages-Casual Temporary | \$ - | \$ 230,466 | \$ 225,325 |
| | | | 01-08-455-40010-420-61523 Benefits-Casual Temporary | \$ - | \$ 28,634 | \$ 27,562 |
| | | | 01-08-455-40010-420-62014 Uniforms/Protective Clothing | \$ - | \$ 750 | \$ 750 |
| | | | 01-08-455-40010-420-62018 Operating Supplies | \$ - | \$ 12,400 | \$ 12,400 |
| | | | 01-08-455-40010-420-62024 Pro Shop Supplies | \$ - | \$ 15,000 | \$ 15,000 |
| | | | 01-08-455-40010-420-62215 Natural Gas | \$ - | \$ 74,510 | \$ 72,939 |
| | | | 01-08-455-40010-420-62216 Electricity | \$ - | \$ 207,432 | \$ 229,932 |
| | | | 01-08-455-40010-420-62217 Water/Waste Water | \$ - | \$ 26,647 | \$ 24,881 |
| | | | 01-08-455-40010-420-62312 Insurance | \$ - | \$ 32,716 | \$ 30,864 |
| | | | 01-08-455-40010-420-62314 Mileage | \$ - | \$ 5,146 | \$ 5,146 |
| | | | 01-08-455-40010-420-62396 Mobile Phones / Pagers | \$ - | \$ 2,283 | \$ 2,283 |
| | | | 01-08-455-40010-420-62397 Telephone | \$ - | \$ 4,000 | \$ 4,000 |
| | | | 01-08-455-40010-420-62418 Debt Repayment | \$ - | \$ 219,700 | \$ 219,700 |
| | | | 01-08-455-75200-420-61510 Salaries-Permanent | \$ 62,903 | \$ 142,927 | \$ 136,451 |
| | | | 01-08-455-75200-420-61513 Benefits-Permanent | \$ 20,247 | \$ 44,534 | \$ 42,533 |
| | | | 01-08-455-75200-420-61520 Wages-Casual Temporary | \$ 306,200 | \$ 301,657 | \$ 289,049 |
| | | | 01-08-455-75200-420-61523 Benefits-Casual Temporary | \$ 37,718 | \$ 37,478 | \$ 35,356 |
| | | | 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 | \$ 8,000 |
| | | | 01-08-455-75200-420-62414 Special Programs | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | | | 01-08-455-75400-420-61510 Salaries-Permanent | \$ 65,631 | \$ 144,353 | \$ 136,413 |
| | | | 01-08-455-75400-420-61513 Benefits-Permanent | \$ 20,856 | \$ 44,853 | \$ 42,525 |
| | | | 01-08-455-75400-420-61520 Wages-Casual Temporary | \$ 228,000 | \$ 232,299 | \$ 227,819 |
| | | | 01-08-455-75400-420-61523 Benefits-Casual Temporary | \$ 28,085 | \$ 28,861 | \$ 27,867 |
| | | | 01-08-455-75400-420-62014 Uniforms/Protective Clothing | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| | | | 01-08-455-75400-420-62021 Program Supplies | \$ 1,500 | \$ 3,500 | \$ 4,000 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|--|---|--|--------------|--------------|--------------|
| Caledon Centre for Recreation and Wellness (CCRW) | Programs & Community Development | Expense | 01-08-455-75400-420-62114 Small Equip Repair/Purchase | \$ 13,260 | \$ 13,000 | \$ 14,000 |
| | | | 01-08-455-75400-420-62414 Special Programs | \$ 9,500 | \$ 9,500 | \$ 10,000 |
| | | | 01-08-455-75400-420-62437 Contribution to Reserves | \$ 45,350 | \$ 45,350 | \$ 45,350 |
| | | | 01-08-455-75500-420-61510 Salaries-Permanent | \$ 67,864 | \$ 66,374 | \$ 144,163 |
| | | | 01-08-455-75500-420-61513 Benefits-Permanent | \$ 21,355 | \$ 21,128 | \$ 44,247 |
| | | | 01-08-455-75500-420-61520 Wages-Casual Temporary | \$ 199,100 | \$ 229,174 | \$ 224,300 |
| | | | 01-08-455-75500-420-61523 Benefits-Casual Temporary | \$ 24,525 | \$ 28,473 | \$ 27,436 |
| | | | 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 | \$ 5,450 | \$ 5,950 |
| | | | 01-08-455-75500-420-62335 Contracted Services | \$ 7,000 | \$ 7,000 | \$ 7,500 |
| | | | 01-08-455-75500-420-62414 Special Programs | \$ 1,500 | \$ 1,500 | \$ 2,000 |
| | | | 01-08-455-75500-420-62416 Interdepartmental Charges | \$ 1,000 | \$ 1,000 | \$ 3,000 |
| | | | 01-08-455-75970-420-62018 Operating Supplies | \$ - | \$ 1,933 | \$ 2,933 |
| | | Expense Total | \$ 1,202,112 | \$ 2,649,791 | \$ 2,588,294 | |
| | Programs & Community Development Total | \$ (538,503) | \$ 771,456 | \$ 759,816 | | |
| | Support Services | Revenue | 01-08-445-77700-420-50060 Auditorium/Room Rentals | \$ (52,452) | \$ - | \$ - |
| | | | 01-08-445-77700-420-50070 Pool Rentals | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-445-77700-420-50655 Lease Revenue | \$ (28,176) | \$ - | \$ - |
| | | Revenue Total | \$ (85,628) | \$ - | \$ - | |
| | Support services Total | \$ (85,628) | \$ - | \$ - | | |
| Caledon Centre for Recreation and Wellness (CCRW) Total | | | | \$ 1,326,867 | \$ 1,731,711 | \$ 1,544,474 |
| Caledon East Community Complex | Facilities & Operations | Revenue | 01-08-465-75300-430-50010 Snack Bar Sales | \$ (104,550) | \$ - | \$ - |
| | | Revenue Total | \$ (104,550) | \$ - | \$ - | |
| | | Expense | 01-08-465-40010-430-61510 Salaries-Permanent | \$ 248,534 | \$ - | \$ - |
| | | | 01-08-465-40010-430-61513 Benefits-Permanent | \$ 73,946 | \$ - | \$ - |
| | | | 01-08-465-40010-430-61520 Wages-Casual Temporary | \$ 48,200 | \$ - | \$ - |
| | | | 01-08-465-40010-430-61523 Benefits-Casual Temporary | \$ 5,937 | \$ - | \$ - |
| | | | 01-08-465-40010-430-62011 Office Supplies | \$ 2,000 | \$ - | \$ - |
| | | | 01-08-465-40010-430-62314 Mileage | \$ 1,500 | \$ - | \$ - |
| | | | 01-08-465-40010-430-62437 Contribution to Reserves | \$ 34,939 | \$ - | \$ - |
| | | | 01-08-465-73020-430-61510 Salaries-Permanent | \$ 83,162 | \$ 81,732 | \$ 80,326 |
| | | | 01-08-465-73020-430-61513 Benefits-Permanent | \$ 24,771 | \$ 24,566 | \$ 23,957 |
| | | | 01-08-465-73020-430-61520 Wages-Casual Temporary | \$ 53,900 | \$ - | \$ - |
| | | | 01-08-465-73020-430-61523 Benefits-Casual Temporary | \$ 6,639 | \$ - | \$ - |
| | | | 01-08-465-73020-430-61540 Wages-CUPE | \$ 391,898 | \$ 391,198 | \$ 346,584 |
| | | | 01-08-465-73020-430-61543 Benefits-CUPE | \$ 119,338 | \$ 119,911 | \$ 112,499 |
| | | | 01-08-465-73020-430-62014 Uniforms/Protective Clothing | \$ 7,784 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62017 Caretaking Supplies | \$ 14,649 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62018 Operating Supplies | \$ 17,139 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62112 Maintenance & Repairs-Building | \$ 21,485 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62114 Small Equip Repair/Purchase | \$ 16,754 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62215 Natural Gas | \$ 49,494 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62216 Electricity | \$ 306,484 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62217 Water/Waste Water | \$ 21,930 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62312 Insurance | \$ 37,575 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62335 Contracted Services | \$ 78,030 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62396 Mobile Phones / Pagers | \$ 1,142 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62397 Telephone | \$ 5,574 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62416 Interdepartmental Charges | \$ 1,500 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62418 Debt Repayment | \$ 128,300 | \$ - | \$ - |
| | | | 01-08-465-73020-430-62437 Contribution to Reserves | \$ 100,428 | \$ - | \$ - |
| | | | 01-08-465-75300-430-61520 Wages-Casual Temporary | \$ 35,400 | \$ - | \$ - |
| | | | 01-08-465-75300-430-61523 Benefits-Casual Temporary | \$ 4,361 | \$ - | \$ - |
| | | | 01-08-465-75300-430-62023 Concession Purchases | \$ 61,250 | \$ - | \$ - |
| | 01-08-465-75300-430-62437 Contribution to Reserves | \$ 458 | \$ - | \$ - | | |
| | Expense Total | \$ 2,004,501 | \$ 617,407 | \$ 563,366 | | |
| | Facilities & Operations Total | \$ 1,899,951 | \$ 617,407 | \$ 563,366 | | |
| | Programs & Community Development | Revenue | 01-08-455-75100-430-50035 Skating Lessons | \$ (20,400) | \$ - | \$ - |
| | | | 01-08-455-75100-430-50180 Pay As You Go | \$ (31,340) | \$ - | \$ - |
| | | | 01-08-455-75400-430-50180 Pay As You Go | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-455-75400-430-50250 Program Registrations | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-455-75500-430-50010 Snack Bar Sales | \$ - | \$ (104,550) | \$ (104,550) |
| | | | 01-08-455-75500-430-50020 Ice Rentals | \$ - | \$ (641,023) | \$ (674,003) |
| | | | 01-08-455-75500-430-50030 Arena Floor Rentals | \$ - | \$ (6,896) | \$ (6,896) |
| | | | 01-08-455-75500-430-50040 Public Skating | \$ - | \$ (29,340) | \$ (25,340) |
| | | | 01-08-455-75500-430-50130 Ice Resurfacer Surcharge | \$ - | \$ (19,170) | \$ (21,216) |
| | | | 01-08-455-75500-430-50250 Program Registrations | \$ (30,520) | \$ (60,520) | \$ (55,520) |
| | | | 01-08-455-75500-430-50655 Lease Revenue | \$ - | \$ (2,400) | \$ - |
| | | Revenue Total | \$ (92,260) | \$ (863,899) | \$ (887,525) | |
| | Expense | 01-08-455-40010-430-61510 Salaries-Permanent | \$ - | \$ 163,492 | \$ 154,768 | |
| | | 01-08-455-40010-430-61513 Benefits-Permanent | \$ - | \$ 48,929 | \$ 46,583 | |
| | | 01-08-455-40010-430-62396 Mobile Phones / Pagers | \$ - | \$ 1,142 | \$ 1,142 | |
| | | 01-08-455-75100-430-61520 Wages-Casual Temporary | \$ 9,400 | \$ - | \$ - | |
| | | 01-08-455-75100-430-61523 Benefits-Casual Temporary | \$ 1,134 | \$ - | \$ - | |
| | | 01-08-455-75400-430-61520 Wages-Casual Temporary | \$ 33,200 | \$ - | \$ - | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | | |
|---|---|-------------------------|--|--|--|--------------|--------------|-------------|
| Caledon East Community Complex | Programs & Community Development | Expense | 01-08-455-75400-430-61523 Benefits-Casual Temporary | \$ 4,090 | \$ - | \$ - | | |
| | | | 01-08-455-75400-430-62437 Contribution to Reserves | \$ (5,207) | \$ - | \$ - | | |
| | | | 01-08-455-75500-430-61510 Salaries-Permanent | \$ 63,627 | \$ 136,851 | \$ 128,999 | | |
| | | | 01-08-455-75500-430-61513 Benefits-Permanent | \$ 20,409 | \$ 43,174 | \$ 40,876 | | |
| | | | 01-08-455-75500-430-61520 Wages-Casual Temporary | \$ 5,000 | \$ 94,393 | \$ 92,077 | | |
| | | | 01-08-455-75500-430-61523 Benefits-Casual Temporary | \$ 640 | \$ 11,728 | \$ 11,263 | | |
| | | | 01-08-455-75500-430-62011 Office Supplies | \$ - | \$ 2,000 | \$ 2,000 | | |
| | | | 01-08-455-75500-430-62014 Uniforms/Protective Clothing | \$ - | \$ 7,631 | \$ 4,631 | | |
| | | | 01-08-455-75500-430-62017 Caretaking Supplies | \$ - | \$ 14,649 | \$ 14,649 | | |
| | | | 01-08-455-75500-430-62018 Operating Supplies | \$ 1,000 | \$ 17,139 | \$ 17,139 | | |
| | | | 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 | | |
| | | | 01-08-455-75500-430-62112 Maintenance & Repairs-Building | \$ - | \$ 21,064 | \$ 21,564 | | |
| | | | 01-08-455-75500-430-62114 Small Equip Repair/Purchase | \$ - | \$ 16,425 | \$ 17,425 | | |
| | | | 01-08-455-75500-430-62216 Electricity | \$ - | \$ 311,499 | \$ 299,499 | | |
| | | | 01-08-455-75500-430-62217 Water/Waste Water | \$ - | \$ 20,930 | \$ 20,930 | | |
| | | | 01-08-455-75500-430-62312 Insurance | \$ - | \$ 33,952 | \$ 35,567 | | |
| | | | 01-08-455-75500-430-62314 Mileage | \$ - | \$ 3,100 | \$ 2,100 | | |
| | | | 01-08-455-75500-430-62335 Contracted Services | \$ - | \$ 76,500 | \$ 76,500 | | |
| | | | 01-08-455-75500-430-62397 Telephone | \$ - | \$ 5,574 | \$ 5,574 | | |
| | | | 01-08-455-75500-430-62416 Interdepartmental Charges | \$ - | \$ 1,500 | \$ 1,500 | | |
| | | | 01-08-455-75500-430-62418 Debt Repayment | \$ - | \$ 128,300 | \$ 128,300 | | |
| | | | 01-08-455-75500-430-62437 Contribution to Reserves | \$ 1,715 | \$ 19,170 | \$ - | | |
| | | | 01-08-455-75970-430-62018 Operating Supplies | \$ - | \$ 933 | \$ 933 | | |
| | | | Expense Total | | \$ 141,312 | \$ 1,247,629 | \$ 1,191,573 | |
| | | | Programs & Community Development Total | | \$ 49,052 | \$ 383,730 | \$ 304,048 | |
| | | | Support Services | Revenue | 01-08-445-77700-430-50020 Ice Rentals | \$ (641,023) | \$ - | \$ - |
| | | | | | 01-08-445-77700-430-50030 Arena Floor Rentals | \$ (1,896) | \$ - | \$ - |
| | | | | | 01-08-445-77700-430-50060 Auditorium/Room Rentals | \$ (53,516) | \$ (53,516) | \$ (52,466) |
| | | | | | 01-08-445-77700-430-50130 Ice Resurfacer Surcharge | \$ (19,231) | \$ - | \$ - |
| | | | | | 01-08-445-77700-430-50655 Lease Revenue | \$ (2,448) | \$ - | \$ - |
| | | | | | Revenue Total | \$ (718,114) | \$ (53,516) | \$ (52,466) |
| | | | | Expense | 01-08-445-77700-430-61520 Wages-Casual Temporary | \$ - | \$ 88,000 | \$ 86,461 |
| | 01-08-445-77700-430-61523 Benefits-Casual Temporary | \$ - | | | \$ 10,934 | \$ 10,576 | | |
| | 01-08-445-77700-430-61540 Wages-CUPE | \$ - | | | \$ - | \$ 41,800 | | |
| | 01-08-445-77700-430-61543 Benefits-CUPE | \$ - | | | \$ - | \$ 5,113 | | |
| | 01-08-445-77700-430-62215 Natural Gas | \$ - | | | \$ 48,528 | \$ 51,910 | | |
| | 01-08-445-77700-430-62217 Water/Waste Water | \$ - | | | \$ 1,000 | \$ 1,000 | | |
| | 01-08-445-77700-430-62335 Contracted Services | \$ - | | | \$ 1,000 | \$ 5,000 | | |
| | 01-08-445-77700-430-62437 Contribution to Reserves | \$ (2,183) | | | \$ 1,900 | \$ 1,900 | | |
| | Expense Total | \$ (2,183) | | \$ 151,362 | \$ 203,760 | | | |
| | Support Services Total | | | \$ (720,297) | \$ 97,846 | \$ 151,294 | | |
| | Caledon Community Complex Total | | | \$ 1,228,706 | \$ 1,098,983 | \$ 1,018,708 | | |
| | Caledon Village Place | Facilities & Operations | Expenses | 01-08-465-73020-440-61520 Wages-Casual Temporary | \$ 7,800 | \$ - | \$ - | |
| | | | | 01-08-465-73020-440-61523 Benefits-Casual Temporary | \$ 961 | \$ - | \$ - | |
| | | | | 01-08-465-73020-440-62018 Operating Supplies | \$ 1,500 | \$ - | \$ - | |
| | | | | 01-08-465-73020-440-62112 Maintenance & Repairs-Building | \$ 2,040 | \$ - | \$ - | |
| | | | | 01-08-465-73020-440-62114 Small Equip Repair/Purchase | \$ 400 | \$ - | \$ - | |
| | | | | 01-08-465-73020-440-62215 Natural Gas | \$ 3,569 | \$ - | \$ - | |
| | | | | 01-08-465-73020-440-62216 Electricity | \$ 6,243 | \$ - | \$ - | |
| 01-08-465-73020-440-62217 Water/Waste Water | | | | \$ 252 | \$ - | \$ - | | |
| 01-08-465-73020-440-62312 Insurance | | | | \$ 2,060 | \$ - | \$ - | | |
| 01-08-465-73020-440-62335 Contracted Services | | | | \$ 7,294 | \$ - | \$ - | | |
| 01-08-465-73020-440-62397 Telephone | | | | \$ 2,000 | \$ - | \$ - | | |
| Expenses Total | | | \$ 34,119 | \$ - | \$ - | | | |
| Facilities & Operations Total | | | \$ 34,119 | \$ - | \$ - | | | |
| Support Services | | Revenue | 01-08-445-77700-440-50060 Auditorium/Room Rentals | \$ (7,385) | \$ (7,240) | \$ (7,240) | | |
| | | | 01-08-445-77700-440-50230 Rentals | \$ (13,702) | \$ (13,433) | \$ (36,674) | | |
| | | Revenue Total | \$ (21,087) | \$ (20,673) | \$ (43,914) | | | |
| | | Expense | 01-08-445-77700-440-61520 Wages-Casual Temporary | \$ - | \$ 7,634 | \$ 7,500 | | |
| | | | 01-08-445-77700-440-61523 Benefits-Casual Temporary | \$ - | \$ 949 | \$ 917 | | |
| | | | 01-08-445-77700-440-62018 Operating Supplies | \$ - | \$ 1,500 | \$ 400 | | |
| | | | 01-08-445-77700-440-62112 Maintenance & Repairs-Building | \$ - | \$ 2,040 | \$ 2,000 | | |
| | | | 01-08-445-77700-440-62114 Small Equip Repair/Purchase | \$ - | \$ 400 | \$ 400 | | |
| | | | 01-08-445-77700-440-62215 Natural Gas | \$ - | \$ 3,129 | \$ 3,075 | | |
| | | | 01-08-445-77700-440-62216 Electricity | \$ - | \$ 6,478 | \$ 7,641 | | |
| | | | 01-08-445-77700-440-62217 Water/Waste Water | \$ - | \$ 247 | \$ 1,347 | | |
| | | | 01-08-445-77700-440-62312 Insurance | \$ - | \$ 1,888 | \$ 1,771 | | |
| | | | 01-08-445-77700-440-62335 Contracted Services | \$ - | \$ 7,151 | \$ 7,011 | | |
| | | | 01-08-445-77700-440-62397 Telephone | \$ - | \$ 2,000 | \$ 2,000 | | |
| | | Expense Total | \$ - | \$ 33,416 | \$ 34,062 | | | |
| Support Services Total | | | \$ (21,087) | \$ 12,743 | \$ (9,852) | | | |
| Caledon Village Place Total | | | \$ 13,032 | \$ 12,743 | \$ (9,852) | | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | |
|--|-----------------------------------|---|--|---|-------------|-------------|----------|
| Cheltenham Community Centre | Facilities & Operations | Revenue | 01-08-445-77700-325-50060 Auditorium/Room Rentals | \$ (2,438) | \$ - | \$ - | |
| | | | 01-08-455-75500-325-50250 Program Registrations | \$ (1,250) | \$ - | \$ - | |
| | | | 01-08-465-75500-325-50250 Program Registrations | \$ - | \$ (1,250) | \$ (2,250) | |
| | | | 01-08-465-77700-325-50060 Auditorium/Room Rentals | \$ - | \$ (1,900) | \$ (4,400) | |
| | | Revenue Total | | \$ (3,688) | \$ (3,150) | \$ (6,650) | |
| | | Expense | 01-08-465-73020-325-61520 Wages-Casual Temporary | \$ 2,800 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-61523 Benefits-Casual Temporary | \$ 345 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62018 Operating Supplies | \$ 200 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62112 Maintenance & Repairs-Building | \$ 1,000 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62216 Electricity | \$ 1,329 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62312 Insurance | \$ 912 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62335 Contracted Services | \$ 2,500 | \$ - | \$ - | |
| | | | 01-08-465-73020-325-62437 Contribution to Reserves | \$ 200 | \$ - | \$ - | |
| | | | 01-08-465-77700-325-61520 Wages-Casual Temporary | \$ - | \$ 2,792 | \$ 2,518 | |
| | | | 01-08-465-77700-325-61523 Benefits-Casual Temporary | \$ - | \$ 347 | \$ 308 | |
| | | | 01-08-465-77700-325-62018 Operating Supplies | \$ - | \$ 200 | \$ 200 | |
| | | | 01-08-465-77700-325-62112 Maintenance & Repairs-Building | \$ - | \$ 1,000 | \$ 1,000 | |
| | | | 01-08-465-77700-325-62216 Electricity | \$ - | \$ 1,233 | \$ 707 | |
| | | | 01-08-465-77700-325-62312 Insurance | \$ - | \$ 1,069 | \$ 1,021 | |
| | | | 01-08-465-77700-325-62335 Contracted Services | \$ - | \$ 2,500 | \$ 2,500 | |
| | | | 01-08-465-77700-325-62437 Contribution to Reserves | \$ - | \$ 200 | \$ 200 | |
| | | Expense Total | | \$ 9,286 | \$ 9,341 | \$ 8,454 | |
| | | Facilities & Operations Total | | | \$ 5,598 | \$ 6,191 | \$ 1,804 |
| | Cheltenham Community Centre Total | | | \$ 5,598 | \$ 6,191 | \$ 1,804 | |
| | Inglewood Community Centre | Facilities & Operations | Expense | 01-08-465-73020-445-61520 Wages-Casual Temporary | \$ 4,100 | \$ - | \$ - |
| | | | | 01-08-465-73020-445-61523 Benefits-Casual Temporary | \$ 505 | \$ - | \$ - |
| | | | | 01-08-465-73020-445-62018 Operating Supplies | \$ 2,094 | \$ - | \$ - |
| | | | 01-08-465-73020-445-62112 Maintenance & Repairs-Building | \$ 2,683 | \$ - | \$ - | |
| | | | 01-08-465-73020-445-62114 Small Equip Repair/Purchase | \$ 1,743 | \$ - | \$ - | |
| | | | 01-08-465-73020-445-62215 Natural Gas | \$ 3,969 | \$ - | \$ - | |
| | | | 01-08-465-73020-445-62216 Electricity | \$ 5,105 | \$ - | \$ - | |
| | | | 01-08-465-73020-445-62217 Water/Waste Water | \$ 1,718 | \$ - | \$ - | |
| | | | 01-08-465-73020-445-62312 Insurance | \$ 4,066 | \$ - | \$ - | |
| | | | 01-08-465-73020-445-62335 Contracted Services | \$ 9,321 | \$ - | \$ - | |
| | | | 01-08-465-73020-445-62397 Telephone | \$ 383 | \$ - | \$ - | |
| Expense Total | | | | \$ 35,687 | \$ - | \$ - | |
| Facilities & Operations Total | | | \$ 35,687 | \$ - | \$ - | | |
| Programs & Community Development | | Revenue | 01-08-455-75500-445-50250 Program Registrations | \$ (4,527) | \$ (4,527) | \$ (6,000) | |
| | | Revenue Total | | \$ (4,527) | \$ (4,527) | \$ (6,000) | |
| | | Ezxpenses | 01-08-455-75500-445-61520 Wages-Casual Temporary | \$ 3,600 | \$ - | \$ - | |
| | | | 01-08-455-75500-445-61523 Benefits-Casual Temporary | \$ 443 | \$ - | \$ - | |
| Expenses Total | | | \$ 4,043 | \$ - | \$ - | | |
| Programs & Community Development Total | | | \$ (484) | \$ (4,527) | \$ (6,000) | | |
| Support Services | | Revenue | 01-08-445-77700-445-50060 Auditorium/Room Rentals | \$ (8,750) | \$ (8,750) | \$ (8,750) | |
| | | | 01-08-445-77700-445-50230 Rentals | \$ (9,683) | \$ (6,184) | \$ (29,185) | |
| | | Revenue Total | | \$ (18,433) | \$ (14,934) | \$ (37,935) | |
| | | Expense | 01-08-445-77700-445-61520 Wages-Casual Temporary | \$ - | \$ 7,610 | \$ 7,300 | |
| | | | 01-08-445-77700-445-61523 Benefits-Casual Temporary | \$ - | \$ 946 | \$ 892 | |
| | | | 01-08-445-77700-445-62018 Operating Supplies | \$ - | \$ 400 | \$ 400 | |
| | | | 01-08-445-77700-445-62112 Maintenance & Repairs-Building | \$ - | \$ 2,100 | \$ 2,100 | |
| | | | 01-08-445-77700-445-62114 Small Equip Repair/Purchase | \$ - | \$ 700 | \$ 700 | |
| | | 01-08-445-77700-445-62215 Natural Gas | \$ - | \$ 2,521 | \$ 2,715 | | |
| | | 01-08-445-77700-445-62216 Electricity | \$ - | \$ 2,944 | \$ 3,244 | | |
| | | 01-08-445-77700-445-62217 Water/Waste Water | \$ - | \$ 1,061 | \$ 461 | | |
| | | 01-08-445-77700-445-62312 Insurance | \$ - | \$ 2,008 | \$ 1,883 | | |
| | | 01-08-445-77700-445-62335 Contracted Services | \$ - | \$ 4,794 | \$ 4,794 | | |
| | | 01-08-445-77700-445-62397 Telephone | \$ - | \$ 1,000 | \$ 1,000 | | |
| | Expense Total | | \$ - | \$ 26,084 | \$ 25,489 | | |
| Support Services Total | | | \$ (18,433) | \$ 11,150 | \$ (12,446) | | |
| Inglewood Community Centre Total | | | \$ 16,770 | \$ 6,623 | \$ (18,446) | | |
| Lloyd Wilson Centennial Arena | Facilities & Operations | Revenue | 01-08-465-75300-450-50100 Vending Machine Sales | \$ (775) | \$ - | \$ - | |
| | | Revenue Total | | \$ (775) | \$ - | \$ - | |
| | | Expense | 01-08-465-40010-450-61520 Wages-Casual Temporary | \$ 3,300 | \$ - | \$ - | |
| | | | 01-08-465-40010-450-61523 Benefits-Casual Temporary | \$ 406 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62018 Operating Supplies | \$ 6,000 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62112 Maintenance & Repairs-Building | \$ 3,018 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62114 Small Equip Repair/Purchase | \$ 3,018 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62215 Natural Gas | \$ 8,897 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62216 Electricity | \$ 86,899 | \$ - | \$ - | |
| | | | 01-08-465-75300-450-62023 Concession Purchases | \$ 765 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62217 Water/Waste Water | \$ 6,173 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62312 Insurance | \$ 26,585 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62335 Contracted Services | \$ 17,400 | \$ - | \$ - | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | |
|---|--|-------------------------|--|--|--------------|--------------|-----------|
| Lloyd Wilson Centennial Arena | Facilities & Operations | Expense | 01-08-465-73020-450-62396 Mobile Phones / Pagers | \$ 269 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62397 Telephone | \$ 1,000 | \$ - | \$ - | |
| | | | 01-08-465-73020-450-62437 Contribution to Reserves | \$ 3,916 | \$ - | \$ - | |
| | | Expense Total | \$ 167,646 | \$ - | \$ - | | |
| | Facilities & Operations Total | | | \$ 166,871 | \$ - | \$ - | |
| | Programs & Community Development | Revenue | 01-08-455-75100-450-50035 Skating Lessons | \$ (6,711) | \$ - | \$ - | |
| | | | 01-08-455-75100-450-50180 Pay As You Go | \$ (9,000) | \$ - | \$ - | |
| | | | 01-08-455-75500-450-50020 Ice Rentals | \$ - | \$ (93,000) | \$ (106,000) | |
| | | | 01-08-455-75500-450-50030 Arena Floor Rentals | \$ - | \$ (8,524) | \$ (8,354) | |
| | | | 01-08-455-75500-450-50040 Public Skating | \$ - | \$ (8,500) | \$ (6,500) | |
| | | | 01-08-455-75500-450-50100 Vending Machine Sales | \$ - | \$ (1,000) | \$ (1,000) | |
| | | | 01-08-455-75500-450-50130 Ice Resurfacer Surcharge | \$ - | \$ (2,730) | \$ (4,162) | |
| | | | 01-08-455-75500-450-50250 Program Registrations | \$ - | \$ (6,561) | \$ (5,000) | |
| | | | Revenue Total | \$ (15,711) | \$ (120,315) | \$ (131,016) | |
| | | Expense | 01-08-455-75500-450-61520 Wages-Casual Temporary | \$ - | \$ 9,419 | \$ 9,200 | |
| | | | 01-08-455-75500-450-61523 Benefits-Casual Temporary | \$ - | \$ 1,171 | \$ 1,125 | |
| | | | 01-08-455-75500-450-62018 Operating Supplies | \$ - | \$ 6,000 | \$ 6,000 | |
| | | | 01-08-455-75500-450-62023 Concession Purchases | \$ - | \$ 750 | \$ 750 | |
| | | | 01-08-455-75100-450-61520 Wages-Casual Temporary | \$ 6,200 | \$ - | \$ - | |
| | | | 01-08-455-75100-450-61523 Benefits-Casual Temporary | \$ 764 | \$ - | \$ - | |
| | | | 01-08-455-75500-450-62112 Maintenance & Repairs-Building | \$ - | \$ 3,018 | \$ 3,018 | |
| | | | 01-08-455-75500-450-62114 Small Equip Repair/Purchase | \$ - | \$ 3,018 | \$ 3,018 | |
| | | | 01-08-455-75500-450-62215 Natural Gas | \$ - | \$ 4,560 | \$ 7,729 | |
| | | | 01-08-455-75500-450-62216 Electricity | \$ - | \$ 92,130 | \$ 79,500 | |
| | | | 01-08-455-75500-450-62217 Water/Waste Water | \$ - | \$ 5,721 | \$ 4,375 | |
| | | | 01-08-455-75500-450-62312 Insurance | \$ - | \$ 26,624 | \$ 25,117 | |
| | | | 01-08-455-75500-450-62335 Contracted Services | \$ - | \$ 17,059 | \$ 17,059 | |
| | | | 01-08-455-75500-450-62396 Mobile Phones / Pagers | \$ - | \$ 269 | \$ 269 | |
| | | | 01-08-455-75500-450-62397 Telephone | \$ - | \$ 1,000 | \$ 1,000 | |
| | | | 01-08-455-75500-450-62437 Contribution to Reserves | \$ - | \$ 3,916 | \$ 2,700 | |
| | | | Expense Total | \$ 6,964 | \$ 174,655 | \$ 160,860 | |
| | Programs & Community Development Total | | | \$ (8,747) | \$ 54,340 | \$ 29,844 | |
| | Support Services | Revenue | 01-08-445-77700-450-50020 Ice Rentals | \$ (93,000) | \$ - | \$ - | |
| | | | 01-08-445-77700-450-50030 Arena Floor Rentals | \$ (10,094) | \$ - | \$ - | |
| | | | 01-08-445-77700-450-50060 Auditorium/Room Rentals | \$ (1,000) | \$ - | \$ - | |
| | | | 01-08-445-77700-450-50130 Ice Resurfacer Surcharge | \$ (2,790) | \$ - | \$ - | |
| | | Revenue Total | \$ (106,884) | \$ - | \$ - | | |
| | Support Services Total | | | \$ (106,884) | \$ - | \$ - | |
| | Lloyd Wilson Centennial Arenax Total | | | | \$ 51,240 | \$ 54,340 | \$ 29,844 |
| | Margaret Dunn Library & Community Room | Facilities & Operations | Expense | 01-08-465-73020-455-61520 Wages-Casual Temporary | \$ 7,100 | \$ - | \$ - |
| | | | | 01-08-465-73020-455-61523 Benefits-Casual Temporary | \$ 875 | \$ - | \$ - |
| | | | | 01-08-465-73020-455-62018 Operating Supplies | \$ 500 | \$ - | \$ - |
| | | | | 01-08-465-73020-455-62112 Maintenance & Repairs-Building | \$ 2,500 | \$ - | \$ - |
| | | | | 01-08-465-73020-455-62215 Natural Gas | \$ 2,154 | \$ - | \$ - |
| | | | | 01-08-465-73020-455-62216 Electricity | \$ 9,349 | \$ - | \$ - |
| | | | | 01-08-465-73020-455-62217 Water/Waste Water | \$ 268 | \$ - | \$ - |
| 01-08-465-73020-455-62312 Insurance | | | | \$ 1,597 | \$ - | \$ - | |
| 01-08-465-73020-455-62335 Contracted Services | | | | \$ 4,058 | \$ - | \$ - | |
| Expense Total | | | \$ 28,401 | \$ - | \$ - | | |
| Facilities & Operations Total | | | \$ 28,401 | \$ - | \$ - | | |
| Programs & Community Development | | Revenue | 01-08-455-75500-455-50250 Program Registrations | \$ (5,071) | \$ (7,071) | \$ (7,000) | |
| | | Revenue Total | \$ (5,071) | \$ (7,071) | \$ (7,000) | | |
| | | Expenses | 01-08-455-75500-455-61520 Wages-Casual Temporary | \$ 2,100 | \$ - | \$ - | |
| | | | 01-08-455-75500-455-61523 Benefits-Casual Temporary | \$ 259 | \$ - | \$ - | |
| | | Expenses Total | \$ 2,359 | \$ - | \$ - | | |
| Programs & Community Development Total | | | \$ (2,712) | \$ (7,071) | \$ (7,000) | | |
| Support Services | | Revenue | 01-08-445-77700-455-50060 Auditorium/Room Rentals | \$ (13,188) | \$ (10,969) | \$ (10,754) | |
| | | | 01-08-445-77700-455-50230 Rentals | \$ (23,569) | \$ (23,107) | \$ (25,349) | |
| | | Revenue Total | \$ (36,757) | \$ (34,076) | \$ (36,103) | | |
| | | Expense | 01-08-445-77700-455-61520 Wages-Casual Temporary | \$ - | \$ 9,080 | \$ 8,400 | |
| | | | 01-08-445-77700-455-61523 Benefits-Casual Temporary | \$ - | \$ 1,128 | \$ 1,027 | |
| | | | 01-08-445-77700-455-62018 Operating Supplies | \$ - | \$ 500 | \$ 500 | |
| | | | 01-08-445-77700-455-62112 Maintenance & Repairs-Building | \$ - | \$ 2,500 | \$ 2,500 | |
| | | | 01-08-445-77700-455-62215 Natural Gas | \$ - | \$ 1,916 | \$ 1,826 | |
| | | | 01-08-445-77700-455-62216 Electricity | \$ - | \$ 8,329 | \$ 9,820 | |
| | | | 01-08-445-77700-455-62217 Water/Waste Water | \$ - | \$ 248 | \$ 290 | |
| | | | 01-08-445-77700-455-62312 Insurance | \$ - | \$ 2,015 | \$ 1,890 | |
| | | | 01-08-445-77700-455-62335 Contracted Services | \$ - | \$ 3,978 | \$ 3,978 | |
| | | Expense Total | \$ - | \$ 29,694 | \$ 30,231 | | |
| Support Services Total | | | \$ (36,757) | \$ (4,382) | \$ (5,872) | | |
| Margaret Dunn Library & Comm Room Total | | | | \$ (11,068) | \$ (11,453) | \$ (12,872) | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|-----------------------------|----------------------------------|-------------------------------|--|--------------|--------------|--------------|
| Mayfield Recreation Complex | Facilities & Operations | Revenue | 01-08-465-75300-460-50010 Snack Bar Sales | \$ (20,400) | \$ - | \$ - |
| | | | 01-08-465-75300-460-50100 Vending Machine Sales | \$ (5,100) | \$ - | \$ - |
| | | Revenue Total | | \$ (25,500) | \$ - | \$ - |
| | | Expense | 01-08-465-40010-460-61510 Salaries-Permanent | \$ 169,602 | \$ - | \$ - |
| | | | 01-08-465-40010-460-61513 Benefits-Permanent | \$ 49,966 | \$ - | \$ - |
| | | | 01-08-465-40010-460-61520 Wages-Casual Temporary | \$ 83,820 | \$ - | \$ - |
| | | | 01-08-465-40010-460-61523 Benefits-Casual Temporary | \$ 10,268 | \$ - | \$ - |
| | | | 01-08-465-40010-460-62011 Office Supplies | \$ 3,000 | \$ - | \$ - |
| | | | 01-08-465-40010-460-62014 Uniforms/Protective Clothing | \$ 941 | \$ - | \$ - |
| | | | 01-08-465-40010-460-62314 Mileage | \$ 1,650 | \$ - | \$ - |
| | | | 01-08-465-40010-460-62396 Mobile Phones / Pagers | \$ 1,478 | \$ - | \$ - |
| | | | 01-08-465-73020-460-61510 Salaries-Permanent | \$ - | \$ 81,732 | \$ 80,331 |
| | | | 01-08-465-73020-460-61513 Benefits-Permanent | \$ - | \$ 24,566 | \$ 23,958 |
| | | | 01-08-465-73020-460-61520 Wages-Casual Temporary | \$ 7,900 | \$ 7,721 | \$ 7,610 |
| | | | 01-08-465-73020-460-61523 Benefits-Casual Temporary | \$ 973 | \$ 960 | \$ 931 |
| | | | 01-08-465-73020-460-61540 Wages-CUPE | \$ 416,478 | \$ 410,072 | \$ 416,358 |
| | | | 01-08-465-73020-460-61543 Benefits-CUPE | \$ 135,085 | \$ 134,384 | \$ 133,921 |
| | | | 01-08-465-73020-460-62014 Uniforms/Protective Clothing | \$ 3,425 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62017 Caretaking Supplies | \$ 11,588 | \$ 11,388 | \$ 11,388 |
| | | | 01-08-465-73020-460-62018 Operating Supplies | \$ 25,994 | \$ 25,484 | \$ 25,484 |
| | | | 01-08-465-73020-460-62112 Maintenance and Repairs - Building | \$ 9,180 | \$ 9,000 | \$ 8,807 |
| | | | 01-08-465-73020-460-62114 Small Equip Repair/Purchase | \$ 13,389 | \$ 13,126 | \$ 13,126 |
| | | | 01-08-465-73020-460-62215 Natural Gas | \$ 38,843 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62216 Electricity | \$ 234,662 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62217 Water/Waste Water | \$ 15,558 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62312 Insurance | \$ 20,542 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62314 Mileage | \$ 1,250 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62335 Contracted Services | \$ 45,959 | \$ 45,209 | \$ 45,209 |
| | | | 01-08-465-73020-460-62397 Telephone | \$ 5,500 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62416 Interdepartmental Charges | \$ 1,000 | \$ - | \$ - |
| | | | 01-08-465-73020-460-62437 Contribution to Reserves | \$ 22,966 | \$ - | \$ - |
| | | | 01-08-465-75300-460-61520 Wages-Casual Temporary | \$ 11,600 | \$ - | \$ - |
| | | | 01-08-465-75300-460-61523 Benefits-Casual Temporary | \$ 1,429 | \$ - | \$ - |
| | | | 01-08-465-75300-460-62023 Concession Purchases | \$ 13,650 | \$ - | \$ - |
| | | Expense Total | | \$ 1,357,696 | \$ 763,642 | \$ 767,123 |
| | | Facilities & Operations Total | | \$ 1,332,196 | \$ 763,642 | \$ 767,123 |
| | Programs & Community Development | Revenue | 01-08-455-40010-460-50020 Ice Rentals | \$ - | \$ (203,900) | \$ (232,000) |
| | | | 01-08-455-40010-460-50030 Arena Floor Rentals | \$ - | \$ (9,571) | \$ (16,571) |
| | | | 01-08-455-40010-460-50060 Auditorium/Room Rentals | \$ - | \$ (2,845) | \$ (2,845) |
| | | | 01-08-455-40010-460-50130 Ice Resurfacer Surcharge | \$ - | \$ (6,210) | \$ (7,852) |
| | | | 01-08-455-75100-460-50035 Skating Lessons | \$ (15,300) | \$ - | \$ - |
| | | | 01-08-455-75100-460-50180 Pay As You Go | \$ (7,500) | \$ - | \$ - |
| | | | 01-08-455-75200-460-50070 Pool Rentals | \$ - | \$ (88,807) | \$ (83,807) |
| | | | 01-08-455-75200-460-50180 Pay As You Go | \$ (27,520) | \$ - | \$ - |
| | | | 01-08-455-75200-460-50242 Special Programs | \$ (20,000) | \$ - | \$ - |
| | | | 01-08-455-75400-460-50250 Program Registrations | \$ (5,000) | \$ - | \$ - |
| | | | 01-08-455-75200-460-50080 Public Swimming | \$ - | \$ (27,520) | \$ (27,520) |
| | | | 01-08-455-75200-460-50090 Swimming Lessons | \$ (392,593) | \$ (410,293) | \$ (367,890) |
| | | | 01-08-455-75200-460-50160 Memberships | \$ (4,000) | \$ (4,000) | \$ - |
| | | | 01-08-455-75300-460-50010 Snack Bar Sales | \$ - | \$ (20,000) | \$ (20,000) |
| | | | 01-08-455-75300-460-50100 Vending Machine Sales | \$ - | \$ (5,000) | \$ (8,000) |
| | | | 01-08-455-75500-460-50040 Public Skating | \$ - | \$ (5,500) | \$ (4,250) |
| | | | 01-08-455-75500-460-50250 Program Registration | \$ (5,187) | \$ (25,187) | \$ (18,600) |
| | | Revenue Total | | \$ (477,100) | \$ (808,833) | \$ (789,335) |
| | | Expense | 01-08-455-40010-460-61510 Salaries-Permanent | \$ - | \$ 163,282 | \$ 154,363 |
| | | | 01-08-455-40010-460-61513 Benefits-Permanent | \$ - | \$ 48,793 | \$ 46,342 |
| | | | 01-08-455-40010-460-61520 Wages-Casual Temporary | \$ - | \$ 64,938 | \$ 63,041 |
| | | | 01-08-455-40010-460-61523 Benefits-Casual Temporary | \$ - | \$ 8,068 | \$ 7,711 |
| | | | 01-08-455-40010-460-62011 Office Supplies | \$ - | \$ 3,000 | \$ 3,000 |
| | | | 01-08-455-40010-460-62014 Uniforms/Protective Clothing | \$ - | \$ 4,266 | \$ 4,266 |
| | | | 01-08-455-40010-460-62215 Natural Gas | \$ - | \$ 13,710 | \$ 9,944 |
| | | | 01-08-455-40010-460-62216 Electricity | \$ - | \$ 92,610 | \$ 97,121 |
| | | | 01-08-455-75400-460-61520 Wages-Casual Temporary | \$ 1,400 | \$ - | \$ - |
| | | | 01-08-455-75400-460-61523 Benefits-Casual Temporary | \$ 172 | \$ - | \$ - |
| | | | 01-08-455-40010-460-62217 Water/Waste Water | \$ - | \$ 5,787 | \$ 4,276 |
| | | | 01-08-455-40010-460-62312 Insurance | \$ - | \$ 20,651 | \$ 19,482 |
| | | | 01-08-455-40010-460-62314 Mileage | \$ - | \$ 5,000 | \$ 5,000 |
| | | | 01-08-455-40010-460-62396 Mobile Phones / Pagers | \$ - | \$ 1,478 | \$ 1,478 |
| | | | 01-08-455-40010-460-62397 Telephone | \$ - | \$ 5,500 | \$ 5,500 |
| | | | 01-08-455-40010-460-62416 Interdepartmental Charges | \$ - | \$ 1,000 | \$ 1,000 |
| | | | 01-08-455-40010-460-62437 Contribution to Reserves | \$ - | \$ 16,477 | \$ 19,952 |
| | | | 01-08-455-75100-460-61520 Wages-Casual Temporary | \$ 5,100 | \$ - | \$ - |
| | | | 01-08-455-75100-460-61523 Benefits-Casual Temporary | \$ 628 | \$ - | \$ - |
| | | | 01-08-455-75200-460-61510 Salaries-Permanent | \$ 65,522 | \$ 146,615 | \$ 77,487 |
| | | | 01-08-455-75200-460-61513 Benefits-Permanent | \$ 20,832 | \$ 45,359 | \$ 23,325 |
| | | | 01-08-455-75200-460-61520 Wages-Casual Temporary | \$ 237,400 | \$ 233,785 | \$ 223,696 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | |
|--------------------------------------|--|--|--|---|--------------|--------------|--------------|
| Mayfield Recreation Complex | Programs & Community Development | Expense | 01-08-455-75200-460-61523 Benefits-Casual Temporary | \$ 29,243 | \$ 29,046 | \$ 27,362 | |
| | | | 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 | |
| | | | 01-08-455-75200-460-62216 Electricity | \$ - | \$ 138,660 | \$ 136,160 | |
| | | | 01-08-455-75200-460-62217 Water/Waste Water | \$ - | \$ 8,632 | \$ 8,914 | |
| | | | 01-08-455-75300-460-61520 Wages-Casual Temporary | \$ - | \$ 11,400 | \$ 11,200 | |
| | | | 01-08-455-75300-460-61523 Benefits-Casual Temporary | \$ - | \$ 1,417 | \$ 1,370 | |
| | | | 01-08-455-75300-460-62023 Concession Purchases | \$ - | \$ 12,000 | \$ 15,000 | |
| | | | 01-08-455-75500-460-61510 Salaries-Permanent | \$ - | \$ 81,583 | \$ 136,315 | |
| | | | 01-08-455-75500-460-61513 Benefits-Permanent | \$ - | \$ 24,532 | \$ 42,503 | |
| | | | 01-08-455-75500-460-61520 Wages-Casual Temporary | \$ 1,400 | \$ 7,770 | \$ 7,600 | |
| | | | 01-08-455-75500-460-61523 Benefits-Casual Temporary | \$ 172 | \$ 966 | \$ 930 | |
| | | | 01-08-455-75500-460-62021 Program Supplies | \$ 3,000 | \$ 3,000 | \$ 3,000 | |
| | | | 01-08-455-75970-460-62018 Operating Supplies | \$ - | \$ 933 | \$ 933 | |
| | | | 01-08-455-75970-460-62335 Contracted Services | \$ - | \$ 1,000 | \$ 1,000 | |
| | | | Expense Total | \$ 374,249 | \$ 1,231,204 | \$ 1,192,906 | |
| | | | Programs & Community Development Total | \$ (102,851) | \$ 422,371 | \$ 403,571 | |
| | | Support Services | Revenue | 01-08-445-77700-460-50020 Ice Rentals | \$ (203,900) | \$ - | \$ - |
| | 01-08-445-77700-460-50030 Arena Floor Rentals | | | \$ (9,571) | \$ - | \$ - | |
| | 01-08-445-77700-460-50060 Auditorium/Room Rentals | | | \$ (4,402) | \$ - | \$ - | |
| | 01-08-445-77700-460-50070 Pool Rentals | | | \$ (90,583) | \$ - | \$ - | |
| | 01-08-445-77700-460-50130 Ice Resurfacer Surcharge | | | \$ (6,117) | \$ - | \$ - | |
| | Revenue Total | | \$ (314,573) | \$ - | \$ - | | |
| | Support Services Total | \$ (314,573) | \$ - | \$ - | | | |
| | Mayfield Recreation Complex Total | | | | \$ 914,772 | \$ 1,186,013 | \$ 1,170,694 |
| | Mayfield West Community Centre | Programs & Community Development | Revenue | 01-08-455-40010-465-50060 Auditorium/Room Rentals | \$ - | \$ (20,400) | \$ (20,000) |
| | | | | 01-08-455-40010-465-50250 Program Registrations | \$ - | \$ (5,100) | \$ (5,000) |
| Revenue Total | | | \$ - | \$ (25,500) | \$ (25,000) | | |
| Expense | | | 01-08-455-40010-465-61520 Wages-Casual Temporary | \$ - | \$ 25,800 | \$ 25,375 | |
| | | | 01-08-455-40010-465-61523 Benefits-Casual Temporary | \$ - | \$ 3,206 | \$ 3,104 | |
| | | | 01-08-455-40010-465-62018 Operating Supplies | \$ - | \$ 2,000 | \$ 2,000 | |
| | | | 01-08-455-40010-465-62215 Natural Gas | \$ - | \$ 2,000 | \$ 2,000 | |
| | | | 01-08-455-40010-465-62216 Electricity | \$ - | \$ 8,500 | \$ 8,500 | |
| | | | 01-08-455-40010-465-62217 Water/Waste Water | \$ - | \$ 200 | \$ 200 | |
| | | | 01-08-455-40010-465-62312 Insurance | \$ - | \$ 4,896 | \$ 4,896 | |
| | | | 01-08-455-40010-465-62335 Contracted Services | \$ - | \$ 27,000 | \$ 27,000 | |
| | | | Expense Total | | \$ - | \$ 73,602 | \$ 73,075 |
| | | Programs & Community Development Total | | \$ - | \$ 48,102 | \$ 48,075 | |
| Mayfield West Community Centre Total | | | | \$ - | \$ 48,102 | \$ 48,075 | |
| Palgrave Community Centre | | Facilities & Operations | Revenue | 01-08-445-77700-345-50060 Auditorium/Room Rentals | \$ (7,990) | \$ - | \$ - |
| | | | | 01-08-465-77700-345-50060 Auditorium/Room Rentals | \$ - | \$ (6,265) | \$ (2,265) |
| | Revenue Total | | \$ (7,990) | \$ (6,265) | \$ (2,265) | | |
| | Expense | | 01-08-465-73020-345-61520 Wages-Casual Temporary | \$ 16,900 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-61523 Benefits-Casual Temporary | \$ 2,082 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62018 Operating Supplies | \$ 5,500 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62112 Maintenance & Repairs-Building | \$ 2,500 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62114 Small Equip Repair/Purchase | \$ 2,400 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62312 Insurance | \$ 862 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62314 Mileage | \$ 1,400 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62335 Contracted Services | \$ 24,242 | \$ - | \$ - | |
| | | | 01-08-465-73020-345-62396 Mobile Phones / Pagers | \$ 67 | \$ - | \$ - | |
| | | | 01-08-465-77700-345-61520 Wages-Casual Temporary | \$ - | \$ 12,200 | \$ 12,000 | |
| | | | 01-08-465-77700-345-61523 Benefits-Casual Temporary | \$ - | \$ 1,517 | \$ 1,468 | |
| | | | 01-08-465-77700-345-62011 Office Supplies | \$ - | \$ 500 | \$ 500 | |
| | | | 01-08-465-77700-345-62018 Operating Supplies | \$ - | \$ 5,000 | \$ 5,000 | |
| | | | 01-08-465-77700-345-62112 Maintenance & Repairs-Building | \$ - | \$ 2,400 | \$ 2,400 | |
| | | | 01-08-465-77700-345-62114 Small Equip Repair/Purchase | \$ - | \$ 2,400 | \$ 2,400 | |
| | | | 01-08-465-77700-345-62215 Natural Gas | \$ - | \$ 4,815 | \$ 4,815 | |
| | | | 01-08-465-77700-345-62216 Electricity | \$ - | \$ 4,240 | \$ 4,240 | |
| | | | 01-08-465-77700-345-62217 Water/Waste Water | \$ - | \$ 1,712 | \$ 1,712 | |
| | | | 01-08-465-77700-345-62312 Insurance | \$ - | \$ 2,318 | \$ 21,017 | |
| | | | 01-08-465-77700-345-62314 Mileage | \$ - | \$ 1,400 | \$ 1,400 | |
| | | | 01-08-465-77700-345-62335 Contracted Services | \$ - | \$ 13,000 | \$ 13,000 | |
| | | | 01-08-465-77700-345-62396 Mobile Phone/ Pagers | \$ - | \$ 67 | \$ 67 | |
| | | | Expense Total | | \$ 55,953 | \$ 51,569 | \$ 70,019 |
| | | Facilities & Operations Total | | \$ 47,963 | \$ 45,304 | \$ 67,754 | |
| | Programs & Community Development | Expense | 01-08-455-75500-345-61520 Wages-Casual Temporary | \$ - | \$ 4,400 | \$ 4,300 | |
| | | | 01-08-455-75500-345-61523 Benefits-Casual Temporary | \$ - | \$ 547 | \$ 526 | |
| | | Expense Total | | \$ - | \$ 4,947 | \$ 4,826 | |
| | Programs & Community Development Total | | \$ - | \$ 4,947 | \$ 4,826 | | |
| Palgrave Community Centre Total | | | | \$ 47,963 | \$ 50,251 | \$ 72,580 | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|------------------------------|--|---|---|--------------|--------------|--------------|
| 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 | \$ 4,490 | \$ 3,919 | \$ 3,859 |
| | | | 01-08-465-73020-355-62216 Electricity | \$ 8,632 | \$ 8,194 | \$ 12,369 |
| | | | 01-08-465-73020-355-62217 Water/Waste Water | \$ 1,583 | \$ 2,383 | \$ 2,225 |
| | | | 01-08-465-73020-355-62312 Insurance | \$ 6,518 | \$ 6,525 | \$ 6,156 |
| | | Expense Total | \$ 25,223 | \$ 25,021 | \$ 28,609 | |
| | Facilities & Operations Total | | | \$ 25,223 | \$ 25,021 | \$ 28,609 |
| | Programs & Community Development | Expense | 01-08-455-75500-355-61520 Wages-Casual Temporary | \$ - | \$ 17,210 | \$ 16,800 |
| | | | 01-08-455-75500-355-61523 Benefits-Casual Temporary | \$ - | \$ 2,139 | \$ 2,055 |
| | | | 01-08-455-75500-355-62018 Operating Supplies | \$ - | \$ 6,500 | \$ 7,000 |
| | | | 01-08-455-75500-355-62335 Contracted Services | \$ - | \$ 17,000 | \$ 17,500 |
| | | | 01-08-465-73020-355-61520 Wages-Casual Temporary | \$ 17,500 | \$ - | \$ - |
| | | | 01-08-465-73020-355-61523 Benefits-Casual Temporary | \$ 2,156 | \$ - | \$ - |
| | | | 01-08-465-73020-355-62018 Operating Supplies | \$ 6,500 | \$ - | \$ - |
| | | Expense Total | \$ 43,496 | \$ 42,849 | \$ 43,355 | |
| | Programs & Community Development Total | | | \$ 43,496 | \$ 42,849 | \$ 43,355 |
| Support Services | Revenue | 01-08-445-77700-355-50060 Auditorium/Room Rentals | \$ (12,240) | \$ (12,240) | \$ (12,240) | |
| | Revenue Total | \$ (12,240) | \$ (12,240) | \$ (12,240) | | |
| Support Services Total | | | \$ (12,240) | \$ (12,240) | \$ (12,240) | |
| Rotary Place Total | | | | \$ 56,479 | \$ 55,630 | \$ 59,724 |
| Southfields Community Centre | Facilities & Operations | Revenue | 01-08-465-75300-466-50100 Vending Machine Sales | \$ (3,999) | \$ - | \$ - |
| | | | 01-08-465-75300-466-50120 Pro Shop Sales | \$ (5,001) | \$ - | \$ - |
| | | Revenue Total | \$ (9,000) | \$ - | \$ - | |
| | | Expense | 01-08-465-40010-466-61510 Salaries-Permanent | \$ 66,738 | \$ - | \$ - |
| | | | 01-08-465-40010-466-61513 Benefits-Permanent | \$ 20,022 | \$ - | \$ - |
| | | | 01-08-465-40010-466-61520 Wages-Casual Temporary | \$ 169,200 | \$ - | \$ - |
| | | | 01-08-465-40010-466-61523 Benefits-Casual Temporary | \$ 20,304 | \$ - | \$ - |
| | | | 01-08-465-40010-466-62011 Office Supplies | \$ 5,001 | \$ - | \$ - |
| | | | 01-08-465-40010-466-62014 Uniforms/Protective Clothing | \$ 2,100 | \$ - | \$ - |
| | | | 01-08-465-40010-466-62018 Operating Supplies | \$ 7,500 | \$ - | \$ - |
| | | | 01-08-465-40010-466-62314 Mileage | \$ 2,001 | \$ - | \$ - |
| | | | 01-08-465-40010-466-62396 Mobile Phones / Pagers | \$ 1,200 | \$ - | \$ - |
| | | | 01-08-465-73020-466-61510 Salaries - Permanent | \$ 80,730 | \$ 53,820 | \$ 26,910 |
| | | | 01-08-465-73020-466-61513 Benefits - Permanent | \$ 24,210 | \$ 16,140 | \$ 8,070 |
| | | | 01-08-465-73020-466-61520 Casual Labour | \$ 30,000 | \$ 20,000 | \$ 10,000 |
| | | | 01-08-465-73020-466-61523 Benefits - Casual Temporary | \$ 3,600 | \$ 2,400 | \$ 1,200 |
| | | | 01-08-465-73020-466-61540 Wages - CUPE | \$ 392,793 | \$ 261,862 | \$ 130,931 |
| | | | 01-08-465-73020-466-61543 Benefits - CUPE | \$ 117,837 | \$ 78,558 | \$ 39,279 |
| | | | 01-08-465-73020-466-62014 Uniforms Protective Clothing | \$ 3,990 | \$ 2,660 | \$ 1,330 |
| | | | 01-08-465-73020-466-62017 Caretaking Supplies | \$ 39,000 | \$ 26,000 | \$ 13,000 |
| | | | 01-08-465-73020-466-62018 Operating Supplies | \$ 27,285 | \$ 18,190 | \$ 9,095 |
| | | | 01-08-465-73020-466-62112 Maintenance & Repairs Building | \$ 18,039 | \$ 12,026 | \$ 6,013 |
| | | | 01-08-465-73020-466-62114 Small Equipment Repair/Purchase | \$ 14,778 | \$ 9,852 | \$ 4,926 |
| | | | 01-08-465-73020-466-62215 Natural Gas | \$ 42,000 | \$ 28,000 | \$ 14,000 |
| | | | 01-08-465-73020-466-62216 Electricity | \$ 169,200 | \$ 112,800 | \$ 56,400 |
| | | | 01-08-465-73020-466-62217 Water/ Waste Water | \$ 18,000 | \$ 12,000 | \$ 6,000 |
| | | | 01-08-465-73020-466-62312 Insurance | \$ 8,000 | \$ 8,000 | \$ - |
| | | | 01-08-465-73020-466-62314 Mileage | \$ 1,464 | \$ 932 | \$ 400 |
| | | | 01-08-465-73020-466-62335 Contracted Services | \$ 76,050 | \$ 50,700 | \$ 25,350 |
| | | | 01-08-465-73020-466-62396 Mobile Communications | \$ 2,400 | \$ 1,600 | \$ 800 |
| | | | 01-08-465-73020-466-62397 Telephone | \$ 2,463 | \$ - | \$ - |
| | | Expense Total | \$ 1,365,905 | \$ 715,540 | \$ 353,704 | |
| | Facilities & Operations Total | | | \$ 1,365,905 | \$ 715,540 | \$ 353,704 |
| | Programs & Community Development | Revenue | 01-08-455-40010-466-50655 Lease Revenue | \$ - | \$ (160,070) | \$ (80,035) |
| | | | 01-08-455-75200-466-50090 Swimming Lessons | \$ (204,849) | \$ - | \$ - |
| | | | 01-08-455-75200-466-50160 Memberships | \$ (30,000) | \$ (20,000) | \$ (10,000) |
| | | | 01-08-455-75200-466-50180 Pay as you go | \$ (9,951) | \$ (6,634) | \$ (3,317) |
| | | | 01-08-455-75200-466-50243 Special Programs | \$ (20,001) | \$ (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 | \$ (320,001) | \$ (213,334) | \$ (106,667) |
| | | | 01-08-455-75400-466-50180 Pay as you go | \$ (24,501) | \$ (16,334) | \$ (8,167) |
| | | | 01-08-455-75400-466-50243 Special Programs | \$ (21,000) | \$ (14,000) | \$ (7,000) |
| | | | 01-08-455-75400-466-50250 Program registrations | \$ (6,999) | \$ (4,666) | \$ (2,333) |
| | | | 01-08-455-75500-466-50160 Memberships | \$ (1,725) | \$ (1,150) | \$ (575) |
| | | | 01-08-455-75500-466-50180 Pay as you go | \$ (8,274) | \$ (5,516) | \$ (2,758) |
| | | | 01-08-455-75500-466-50250 Program registrations | \$ (39,999) | \$ (26,666) | \$ (13,333) |
| | | Revenue Total | \$ (687,300) | \$ (624,270) | \$ (312,135) | |
| | | 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 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | | | |
|---|----------------------------------|---|---|--|---------------|---|--------------|--------------|--------------|
| Southfields Community Centre | Programs & Community Development | Expense | 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 | | | |
| | | | 01-08-455-75200-466-61510 Salaries-Permanent | \$ 66,738 | \$ - | \$ - | | | |
| | | | 01-08-455-75200-466-61513 Benefits-Permanent | \$ 20,022 | \$ - | \$ - | | | |
| | | | 01-08-455-75200-466-61520 Casual Labour | \$ 151,926 | \$ 101,284 | \$ 50,642 | | | |
| | | | 01-08-455-75200-466-61523 Benefits - Casual Temporary | \$ 17,514 | \$ 11,676 | \$ 5,838 | | | |
| | | | 01-08-455-75200-466-62014 Uniforms Protective Clothing | \$ 5,700 | \$ 3,800 | \$ 1,900 | | | |
| | | | 01-08-455-75200-466-62018 Operating Supplies | \$ 15,000 | \$ 10,000 | \$ 5,000 | | | |
| | | | 01-08-455-75200-466-62021 Program Supplies | \$ 23,904 | \$ 15,936 | \$ 7,968 | | | |
| | | | 01-08-455-75200-466-62114 Small Equipment Repair / Purchase | \$ 3,726 | \$ 2,484 | \$ 1,242 | | | |
| | | | 01-08-455-75200-466-62314 Mileage | \$ 999 | \$ 666 | \$ 333 | | | |
| | | | 01-08-455-75200-466-62396 Mobile communications | \$ 1,200 | \$ 800 | \$ 400 | | | |
| | | | 01-08-455-75400-466-61510 Salaries - Permanent | \$ 66,738 | \$ 22,246 | \$ 22,246 | | | |
| | | | 01-08-455-75400-466-61513 Benefits - Permanent | \$ 20,022 | \$ 6,674 | \$ 6,674 | | | |
| | | | 01-08-455-75400-466-61520 Casual Labour | \$ 104,001 | \$ 69,334 | \$ 34,667 | | | |
| | | | 01-08-455-75400-466-61523 Benefits - Casual Temporary | \$ 12,480 | \$ 8,320 | \$ 4,160 | | | |
| | | | 01-08-455-75400-466-62014 Uniforms Protective Clothing | \$ 5,700 | \$ 3,800 | \$ 1,900 | | | |
| | | | 01-08-455-75400-466-62018 Operating Supplies | \$ 4,500 | \$ 3,000 | \$ 1,500 | | | |
| | | | 01-08-455-75400-466-62021 Program Supplies | \$ 4,500 | \$ 3,000 | \$ 1,500 | | | |
| | | | 01-08-455-75400-466-62114 Small Equipment Repair / Purchase | \$ 9,999 | \$ 6,666 | \$ 3,333 | | | |
| | | | 01-08-455-75400-466-62314 Mileage | \$ 999 | \$ 666 | \$ 333 | | | |
| | | | 01-08-455-75400-466-62396 Mobile communications | \$ 1,200 | \$ 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 | \$ 45,000 | \$ 30,000 | \$ 15,000 | | | |
| | | | 01-08-455-75500-466-61523 Benefits - Casual Temporary | \$ 5,400 | \$ 3,600 | \$ 1,800 | | | |
| | | | 01-08-455-75500-466-62014 Uniforms Protective Clothing | \$ 5,700 | \$ 3,800 | \$ 1,900 | | | |
| | | | 01-08-455-75500-466-62021 Program Supplies | \$ 4,500 | \$ 3,000 | \$ 1,500 | | | |
| | | | 01-08-455-75500-466-62114 Small Equipment Repair / Purchase | \$ 2,499 | \$ 1,666 | \$ 833 | | | |
| | | | 01-08-455-75500-466-62314 Mileage | \$ 999 | \$ 666 | \$ 333 | | | |
| | | | 01-08-455-75500-466-62396 Mobile communications | \$ 672 | \$ 536 | \$ 400 | | | |
| | | | 01-08-455-75970-466-62018 Operating Supplies | \$ - | \$ 2,666 | \$ 1,333 | | | |
| | | | | Expense Total | \$ 601,638 | \$ 601,532 | \$ 300,898 | | |
| | | | | Programs & Community Development Total | \$ (85,662) | \$ (22,738) | \$ (11,237) | | |
| | | | | Support Services | Revenue | 01-08-445-77700-466-50060 Auditorium/Room Rentals | \$ (30,000) | \$ (20,000) | \$ (10,000) |
| | | | 01-08-445-77700-466-50655 Lease Revenue | | | \$ (240,105) | \$ - | \$ - | |
| | | | 01-08-445-77700-466-50230 Rentals | | | \$ (11,001) | \$ (7,334) | \$ (3,667) | |
| | | | | | Revenue Total | \$ (281,106) | \$ (27,334) | \$ (13,667) | |
| | | | | Support Services Total | | | \$ (281,106) | \$ (27,334) | \$ (13,667) |
| | | | Southfields Community Centre Total | | | | \$ 990,137 | \$ 665,468 | \$ 328,800 |
| | | | Town Hall | Parks Operations | Revenue | 01-08-385-71020-365-50308 Park Rentals | \$ (259,407) | \$ (249,419) | \$ (277,419) |
| | | | | | | 01-08-385-71020-365-50320 Peel Roadside Maintenance | \$ (51,000) | \$ (53,000) | \$ (50,000) |
| | | | | | | 01-08-385-71070-365-50860 Inspections | \$ (12,030) | \$ (12,030) | \$ (12,030) |
| | | | | | | 01-08-385-71020-365-50300 Internal Recoveries | \$ (2,000) | \$ - | \$ - |
| | | | | | | Revenue Total | \$ (324,437) | \$ (314,449) | \$ (339,449) |
| | Expense | 01-08-385-71020-365-61510 Salaries-Permanent | | | \$ 392,689 | \$ 390,326 | \$ 291,477 | | |
| | | 01-08-385-71020-365-61512 Recovery-Salaries-Permanent | | | \$ (25,000) | \$ (25,000) | \$ (20,000) | | |
| | | 01-08-385-71020-365-61513 Benefits-Permanent | | | \$ 110,576 | \$ 110,540 | \$ 81,396 | | |
| | | 01-08-385-71020-365-61520 Wages-Casual Temporary | | | \$ 160,800 | \$ 111,114 | \$ 126,194 | | |
| | | 01-08-385-71070-365-61520 Wages-Casual Temporary | | | \$ 86,500 | \$ - | \$ - | | |
| | | 01-08-385-71070-365-61523 Benefits-Casual Temporary | | | \$ 10,655 | \$ - | \$ - | | |
| 01-08-385-71020-365-61523 Benefits-Casual Temporary | | \$ 19,655 | | | \$ 8,256 | \$ 15,436 | | | |
| 01-08-385-71020-365-61540 Wages-CUPE | | \$ 1,015,871 | | | \$ 954,056 | \$ 895,642 | | | |
| 01-08-385-71020-365-61541 Overtime-CUPE | | \$ 20,075 | | | \$ 20,075 | \$ 20,075 | | | |
| 01-08-385-71020-365-61543 Benefits-CUPE | | \$ 253,913 | | | \$ 246,661 | \$ 215,709 | | | |
| 01-08-385-71020-365-62014 Uniforms/Protective Clothing | | \$ 20,307 | | | \$ 18,732 | \$ 19,332 | | | |
| 01-08-385-71020-365-62216 Electricity | | \$ 68,000 | | | \$ 63,934 | \$ 65,534 | | | |
| 01-08-385-71020-365-62217 Water/Waste Water | | \$ 83,164 | | | \$ 77,075 | \$ 62,628 | | | |
| 01-08-385-71020-365-62239 Equipment | | \$ 20,000 | | | \$ 20,000 | \$ 20,000 | | | |
| 01-08-385-71020-365-62258 Sports - Contracts | | \$ 10,000 | | | \$ 10,000 | \$ 10,000 | | | |
| 01-08-385-71020-365-62300 Light Repairs - Parks | | \$ 32,580 | | | \$ 31,941 | \$ 31,315 | | | |
| 01-08-385-71020-365-62310 Training/Development/Seminars | | \$ 12,000 | | | \$ 11,000 | \$ 10,500 | | | |
| 01-08-385-71020-365-62311 Memberships/Dues | | \$ 3,300 | | | \$ 3,300 | \$ 3,300 | | | |
| 01-08-385-71020-365-62312 Insurance | | \$ 19,847 | | | \$ 18,960 | \$ 17,925 | | | |
| 01-08-385-71020-365-62314 Mileage | | \$ 4,550 | | | \$ 4,550 | \$ 4,550 | | | |
| 01-08-385-71020-365-62325 Caledon Trailway Maintenance | | \$ 6,737 | | | \$ 6,605 | \$ 6,475 | | | |
| 01-08-385-71020-365-62335 Contracted Services | | \$ 214,152 | | | \$ 202,600 | \$ 144,706 | | | |
| 01-08-385-71020-365-62358 Materials | | \$ 101,867 | | | \$ 97,909 | \$ 78,342 | | | |
| 01-08-385-71020-365-62381 Tree Planting | | \$ 25,114 | | | \$ 24,622 | \$ 26,247 | | | |
| 01-08-385-71020-365-62396 Mobile Phones / Pagers | | \$ 1,340 | | | \$ 1,740 | \$ 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 | | | \$ 25,000 | \$ - | | | |
| 01-08-385-71070-365-61510 Salaries-Permanent | | \$ 287,481 | | | \$ 359,456 | \$ 355,984 | | | |
| 01-08-385-71070-365-61513 Benefits-Permanent | | \$ 82,456 | | | \$ 90,202 | \$ 104,319 | | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | | |
|---------------------------------|--|---|---|--------------|---|--------------|-------------|-------------|
| Town Hall | Parks Operations | Expense | 01-08-385-71070-365-62011 Office Supplies | \$ 500 | \$ 750 | \$ 750 | | |
| | | | 01-08-385-71070-365-62310 Training/Development/Seminars | \$ 8,000 | \$ 8,000 | \$ 7,000 | | |
| | | | 01-08-385-71070-365-62311 Memberships/Dues | \$ 3,800 | \$ 3,200 | \$ 2,200 | | |
| | | | 01-08-385-71070-365-62314 Mileage | \$ 2,850 | \$ 2,850 | \$ 1,050 | | |
| | | | 01-08-385-71070-365-62396 Mobile Phones / Pagers | \$ 300 | \$ 469 | \$ 269 | | |
| | | Expense Total | \$ 3,101,379 | \$ 2,921,223 | \$ 2,621,595 | | | |
| | Parks Operations Total | | | \$ 2,776,942 | \$ 2,606,774 | \$ 2,282,146 | | |
| | Programs & Community Development | Revenue | 01-08-455-75900-365-50050 Miscellaneous Revenue | \$ (35,000) | \$ (35,000) | \$ (30,000) | | |
| | | | 01-08-455-75900-365-50760 Special Events | \$ (65,000) | \$ (65,000) | \$ (60,000) | | |
| | | | 01-08-455-75910-365-50051 Uniforms - Recovery | \$ (2,000) | \$ (2,000) | \$ (2,000) | | |
| | | | 01-08-455-75910-365-50243 Special Programs | \$ (60,000) | \$ - | \$ - | | |
| | | | 01-08-455-75910-365-50250 Program Registrations | \$ (455,640) | \$ (455,640) | \$ (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) | | |
| | | Revenue Total | \$ (637,000) | \$ (637,000) | \$ (536,360) | | | |
| | | Expense | 01-08-455-40010-365-61510 Salaries-Permanent | \$ 777,447 | \$ 329,723 | \$ 312,386 | | |
| | | | 01-08-455-40010-365-61512 Salary Recovery | \$ (40,000) | \$ (40,000) | \$ (40,000) | | |
| | | | 01-08-455-40010-365-61513 Benefits-Permanent | \$ 220,227 | \$ 89,977 | \$ 85,615 | | |
| | | | 01-08-455-40010-365-61520 Wages-Casual Temporary | \$ 66,045 | \$ - | \$ - | | |
| | | | 01-08-455-40010-365-61523 Benefits-Casual Temporary | \$ 8,022 | \$ - | \$ - | | |
| | | | 01-08-455-40010-365-62011 Office Supplies | \$ 750 | \$ 750 | \$ 750 | | |
| | | | 01-08-455-40010-365-62310 Training/Development/Seminars | \$ 16,492 | \$ 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 | \$ 10,362 | \$ 2,016 | \$ 2,016 | | |
| | | | 01-08-455-40010-365-62335 Contracted Services | \$ 269 | \$ 269 | \$ 269 | | |
| | | | 01-08-455-40010-365-62396 Mobile Phones / Pagers | \$ 1,203 | \$ 600 | \$ 600 | | |
| | | | 01-08-455-40010-365-62437 Contribution to Reserves | \$ 1,280 | \$ - | \$ - | | |
| | | | 01-08-455-75900-365-62018 Operating Supplies | \$ 10,200 | \$ 10,200 | \$ 10,200 | | |
| | | | 01-08-455-75900-365-62315 Printing & Advertising | \$ 5,200 | \$ 5,200 | \$ 5,200 | | |
| | | | 01-08-455-75900-365-62335 Contracted Services | \$ 59,600 | \$ 59,600 | \$ 54,600 | | |
| | | | 01-08-455-75900-365-62355 Special Events | \$ 30,000 | \$ 30,000 | \$ 24,000 | | |
| | | | 01-08-455-75910-365-61520 Wages-Casual Temporary | \$ 401,200 | \$ 395,156 | \$ 331,669 | | |
| | | | 01-08-455-75910-365-61523 Benefits-Casual Temporary | \$ 49,420 | \$ 49,094 | \$ 40,570 | | |
| | | | 01-08-455-75910-365-62014 Uniforms/Protective Clothing | \$ 6,250 | \$ 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 | \$ 4,200 | \$ 3,700 | \$ 5,500 | | |
| | | | 01-08-455-75910-365-62348 Transportation/Bus Rental | \$ 7,000 | \$ 6,500 | \$ 5,500 | | |
| | | | 01-08-455-75910-365-62396 Mobile Phones / Pagers | \$ 967 | \$ 967 | \$ 167 | | |
| | | | 01-08-455-75970-365-61520 Wages-Casual Temporary | \$ 3,100 | \$ - | \$ - | | |
| | | | 01-08-455-75970-365-61523 Benefits-Casual Temporary | \$ 382 | \$ - | \$ - | | |
| | | | 01-08-455-75970-365-62018 Operating Supplies | \$ 8,798 | \$ 1,000 | \$ - | | |
| | | | 01-08-455-75970-365-62335 Contracted Services | \$ 5,000 | \$ 4,000 | \$ - | | |
| | | | Expense Total | \$ 1,690,664 | \$ 1,013,705 | \$ 903,995 | | |
| | | | Programs & Community Development Total | | | \$ 1,053,664 | \$ 376,705 | \$ 367,635 |
| | | | Support Services | Revenue | 01-08-445-40010-365-50319 Grants/Subsidies | \$ (8,000) | \$ (8,000) | \$ (8,000) |
| | | | | | 01-08-445-40010-365-50986 Reserve Fund To Revenue | \$ - | \$ (7,000) | \$ - |
| | | | | | 01-08-445-77700-365-50232 Arena Board Advertising | \$ (12,000) | \$ (24,560) | \$ (24,560) |
| | 01-08-445-77700-365-50417 All Sport Insurance | | | | \$ (12,600) | \$ (12,000) | \$ (12,000) | |
| | 01-08-445-77700-365-50533 Advertising Sales-External | \$ (10,000) | | | \$ (10,000) | \$ (16,000) | | |
| | Revenue Total | \$ (42,600) | | \$ (61,560) | \$ (60,560) | | | |
| | Expense | 01-08-445-40010-365-61510 Salaries-Permanent | | \$ 623,152 | \$ 592,947 | \$ 566,993 | | |
| | | 01-08-445-40010-365-61513 Benefits-Permanent | | \$ 190,940 | \$ 182,569 | \$ 172,717 | | |
| | | 01-08-445-40010-365-61520 Wages-Casual Temporary | | \$ 28,075 | \$ 41,582 | \$ 69,921 | | |
| | | 01-08-445-40010-365-61523 Benefits-Casual Temporary | | \$ 3,503 | \$ 5,553 | \$ 8,472 | | |
| | | 01-08-445-40010-365-62011 Office Supplies | | \$ 750 | \$ 750 | \$ 750 | | |
| | | 01-08-445-40010-365-62018 Operating Supplies | | \$ 1,500 | \$ 1,500 | \$ 500 | | |
| | | 01-08-445-40010-365-62020 E-Registration Fees | | \$ - | \$ 17,000 | \$ 24,000 | | |
| | | 01-08-445-40010-365-62310 Training/Development/Seminars | | \$ 18,241 | \$ 12,280 | \$ 9,780 | | |
| | | 01-08-445-40010-365-62311 Memberships/Dues | | \$ 250 | \$ - | \$ - | | |
| | | 01-08-445-40010-365-62314 Mileage | | \$ 4,850 | \$ 4,700 | \$ 2,200 | | |
| | | 01-08-445-40010-365-62315 Printing & Advertising | | \$ 54,950 | \$ 54,950 | \$ 72,950 | | |
| | | 01-08-445-40010-365-62335 Contracted Services | | \$ 6,000 | \$ 5,000 | \$ 2,500 | | |
| | | 01-08-445-40010-365-62356 Community Development | | \$ 4,000 | \$ 4,000 | \$ 2,500 | | |
| | | 01-08-445-40010-365-62396 Mobile Phones / Pagers | | \$ 2,355 | \$ 2,355 | \$ 1,555 | | |
| | | 01-08-445-77700-365-62326 Game Day Insurance | | \$ 12,600 | \$ 12,000 | \$ 12,000 | | |
| | | Expense Total | | \$ 951,166 | \$ 937,186 | \$ 946,838 | | |
| | | Support Services Total | | | \$ 908,566 | \$ 875,626 | \$ 886,278 | |
| Town Hall Total | | | \$ 4,739,172 | \$ 3,859,105 | \$ 3,536,059 | | | |
| Victoria Parks Community Centre | Facilities & Operations | Revenue | 01-08-465-77700-370-50060 Auditorium/Room Rentals | \$ - | \$ (6,981) | \$ (6,981) | | |
| | | | 01-08-445-77700-370-50060 Auditorium/Room Rentals | \$ (8,121) | \$ - | \$ - | | |
| | | Revenue Total | \$ (8,121) | \$ (6,981) | \$ (6,981) | | | |
| | | Expense | 01-08-465-73020-370-61520 Wages-Casual Temporary | \$ 7,500 | \$ - | \$ - | | |
| | | | 01-08-465-73020-370-61523 Benefits-Casual Temporary | \$ 924 | \$ - | \$ - | | |
| | | 01-08-465-73020-370-62014 Uniforms/Protective Clothing | \$ 100 | \$ - | \$ - | | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---------------------------------------|-------------------------------|------------------|--|--------------|--------------|-------------|
| Victoria Parks Community Centre | Facilities & Operations | Expense | 01-08-465-73020-370-62018 Operating Supplies | \$ 200 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62112 Maintenance & Repairs-Building | \$ 2,000 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62114 Small Equip Repair/Purchase | \$ 200 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62215 Natural Gas | \$ 2,839 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62216 Electricity | \$ 1,560 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62217 Water/Waste Water | \$ 113 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62312 Insurance | \$ 2,638 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62335 Contracted Services | \$ 3,060 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62397 Telephone | \$ 550 | \$ - | \$ - |
| | | | 01-08-465-73020-370-62437 Contribution to Reserves | \$ 400 | \$ - | \$ - |
| | | | 01-08-465-77700-370-61520 Wages-Casual Temporary | \$ - | \$ 7,380 | \$ 5,480 |
| | | | 01-08-465-77700-370-61523 Benefits-Casual Temporary | \$ - | \$ 917 | \$ 670 |
| | | | 01-08-465-77700-370-62014 Uniforms/Protective Clothing | \$ - | \$ 100 | \$ 100 |
| | | | 01-08-465-77700-370-62018 Operating Supplies | \$ - | \$ 200 | \$ 200 |
| | | | 01-08-465-77700-370-62112 Maintenance & Repairs-Building | \$ - | \$ 2,000 | \$ 2,000 |
| | | | 01-08-465-77700-370-62114 Small Equip Repair/Purchase | \$ - | \$ 200 | \$ 200 |
| | | | 01-08-465-77700-370-62215 Natural Gas | \$ - | \$ 2,269 | \$ 2,121 |
| | | | 01-08-465-77700-370-62216 Electricity | \$ - | \$ 1,593 | \$ 1,549 |
| | | | 01-08-465-77700-370-62217 Water/Waste Water | \$ - | \$ 113 | \$ 105 |
| | | | 01-08-465-77700-370-62312 Insurance | \$ - | \$ 2,404 | \$ 2,254 |
| | | | 01-08-465-77700-370-62335 Contracted Services | \$ - | \$ 3,000 | \$ 3,000 |
| | | | 01-08-465-77700-370-62397 Telephone | \$ - | \$ 550 | \$ 400 |
| | | | 01-08-465-77700-370-62437 Contribution to Reserves | \$ - | \$ 400 | \$ 400 |
| | | Expense Total | | | \$ 22,084 | \$ 21,126 |
| | Facilities & Operations Total | | | \$ 13,963 | \$ 14,145 | \$ 11,498 |
| Victoria Parks Community Centre Total | | | \$ 13,963 | \$ 14,145 | \$ 11,498 | |
| Parks & Recreation Total | | | \$ 9,727,783 | \$ 9,030,961 | \$ 8,210,411 | |

TOWN OF CALEDON
2020 CAPITAL BUDGETS - COMMUNITY SERVICES

| Department | Division | Project # | Project Name | Total Project Budget |
|--------------------------|---|-----------|--|----------------------|
| Community Services | Emergency Operations & Fire Suppression | 20-035 | Concept Design Work for the Expansion of the Palgrave and Mono Mills Fire Stations | \$ 125,000 |
| | | 20-037 | Fire Station Building Envelope Repairs | \$ 52,500 |
| | | 20-106 | Fire Command Vehicle | \$ 65,000 |
| | | 20-109 | Large Fire Apparatus Replacement (2) | \$ 1,405,000 |
| | | 20-110 | Support Vehicle Replacement | \$ 60,000 |
| | | 20-111 | Joint Fire Communications Centre (JFCC) Capital Equipment Replacement/Upgrade | \$ 50,000 |
| | | 20-112 | Emergency Services Voice Communications | \$ 72,000 |
| | | 20-113 | Large Fire Equipment Replacement | \$ 40,000 |
| | | 20-114 | Personal Protective Equipment | \$ 60,000 |
| | | 20-116 | Inglewood Fire Station Concrete Apron and Paving | \$ 128,750 |
| | | 20-118 | Completion of a Community Risk Assessment | \$ 50,000 |
| | Recreation | 20-077 | Recreation Automated External Defibrillator (AED) Refreshment and Expansion | \$ 36,950 |
| | | 20-078 | Recreation Furniture/Fixtures/Equipment | \$ 400,000 |
| | | 20-079 | Inglewood Community Centre - Exterior Walls, Basement and Kitchen Restoration | \$ 71,400 |
| | | 20-088 | Lloyd Wilson Centennial Arena - Change Room Bathroom Upgrades | \$ 20,000 |
| | | 20-089 | Caledon Centre for Recreation and Wellness - Window Treatments | \$ 30,000 |
| | | 20-092 | Albion Bolton Union Community Centre - Arena Program Room Enhancements | \$ 25,000 |
| | | 20-095 | Recreation - Sign Program - Indoor/Outdoor | \$ 75,000 |
| | | 20-096 | Recreation - Large Equipment Replacement | \$ 100,000 |
| | | 20-097 | Recreation - Backflow Prevention Replacements | \$ 30,000 |
| | | 20-099 | Rotary Place (Bolton) - Senior Centre Expansion | \$ 1,466,667 |
| | | 20-101 | Caledon East Community Complex - Replacement Lions Den Kitchen Cabinets | \$ 10,000 |
| | | 20-103 | Caledon East Community Complex - Arena Replace Desiccant Rotor Wheels Pad 1 and 2 | \$ 70,000 |
| | | 20-107 | Age-Friendly Caledon - Action Plan | \$ 50,000 |
| | | 20-115 | Caledon East Community Complex - Phase 3 Expansion | \$ 3,943,751 |
| | Parks Operations | 20-058 | Wakely Memorial Parkette Rubber Surface Replacement | \$ 60,000 |
| | | 20-059 | Fibar Playground Surface Top-Ups | \$ 20,000 |
| | | 20-060 | Foresters Park Improvements | \$ 10,000 |
| | | 20-061 | Sports Field Improvements | \$ 135,000 |
| | | 20-062 | Park Sign Replacements | \$ 10,000 |
| | | 20-063 | Playground Improvements | \$ 160,000 |
| | | 20-064 | Accessibility Improvements - North Hill Park Washroom/Snack Bar | \$ 75,000 |
| | | 20-065 | Caledon Village Tennis Court Resurfacing | \$ 60,000 |
| | | 20-066 | Caledon Trailway Structure Replacements | \$ 150,000 |
| | | 20-067 | Caledon East Neighbourhood Park in Villas Plan | \$ 400,000 |
| | | 20-068 | Street Tree Replacements | \$ 100,000 |
| | | 20-069 | Arbor Structure Replacements | \$ 60,000 |
| | | 20-070 | Hardball Diamond Planning and Design - Emil Kolb Parkway and Duffy's Lane | \$ 150,000 |
| | | 20-071 | Beryl Bland Parkette Swings | \$ 15,000 |
| | | 20-072 | Bolton Leash Free Park Improvements | \$ 15,000 |
| | Development | 20-094 | Comprehensive Zoning By-law 2006-50 Update | \$ 100,000 |
| | Policy & Sustainability | 20-123 | Heritage Designation Studies | \$ 20,000 |
| | | 20-124 | Town Initiated Official Plan and Zoning Amendment - Poltawa Country Club Lands | \$ 145,000 |
| | Building & Support Services | 20-053 | Building Services Fees Review | \$ 45,000 |
| Community Services Total | | | | \$ 10,167,018 |

| | | Term of Council | | Term of Council | | | | Term of Council | | | | Total 10 Year Funding Sources | | | | | | | | | | |
|----------|--|-----------------|--------------|-----------------|--------------|--------------|--------------|-----------------|--------------|--------------|--------------|-------------------------------|---------------|---------------|---------------------|--------------|------------|-------|---------------|---------------|--|--|
| Baseline | Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Project Cost | Tax Levy | Reserves | Development Charges | Gas Tax | Debtenture | Other | Total Funding | | | |
| Baseline | Apparatus/Support | \$ 700,000 | \$ 700,000 | \$ 700,000 | \$ 700,000 | \$ 725,000 | \$ 725,000 | \$ 725,000 | \$ 725,000 | \$ 725,000 | \$ 725,000 | \$ 7,150,000 | \$ 7,150,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 7,150,000 | | | |
| | Buildings | \$ 200,000 | \$ 250,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 | | | |
| | Heritage Designation Studies | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 250,000 | \$ 81,250 | \$ - | \$ 168,750 | \$ - | \$ - | \$ - | \$ 250,000 | | | |
| | Heritage Signage | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,000 | | | |
| | Large Fire Equipment Replacement | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 700,000 | \$ 700,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 700,000 | | | |
| | Parks | \$ 400,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 4,900,000 | \$ 4,900,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,900,000 | | | |
| | Personal Protective Equipment | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 500,000 | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | | | |
| | Recreation | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 5,000,000 | \$ 5,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000,000 | | | |
| | Baseline Total | \$ 1,950,000 | \$ 2,050,000 | \$ 2,050,000 | \$ 2,050,000 | \$ 2,075,000 | \$ 2,085,000 | \$ 2,085,000 | \$ 2,085,000 | \$ 2,085,000 | \$ 2,085,000 | \$ 2,085,000 | \$ 20,600,000 | \$ 20,431,250 | \$ - | \$ 168,750 | \$ - | \$ - | \$ - | \$ 20,600,000 | | |
| | Above Baseline | | | | | \$ 400,000 | | | | | | \$ 400,000 | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 400,000 | | | |
| | ABUCC - Elevator Upgrade and Modernization | | | | | | | | | \$ 200,000 | | \$ 200,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 200,000 | | | |
| | ABUCC - Fire Alarm Upgrade | | | | | | | | | \$ 105,000 | | \$ 105,000 | \$ 105,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 105,000 | | | |
| | ABUCC - Flooring Replacement | | | | | | | | | \$ 160,000 | | \$ 160,000 | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 160,000 | | | |
| | ABUCC - Front Entrance and Lobby Renovations | | | | | | \$ 600,000 | | | | | \$ 600,000 | \$ - | \$ 600,000 | \$ - | \$ - | \$ - | \$ - | \$ 600,000 | | | |
| | ABUCC - HVAC Replacements (3) | | | | \$ 60,000 | | | | | | | \$ 60,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 60,000 | | | |
| | ABUCC - ICE Resurfacer | | | | | | \$ 130,000 | | | | | \$ 130,000 | \$ 130,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 130,000 | | | |
| | ABUCC - Library Windows | \$ 10,000 | | | | | | | | | | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 10,000 | | | |
| | ABUCC - Refrigeration Upgrades | | | | | | | \$ 175,000 | | | | \$ 175,000 | \$ 175,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 175,000 | | | |
| | ABUCC - Roof Repairs and Replacements | | | | | | | | \$ 160,000 | | | \$ 160,000 | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 160,000 | | | |
| | Allowance for Unspecified Planning Studies | | \$ 750,000 | \$ 375,000 | \$ 375,000 | \$ 375,000 | \$ 375,000 | \$ 375,000 | \$ 470,000 | | | \$ 3,095,000 | \$ 1,678,500 | \$ - | \$ 1,416,500 | \$ - | \$ - | \$ - | \$ 3,095,000 | | | |
| | Alton - Domestic Water Heaters and Distribution | | | | | | | | | \$ 20,000 | | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,000 | | | |
| | Alton - Fire Alarm Upgrade | | \$ 25,000 | | | | | | | | | \$ 25,000 | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 25,000 | | | |
| | Alton - HVAC Replacements | | | | | | | | | \$ 45,000 | | \$ 45,000 | \$ 45,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 45,000 | | | |
| | Alton - Parking Surface Restoration | | | | | | | \$ 250,000 | | | | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 250,000 | | | |
| | Alton - Windows and Exterior Doors | | | | | \$ 50,000 | | | | | | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | | | |
| | Alton Fire Station Addition | | | | | | \$ 900,000 | | | | | \$ 900,000 | \$ 90,000 | \$ - | \$ 810,000 | \$ - | \$ - | \$ - | \$ 900,000 | | | |
| | Apparatus /Support Command Post | \$ 140,000 | | | | | | | | | | \$ 140,000 | \$ 140,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 140,000 | | | |
| | Apparatus/Support | | \$ 500,000 | | \$ 1,000,000 | | \$ 500,000 | | \$ 500,000 | | \$ 500,000 | \$ 3,000,000 | \$ 3,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,000,000 | | | |
| | Bolton - Community Park 2 | | | | | | | | | | | \$ 1,200,000 | \$ 228,000 | \$ - | \$ 972,000 | \$ - | \$ - | \$ - | \$ 1,200,000 | | | |
| | Bolton - Hardball Diamond | \$ 1,480,000 | | \$ 600,000 | \$ 600,000 | | | | | | | \$ 1,480,000 | \$ 148,000 | \$ - | \$ 1,332,000 | \$ - | \$ - | \$ - | \$ 1,480,000 | | | |
| | Bolton Area Recreation Facility - DC | | | | | | | | | | | \$ 21,384,000 | \$ - | \$ - | \$ 21,384,000 | \$ - | \$ - | \$ - | \$ 21,384,000 | | | |
| | Bolton Area Recreation Facility - Design | | | | | \$ 300,000 | | | | | | \$ 300,000 | \$ 84,000 | \$ - | \$ 216,000 | \$ - | \$ - | \$ - | \$ 300,000 | | | |
| | Bolton Area Recreation Facility - Tax Cashflow | | | | | | | \$ 2,079,000 | \$ 2,079,000 | \$ 2,079,000 | \$ 2,079,000 | \$ 8,316,000 | \$ 8,316,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 8,316,000 | | | |
| | Caledon Centre for Recreation and Wellness - Outdoor Rink Enhancements | \$ 100,000 | | | | | | | | | | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,000 | | | |
| | Caledon East - Community Park 1 | \$ - | | \$ 1,200,000 | | | | | | | | \$ 1,200,000 | \$ 174,000 | \$ - | \$ 1,026,000 | \$ - | \$ - | \$ - | \$ 1,200,000 | | | |
| | Caledon East - Neighborhood Park | | \$ 400,000 | | | | | | | | | \$ 400,000 | \$ 58,000 | \$ - | \$ 342,000 | \$ - | \$ - | \$ - | \$ 400,000 | | | |
| | Caledon East - Special Purpose Park Skateboard Park | | \$ 572,100 | | | | | | | | | \$ 572,100 | \$ 108,699 | \$ - | \$ 463,401 | \$ - | \$ - | \$ - | \$ 572,100 | | | |
| | Caledon East Tennis Courts | | | | \$ 500,000 | | | | | | | \$ 500,000 | \$ 95,000 | \$ - | \$ 405,000 | \$ - | \$ - | \$ - | \$ 500,000 | | | |
| | Caledon Trailway Bridges & Structures | \$ 150,000 | \$ 150,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,900,000 | \$ 1,900,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,900,000 | | | |
| | Caledon Village Fire Station Addition | | | | | \$ 450,000 | \$ 450,000 | | | | | \$ 900,000 | \$ 90,000 | \$ - | \$ 810,000 | \$ - | \$ - | \$ - | \$ 900,000 | | | |
| | Caledon Village Place - Consultation on Lift or Elevator upgrade | | | | \$ 10,000 | | | | | | | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 10,000 | | | |
| | CCRW - Emergency Lighting Upgrade | | | | | | | | | \$ 100,000 | | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,000 | | | |
| | CCRW - Outdoor Rink Boards | | | | | | | | | \$ 60,000 | | \$ 60,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 60,000 | | | |
| | CCRW - Outdoor Upgrades | | \$ 50,000 | | | | | | | | | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | | | |
| | CCRW - Parking Restoration | | | \$ 300,000 | | | | | | | | \$ 300,000 | \$ - | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | | | |
| | CCRW - Parking Surface Restoration | | | | | | | | | \$ 440,000 | | \$ 440,000 | \$ 440,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 440,000 | | | |
| | CCRW - Pool Pumps & Filters | | | | | | \$ 100,000 | | | | | \$ 100,000 | \$ - | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 | | | |
| | CCRW - Roof Replacement | | | | | | | \$ 250,000 | | | | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 250,000 | | | |
| | CECC - A/C System (Lobby & Offices) | \$ 75,000 | | | | | | | | | | \$ 75,000 | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | | | |
| | CECC - Arena Desiccant Dehumidification | | | | | | | \$ 350,000 | | | | \$ 350,000 | \$ 350,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 350,000 | | | |
| | CECC - Banquet Hall & Office Windows | | | \$ 25,000 | | | | | | | | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 | | | |
| | CECC - Chiller Replacement | | | | | \$ 150,000 | | | | | | \$ 150,000 | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 | | | |
| | CECC - Complex HVAC Replacement | \$ 150,000 | | | | | | | | | | \$ 150,000 | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 150,000 | | | |
| | CECC - Domestic Water Heaters, Distribution, and Sewers | | | | | | | | | \$ 65,000 | | \$ 65,000 | \$ 65,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 65,000 | | | |
| | CECC - Flooring Replacements | | | | | | | | | \$ 360,000 | | \$ 360,000 | \$ 360,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 360,000 | | | |
| | CECC - Heating & Ventilation (Pad 1) | | | | | \$ 50,000 | | | | | | \$ 50,000 | \$ - | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | | | |
| | CECC - HVAC & BAS (Complex Side Only) | \$ 150,000 | | | | | | | | | | \$ 150,000 | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 150,000 | | | |
| | CECC - Pad 1 & 2 Heating System Replacement | | | | | | | | \$ 60,000 | | | \$ 60,000 | \$ - | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ 60,000 | | | |
| | CECC - Pad 1 & 2 Lighting Retrofit | | | | \$ 300,000 | | | | | | | \$ 300,000 | \$ - | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | | | |
| | CECC - Pad 2 Condenser | | | | | | \$ 75,000 | | | | | \$ 75,000 | \$ - | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | | | |
| | CECC - Parking Surface Restoration | | | | | | \$ 285,000 | | | | | \$ 285,000 | \$ - | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ 285,000 | | | |
| | CECC - Phase 3 | \$ 2,631,250 | \$ 2,631,250 | | | | | | | | | \$ 5,262,500 | \$ 763,063 | \$ - | \$ 4,499,438 | \$ - | \$ - | \$ - | \$ 5,262,500 | | | |
| | CECC - Phase 4 | \$ 5,412,656 | \$ 5,412,656 | | | | | | | | | \$ 10,825,312 | \$ - | \$ 9,085,312 | \$ - | \$ 1,740,000 | \$ - | \$ - | \$ 10,825,312 | | | |
| | CECC - Replace Flooring Lobby / Hallway Main Floor | \$ 50,000 | | | | | | | | | | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | | | |
| | CECC - Roof Repairs and Restoration | | | | | | | | | \$ 95,000 | | \$ 95,000 | \$ 95,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 95,000 | | | |
| | Cheltenham - Parkette | \$ 230,000 | | | | | | | | | | \$ 230,000 | \$ 33,350 | \$ - | \$ 196,650 | \$ - | \$ - | \$ - | \$ 230,000 | | | |
| | Command Vehicle Replacement | | | | | | | \$ 120,000 | \$ 60,000 | | | | | | | | | | | | | |

| | | Term of Council | | | | | Term of Council | | | | | Total 10 Year Funding Sources | | | | | | | | | | |
|----------------|---|-----------------|--------------|--------------|--------------|--------------|-----------------|--------------|--------------|--------------|--------------|-------------------------------|---------------|--------------|---------------------|---------|------------|------------|---------------|--|--|--|
| Baseline | Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Project Cost | Tax Levy | Reserves | Development Charges | Gas Tax | Debtenture | Other | Total Funding | | | |
| Above Baseline | Johnston Sports Park Phase 4 | | \$ 1,500,000 | | | | | | | | | \$ 1,500,000 | \$ 285,000 | \$ - | \$ 1,215,000 | \$ - | \$ - | \$ - | \$ 1,500,000 | | | |
| | Johnston Sports Park Phase 5 | | | | | \$ 1,500,000 | | | | | | \$ 1,500,000 | \$ 285,000 | \$ - | \$ 1,215,000 | \$ - | \$ - | \$ - | \$ 1,500,000 | | | |
| | Johnston Sports Park Phase 6 | | | | | | | | \$ 1,500,000 | | | \$ 1,500,000 | \$ 285,000 | \$ - | \$ 1,215,000 | \$ - | \$ - | \$ - | \$ 1,500,000 | | | |
| | Joint Fire Communications Upgrade | | \$ 100,000 | | | | \$ 300,000 | | | | | \$ 400,000 | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 400,000 | | | |
| | LWCA - Change Room Bathroom Upgrade | \$ 20,000 | | | | | | | | | | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,000 | | | |
| | LWCA - Refurbishment | | | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | | | | | \$ 2,500,000 | \$ - | \$ 2,500,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,500,000 | | | |
| | Margaret Dunn - HVAC Replacement | | | \$ 40,000 | | | | | | | | \$ 40,000 | \$ 40,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 40,000 | | | |
| | Master Plan - Fire | | | | | | \$ 125,000 | | | | | \$ 125,000 | \$ 68,750 | \$ - | \$ 56,250 | \$ - | \$ - | \$ - | \$ 125,000 | | | |
| | Mayfield West - Community Park #3 | \$ 1,200,000 | | | | | | | | | | \$ 1,200,000 | \$ 174,000 | \$ - | \$ 1,026,000 | \$ - | \$ - | \$ - | \$ 1,200,000 | | | |
| | Mayfield West II - Community Park | | | \$ 1,200,000 | | | | \$ 1,200,000 | | | | \$ 2,400,000 | \$ 402,000 | \$ - | \$ 1,998,000 | \$ - | \$ - | \$ - | \$ 2,400,000 | | | |
| | Mayfield West II - Neighborhood Park | | | | \$ 400,000 | | | | \$ 400,000 | | | \$ 800,000 | \$ 80,000 | \$ - | \$ 720,000 | \$ - | \$ - | \$ - | \$ 800,000 | | | |
| | Mayfield West II - Special Purpose Park Skateboard Park | | | | \$ 500,000 | | | | | | | \$ 500,000 | \$ 95,000 | \$ - | \$ 405,000 | \$ - | \$ - | \$ - | \$ 500,000 | | | |
| | Mayfield West II - Tournament Sports Park | | | | | | \$ 2,000,000 | | | | | \$ 2,000,000 | \$ 470,000 | \$ - | \$ 1,530,000 | \$ - | \$ - | \$ - | \$ 2,000,000 | | | |
| | Mayfield West II Studies | | \$ 800,000 | \$ 800,000 | \$ 850,000 | | | | | | | \$ 2,450,000 | \$ - | \$ - | \$ 1,764,000 | \$ - | \$ - | \$ 686,000 | \$ 2,450,000 | | | |
| | Mayfield West Outdoor Ice Rink | | \$ 300,000 | | | | | | | | | \$ 300,000 | \$ 57,000 | \$ - | \$ 243,000 | \$ - | \$ - | \$ - | \$ 300,000 | | | |
| | Mayfield West Recreation Centre # 2 - DC | | | | | | | \$ 8,850,000 | \$ 8,850,000 | | | \$ 17,700,000 | \$ - | \$ - | \$ 17,700,000 | \$ - | \$ - | \$ - | \$ 17,700,000 | | | |
| | Mayfield West Recreation Centre # 2 - Tax Cashflow | | | | | | | \$ 3,075,000 | \$ 3,075,000 | \$ 3,075,000 | \$ 3,075,000 | \$ 12,300,000 | \$ 12,300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 12,300,000 | | | |
| | Mayfield West Skatepark | | | \$ 550,000 | | | | | | | | \$ 550,000 | \$ 104,500 | \$ - | \$ 445,500 | \$ - | \$ - | \$ - | \$ 550,000 | | | |
| | MDUNN - Community Room Floor Resurfacing | \$ 15,000 | | | | | | | | | | \$ 15,000 | \$ 15,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 15,000 | | | |
| | MDUNN - Replace Electric Water Heaters | | | | | | | \$ 10,000 | \$ 10,000 | | | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 10,000 | | | |
| | MDUNN - Replacement Exterior Lighting | | | | | | \$ 10,000 | | | | | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 10,000 | | | |
| | MDUNN - Replacement of Carpet Flooring | | \$ 21,000 | | | | | | | | | \$ 21,000 | \$ 21,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 21,000 | | | |
| | MDUNN - Vinyl Flood Replacement | | | | | | | \$ 21,000 | | | | \$ 21,000 | \$ 21,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 21,000 | | | |
| | Mono Mills Fire Station Addition | \$ 837,500 | | | | | | | | | | \$ 837,500 | \$ 209,375 | \$ - | \$ 628,125 | \$ - | \$ - | \$ - | \$ 837,500 | | | |
| | MRC - Arena Compressors | | | | | | | | | \$ 146,718 | | \$ 146,718 | \$ 146,718 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 146,718 | | | |
| | MRC - Arena Cooling Tower and Pumps | | | | | | | | | \$ 80,000 | | \$ 80,000 | \$ 80,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 80,000 | | | |
| | MRC - Domestic Water Heaters and Distribution | | | | | | | | | \$ 65,000 | | \$ 65,000 | \$ 65,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 65,000 | | | |
| | MRC - Electrical Upgrade | | | | | \$ 300,000 | | | | | | \$ 300,000 | \$ - | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | | | |
| | MRC - Electrical Upgrade and Replacements | | | | | | | | \$ 200,000 | | | \$ 200,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 200,000 | | | |
| | MRC - Expansion | | | \$ 3,750,000 | \$ 3,750,000 | \$ 3,750,000 | \$ 3,750,000 | | | \$ 200,000 | | \$ 15,000,000 | \$ 2,175,000 | \$ - | \$ 12,825,000 | \$ - | \$ - | \$ - | \$ 15,000,000 | | | |
| | MRC - Exterior Wall Restoration | \$ 400,000 | | | | | | | | | | \$ 400,000 | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 400,000 | | | |
| | MRC - Fire Alarm and Standpipe Upgrade | | | | | | | | | \$ 95,000 | | \$ 95,000 | \$ 95,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 95,000 | | | |
| | MRC - Flooring Replacements | | | | | | | | | \$ 80,000 | | \$ 80,000 | \$ 80,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 80,000 | | | |
| | MRC - Furniture, Fixtures & Equipment | | | | | | \$ 800,000 | | | | | \$ 800,000 | \$ 800,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 800,000 | | | |
| | MRC - HVAC Replacements | | | | | | | | | \$ 155,000 | | \$ 155,000 | \$ 155,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 155,000 | | | |
| | MRC - Parking Lot | | | | | \$ 400,000 | | | | | | \$ 400,000 | \$ - | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ 400,000 | | | |
| | MRC - Pool Complex Wall Foundation Repairs | \$ 408,000 | | | | | | | | | | \$ 408,000 | \$ 408,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 408,000 | | | |
| | MRC - Pool Pumps, Filters & Boiler | | | \$ 175,000 | | | | | | | | \$ 175,000 | \$ - | \$ 175,000 | \$ - | \$ - | \$ - | \$ - | \$ 175,000 | | | |
| | MRC - Pool User Equipment Replacement | \$ 32,500 | | | | | | | | | | \$ 32,500 | \$ 32,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 32,500 | | | |
| | MRC - Roof Repairs and Restoration | | | | | | | | | \$ 100,000 | | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,000 | | | |
| | MRC - Upgrade Fire Alarm System | \$ 57,910 | | | | | | | | | | \$ 57,910 | \$ 57,910 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 57,910 | | | |
| | New Aerial - Valleywood Fire Station 307 | | | | \$ 1,800,000 | | | | | | | \$ 1,800,000 | \$ 180,000 | \$ - | \$ 1,620,000 | \$ - | \$ - | \$ - | \$ 1,800,000 | | | |
| | New Equipment 310 - Bolton West | | | | \$ 500,000 | | | | | | | \$ 500,000 | \$ 50,000 | \$ - | \$ 450,000 | \$ - | \$ - | \$ - | \$ 500,000 | | | |
| | New Fire Equipment Fire Station 311 - Mayfield West | | | | | | | \$ 1,400,000 | | | | \$ 1,400,000 | \$ 140,000 | \$ - | \$ 1,260,000 | \$ - | \$ - | \$ - | \$ 1,400,000 | | | |
| | New Fire Station 310 - Mayfield West - DC | | | | | | | \$ 2,925,000 | \$ 2,925,000 | | | \$ 5,850,000 | \$ - | \$ - | \$ 5,850,000 | \$ - | \$ - | \$ - | \$ 5,850,000 | | | |
| | New Fire Station 310 - Mayfield West - Tax Cashflow | | | | | | | \$ 162,500 | \$ 162,500 | \$ 162,500 | \$ 162,500 | \$ 650,000 | \$ 650,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 650,000 | | | |
| | New Fire Station 311 - Bolton West | | | \$ 1,625,000 | \$ 1,625,000 | \$ 1,625,000 | \$ 1,625,000 | | | | | \$ 6,500,000 | \$ 650,000 | \$ - | \$ 5,850,000 | \$ - | \$ - | \$ - | \$ 6,500,000 | | | |
| | New Fire Training Facility - Additional Training Disciplines | | | | | \$ 1,500,000 | \$ 1,500,000 | | | | | \$ 3,000,000 | \$ 750,000 | \$ - | \$ 2,250,000 | \$ - | \$ - | \$ - | \$ 3,000,000 | | | |
| | New Pumper/Quint 310 - Bolton West | | | | \$ 1,250,000 | | | | | | | \$ 1,250,000 | \$ 125,000 | \$ - | \$ 1,125,000 | \$ - | \$ - | \$ - | \$ 1,250,000 | | | |
| | New Pumper/Rescue Fire Station 311 - Mayfield West | | | | | | | \$ 700,000 | | | | \$ 700,000 | \$ 70,000 | \$ - | \$ 630,000 | \$ - | \$ - | \$ - | \$ 700,000 | | | |
| | New Pumper/Tanker Fire Station 311 - Mayfield West | | | | | | | \$ 700,000 | | | | \$ 700,000 | \$ 70,000 | \$ - | \$ 630,000 | \$ - | \$ - | \$ - | \$ 700,000 | | | |
| | OP 5 Year Review / Provincial Conformity Exercise | \$ 570,000 | | | | | \$ 375,000 | \$ 375,000 | | | | \$ 1,320,000 | \$ 726,000 | \$ - | \$ 594,000 | \$ - | \$ - | \$ - | \$ 1,320,000 | | | |
| | OP Policy Implementation | | | | | | \$ 125,000 | \$ 125,000 | | | | \$ 250,000 | \$ 47,500 | \$ - | \$ 202,500 | \$ - | \$ - | \$ - | \$ 250,000 | | | |
| | OP Review | | | | | | \$ 250,000 | \$ 250,000 | \$ 500,000 | | | \$ 1,000,000 | \$ 685,000 | \$ - | \$ 315,000 | \$ - | \$ - | \$ - | \$ 1,000,000 | | | |
| | Palgrave Fire Station Addition | | \$ 837,500 | | | | | | | | | \$ 837,500 | \$ 209,375 | \$ - | \$ 628,125 | \$ - | \$ - | \$ - | \$ 837,500 | | | |
| | Parks/Playgrounds/Paths/Courts Top Up | \$ 150,000 | \$ 160,000 | \$ 160,000 | \$ 160,000 | \$ 160,000 | \$ 160,000 | \$ 160,000 | \$ 160,000 | \$ 160,000 | \$ 160,000 | \$ 1,590,000 | \$ 1,590,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,590,000 | | | |
| | Permanent Picnic Tables - Dennison Park | \$ 30,000 | | | | | | | | | | \$ 30,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 30,000 | | | |
| | Pioneer Cemetery Maintenance | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 200,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 200,000 | | | |
| | Provincial Policy Conformity Exercise | | \$ 100,000 | | | | | | | | | \$ 100,000 | \$ 55,000 | \$ - | \$ 45,000 | \$ - | \$ - | \$ - | \$ 100,000 | | | |
| | Recreation - Emergency EXIT Signage Refresh | \$ 20,000 | | | | | | | | | | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,000 | | | |
| | Recreation and Parks Master Plan | | | | | | | | | | | \$ 180,000 | \$ 99,000 | \$ - | \$ 81,000 | \$ - | \$ - | \$ - | \$ 180,000 | | | |
| | Review of Agriculture and Aggregate Policy | | | \$ 180,000 | | | | | | | | \$ 100,000 | \$ 55,000 | \$ - | \$ 45,000 | \$ - | \$ - | \$ - | \$ 100,000 | | | |
| | Road Sign Program | \$ 75,000 | | | | | | | | | | \$ 75,000 | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | | | |
| | Roof Replacement - Cheltenham Fire Station 304 and Community Centre | \$ 520,886 | | | | | | | | | | \$ 520,886 | \$ 520,886 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 520,886 | | | |
| | Rotary Place - Expansion | \$ 1,466,667 | \$ 1,466,667 | | | | | | | | | \$ 2,933,333 | \$ 425,333 | \$ - | \$ 2,508,000 | \$ - | \$ - | \$ | | | | |

| | | Term of Council | | Term of Council | | | Term of Council | | | | Total 10 Year Funding Sources | | | | | | | | |
|----------------------|--|-----------------|---------------|-----------------|---------------|---------------|-----------------|---------------|---------------|---------------|-------------------------------|----------------|---------------|--------------|---------------------|---------|--------------|------------|----------------|
| Baseline | Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Project Cost | Tax Levy | Reserves | Development Charges | Gas Tax | Debenture | Other | Total Funding |
| Above Baseline | Victoria Parks - Pave Driveway and Parking Lot | | | | \$ 120,000 | | | | | | | \$ 120,000 | \$ 120,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 120,000 |
| | Victoria Parks - Roof Replacement | | | | | | | | | \$ 45,000 | | \$ 45,000 | \$ 45,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 45,000 |
| | Victoria Parks - Water and sewers | | | | | | | | | \$ 20,000 | | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,000 |
| | Victoria Parks - Windows and Exterior Doors | | | | | \$ 50,000 | | | | | | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 50,000 |
| Above Baseline Total | | \$ 17,682,269 | \$ 16,466,818 | \$ 13,014,000 | \$ 16,054,000 | \$ 13,976,000 | \$ 19,689,000 | \$ 35,404,500 | \$ 32,643,500 | \$ 9,034,218 | \$ 6,296,500 | \$ 180,260,804 | \$ 55,938,907 | \$ 7,120,000 | \$ 114,775,898 | \$ - | \$ 1,740,000 | \$ 686,000 | \$ 180,260,804 |
| Grand Total | | \$ 19,632,269 | \$ 18,516,818 | \$ 15,064,000 | \$ 18,104,000 | \$ 16,051,000 | \$ 21,774,000 | \$ 37,489,500 | \$ 34,728,500 | \$ 11,119,218 | \$ 8,381,500 | \$ 200,860,804 | \$ 76,370,157 | \$ 7,120,000 | \$ 114,944,648 | \$ - | \$ 1,740,000 | \$ 686,000 | \$ 200,860,804 |

Assumptions:
Gas Tax 2021-2023 funding is based on the schedule payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.
Future Aggregate Levy is projected using 2019 funding.

ANNUAL BUDGET FISCAL YEAR 2020

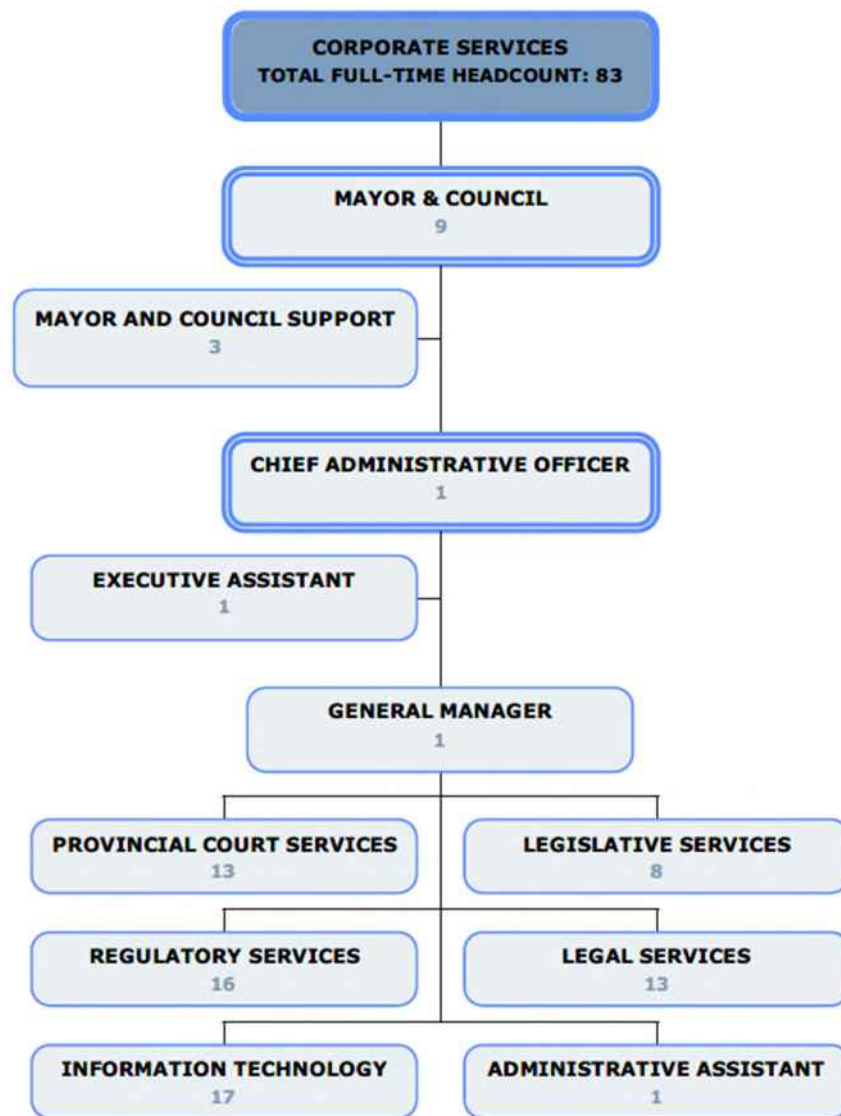
Corporate Services

2020



2020 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*, *Statutory Powers and Procedures 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

2020 Business Plan – Corporate Services

- Represents the Town at the Local Planning Appeal Tribunal, Building Code Commission, Niagara Escarpment Hearing Office, Conservation Review Board, Human Rights Tribunal, and Environmental Review Tribunal in respect of appeals arising out of Committee and Council decision-making
- Provides support to the municipality in all litigation matters including appearances in Provincial Offences Court, Small Claims Court, Superior Court and administrative tribunals
- Prosecutes various matters in accordance with the *Provincial Offences Act* including the *Highway Traffic Act*, *Building Code Act*, *Fire Protection and Prevention Act* and Municipal By-law matters
- Responds to appeals arising from Provincial Offences Court matters
- Carries out all real estate transaction matters in respect of Town lands
- Drafts all subdivision, site plan, and other various development and funding agreements
- 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
- Oversee Third Party Collection contractors and provide internal collection of defaulted fines for Town of Caledon Finance and Provincial Offences Court. Including the enforcement of license suspension, plate denial and civil actions.

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 well maintained neighbourhoods through the enforcement of all Town By-laws
- Provides licensing services for matters related to consumer protection for certain business types

2020 Business Plan – Corporate Services

- Operates the Town's Animal Shelter and provides care to the animals within the Town's custody and facilitates the pet adoption program and safe return of lost pets
- Provides enforcement of the Town's Animal Care and Control By-law to ensure responsible pet ownership standards are adhered to
- 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
- Coordinates Council community engagement initiatives
- Responds to public inquiries

2. MAJOR CUSTOMERS OR CLIENTS

- Members of Council and its advisory boards, committees and task forces
- Town Staff
- Residents and business in the Town of Caledon
- Other levels of government
- External agencies

3. 2019 ACHIEVEMENTS

Information Technology

- Launched an IT Strategic Plan to guide investments and focus IT initiatives over the next ten years, including the introduction of an IT governance framework
- Completed a series of improvements to Town enterprise applications to improve usability and functionality (i.e. GP, infoHR, AMANDA)
- Utilized the dashboarding and custom map options within GIS to better understand and display Town data internally
- Co-led the launch of the first Request for Proposals for Broadband service within the Town of Caledon
- 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 Windows 10 and Office 365 for improved email management, and began the introduction of collaboration tools for staff
- Updated all IT policies and procedures
- Began to transition paper-based forms and workflows to digital processes using SmartForms

2020 Business Plan – Corporate Services

Legal Services

- Provided training sessions for enforcement personnel and OPP officers
- Created development agreement, licensing, subdivision assumption checklist, offer to lease and purchase agreement templates to facilitate Town business
- Streamlined a number of internal legal processes for corporate searches, land sales, leases and appraisals and internal network migration
- Worked with various Town departments to review and implement: legislative changes related to red light cameras, *Construction Act*, Bill 108 (*Planning Act* and *Development Charges Act*); Council training and litigation update; transit delivery and telecommunications (fibre) delivery
- Developed a new Land Sale Procedure and website updates
- Developed electronic disclosure request form and website updates

Legislative Services

- Recruited and developed a training program for Town Advisory Boards, Committees and Task Forces members to meet legislative requirements
- Convened the Code of Conduct Review Committee to assess and recommend amendments to the Code of Conduct and related policies to ensure compliance with amended legislation
- Implemented a new agenda management solution improving access to information for Council members and the public
- Launched Records and Information Management (RIM) Strategy and prepared for the implementation of an electronic document management system in collaboration with Information Technology staff
- Developed an enhanced staff training program regarding records and freedom of information policies and procedures
- Continued to assess paper records in the records centre for digitization

Provincial Offences Court

- Collaborated with technology group to provide data for analysis through GIS mapping. Data supports the efforts to add fines to tax rolls outside of the Town of Caledon.
- Provided support to legal to ensure a process was implemented for the enforcement of writs at the Superior Court level.
- Conducted a review and site visit of collection tools to ensure best practices in place and to increase efforts regarding the collection of defaulted fines.
- Reviewed the structure of the Provincial Offences Department for future growth plan.
- Worked with Dufferin POA consultant to provide data regarding report on services provided.

Regulatory Services

- Implemented a pilot Community Cat Program to proactively control the feral cat population
- Implemented an online adoption portal in an effort to enhance the process to rehome adoptable animals in the care of the Town
- Implemented a new Animal Care and Control By-law
- Worked with the Region of Peel on a new Peel Smoking By-law
- Collaborated with the Region of Peel After Hours Emergency support to ensure messaging to the public was consistent with service levels
- Developed new enforcement tools such as set fines for several by-laws to assist with compliance efforts
- Finalized and produced a Neighbour Guide to better educate the public on applicable by-laws and general information regarding property services
- Reviewed, analyzed and developed a new draft Licensing By-law for public input and consideration in 2020

Office of the Mayor

- Enhanced support to Council through the development and implementation of a tracking database for issues resolution

2020 Business Plan – Corporate Services

- 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.

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 2020 and beyond are as follows:

Information Technology

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

Legal Services

| Trends | Challenges |
|--|---|
| <ul style="list-style-type: none">• The number of agreements, administrative requests and real estate transactions are increasing as a result of added capital projects and growth areas like Mayfield West Secondary Plan Area• Increased construction litigation in relation to new capital projects and abandoned subdivisions• Increased requests for expropriation and land acquisition services• Increased prosecution demands from Automatic Speed Enforcement, Red Light Camera, and Part III regulations• Increased complexity in by-law prosecutions from illegal property uses• Alternative court resolution processes such as an Administrative Monetary Penalties system available | <ul style="list-style-type: none">• Significant changes to legislation impacting municipalities including planning appeals and new parkland requirements, development charges legislative changes, new Construction Act arbitration, and new responsibilities for prosecutions all of which require review and changes to Town processes, agreements and by-laws• Modernizing Town by-laws and development agreements to address issues resulting from the growth of the Town• Increased workload pressures on development, real estate, litigation and prosecution resulting from growth of the Town |

Legislative Services

| Trends | Challenges |
|---|---|
| <ul style="list-style-type: none">• Engaging the public and ensuring accurate information is delivered on Council decisions | <ul style="list-style-type: none">• Increased demand for reports, by-laws and minutes from the public |

2020 Business Plan – Corporate Services

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

Provincial Offences Court

| Trends | Challenges |
|---|---|
| <ul style="list-style-type: none"> • Provincial government review of processes • Changes in leadership at all levels of government presents new best practices • Reliance on Provincial and Federal approvals and grants | <ul style="list-style-type: none"> • Pending new legislation and download initiatives and how they may impact staffing and internal processes • Inter-departmental staffing shortages and changeovers |

Regulatory Services

| Trends | Challenges |
|---|---|
| <ul style="list-style-type: none"> • Increasing zoning by-law infractions related to land use issues i.e. trucking depots • Growing issues related to the placement of fill material without approval • Increasing demand for enforcement services and presence during evenings and weekends • Growing demand for parking enforcement presence in scenic areas • Increasing local pressures resulting from Provincial legislation i.e. changes to the mandate of the OSPCA • Greater collaboration and partnerships on enforcement measures, both internally and externally • Continuous joint enforcement efforts to tackle layered compliance issues | <ul style="list-style-type: none"> • Lack of resources to manage the increased demand and growing public expectation for timely service • Adapting to Caledon's residential growth and development • Proactive enforcement of Zoning By-law and Fill By-law infractions to manage the growing issues in rural, industrial and commercial areas • Outdated By-laws that have limited enforcement provisions • Addressing dumping incidents in rural areas |

Office of the Mayor

| Trends | Challenges |
|---|---|
| <ul style="list-style-type: none"> • Social Media is now a key engagement and communication tool • Increased number of community events and initiatives and a greater expectation from community groups/organizations to have Council attend and/or support events. | <ul style="list-style-type: none"> • Tracking community trends and issues • Knowing when to engage, respond and tackle misinformation • Managing multiple calendars and coordinating attendance and roles for Council at events • Budget pressures for support and attendance |

2020 Business Plan – Corporate Services

5. 2020 PRIORITIES

| 2020 PRIORITIES | | | | | | | | | | |
|-------------------------------|--|------------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| | | | ✗ | ✗ | ✗ | ✗ | T | E | A | M |
| GENERAL | | | | | | | | | | |
| 1 | Improve communication delivery to the public. Provide a more community focused approach to service delivery. | Operating Budget | □ | ✗ | ✗ | □ | □ | E | □ | □ |
| 2 | Maintain Key Performance indicators for each division to assist with determining workload and resource allocation. | Operating Budget | □ | □ | □ | □ | T | E | A | M |
| 3 | Conduct twice a year meetings with all of the Corporate Services staff to encourage idea sharing and focus on corporate outcomes. | Operating Budget | □ | □ | □ | □ | □ | □ | A | □ |
| 4 | Build on the importance of an efficient records management system that addresses the needs of the corporation, while improving access. | Operating Budget | □ | □ | □ | □ | □ | E | A | M |
| INFORMATION TECHNOLOGY | | | | | | | | | | |
| 1 | Investigate additional broadband service options to compliment SWIFT implementation. | Capital Budget | □ | ✗ | □ | □ | □ | □ | A | □ |

2020 Business Plan – Corporate Services

| 2020 PRIORITIES | | | | | | | | | | |
|----------------------|---|------------------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 2 | Focus on the security of IT infrastructure to protect the Town from cyber threats. | Capital and Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A | <input type="checkbox"/> |
| 3 | Continue making efficiencies to enterprise and business applications to improve functionality (i.e. AMANDA, FMW). | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Delivery of the IT Strategic Plan, in particular a Digital strategy, GIS strategy, Cloud strategy and business intelligence tools. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |
| 5 | Explore solutions for corporate data management to improve data quality and integration. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| LEGISLATIVE SERVICES | | | | | | | | | | |
| 1 | In consultation with the Integrity Commissioner provide training to Town Council and it's advisory committees, boards and task forces on the approved Code of Conduct and related policies. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Conduct a review and recommend amendments to the Procedural By-law in consultation with the Procedural By-law Committee. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| 3 | Report to Council regarding a potential ward boundary review. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

















































2020 Business Plan – Corporate Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|--|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 4 | Develop a staff training program related to accessible initiatives. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | T | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 | Implement phase one of the electronic document management system to centralize corporate records and improve access and security. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | M |
| 6 | Continue to deliver an enhanced staff training program regarding records and freedom of information policies and procedures. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | <input type="checkbox"/> | A | <input type="checkbox"/> |
| LEGAL SERVICES | | | | | | | | | | |
| 1 | Initiate workflow management to prioritize caseload with each department to ensure service delivery. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| 2 | Develop template agreements and review existing template agreements to ensure best practices including subdivision and grading agreements. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 3 | Create the business plan for proposed Administrative Monetary Penalties (AMPs). | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |

2020 Business Plan – Corporate Services

| 2020 PRIORITIES | | | | | | | | | | |
|---------------------------|---|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 4 | Conduct a process review for site plans and site plan undertakings. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |
| 5 | Complete K: Drive migration and organization of electronic files. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | T | <input type="checkbox"/> | A | <input type="checkbox"/> |
| PROVINCIAL OFFENCES COURT | | | | | | | | | | |
| 1 | Implement new RFP with 4 external agencies and add further collection tools to enhance collection of defaulted fines. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Review of website information for accuracy and ease of use. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Review of organizational structure and processes to establish Court Strategic Plan. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| 4 | Test and establish process of remote testimony technology for future use. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A | <input type="checkbox"/> |

2020 Business Plan – Corporate Services

| 2020 PRIORITIES | | | | | | | | | | |
|-------------------------------|---|------------------|---|---|---|---|---|---|---|---|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| REGULATORY SERVICES | | | | | | | | | | |
| 1 | Bring forward a new Division Fence By-law for consideration. | Operating Budget |  |  |  |  |  |  |  |  |
| 2 | Bring forward a new Business Licensing By-law for consideration. | Operating Budget |  |  |  |  |  |  |  |  |
| 3 | Bring forward a new Site Alteration By-law for consideration. | Operating Budget |  |  |  |  |  |  |  |  |
| 4 | Bring forward a new Noise and Nuisance By-law for consideration. | Operating Budget |  |  |  |  |  |  |  |  |
| 5 | Conduct a review of the Town's Animal Services mandate to assist in the development of a Long-Term Plan for the shelter and growing demand. | Operating Budget |  |  |  |  |  |  |  |  |
| 6 | Establish a Dedicated Resource Task Force to address illegal land uses. | Operating Budget |  |  |  |  |  |  |  |  |
| OFFICE OF THE MAYOR & COUNCIL | | | | | | | | | | |

2020 Business Plan – Corporate Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|---|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 1 | Develop a Community Engagement strategy. | Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Continue to update the Mayor and Council section of the Town's Website. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Conduct Organizational Review. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - CORPORATE SERVICES

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | |
|----------------------|---|-------------------------|--|---|--------------|--------------|------------|
| Administration | Administration | Revenue | 01-05-115-40010-365-50342 Hearing Tribunal Fee | \$ (3,000) | \$ (3,000) | \$ (1,500) | |
| | | | 01-05-115-40010-365-50351 Perm. Liquor Licenses | \$ (5,000) | \$ (5,000) | \$ (8,000) | |
| | | | 01-05-115-40010-365-50519 F.O.I. Fees | \$ (2,000) | \$ (2,000) | \$ - | |
| | | | 01-05-115-40010-365-50522 Copy Fees | \$ - | \$ - | \$ (500) | |
| | | Revenue Total | \$ (10,000) | \$ (10,000) | \$ (10,000) | | |
| | | Expense | 01-05-115-40010-365-61510 Salaries-Permanent | \$ 1,171,703 | \$ 1,200,689 | \$ 860,962 | |
| | | | 01-05-115-40010-365-61513 Benefits-Permanent | \$ 330,826 | \$ 350,601 | \$ 235,779 | |
| | | | 01-05-115-40010-365-61520 Wages-Casual Temporary | \$ 11,200 | \$ 11,000 | \$ - | |
| | | | 01-05-115-40010-365-61523 Benefits-Casual Temporary | \$ 1,380 | \$ 1,367 | \$ - | |
| | | | 01-05-115-40010-365-62011 Office Supplies | \$ 3,000 | \$ 2,500 | \$ 2,000 | |
| | | | 01-05-115-40010-365-62306 Publications | \$ 800 | \$ 800 | \$ 800 | |
| | | | 01-05-115-40010-365-62310 Training/Development/Seminars | \$ 24,500 | \$ 27,500 | \$ 24,500 | |
| | | | 01-05-115-40010-365-62311 Memberships/Dues | \$ 27,000 | \$ 25,000 | \$ 24,000 | |
| | | | 01-05-115-40010-365-62312 Insurance | \$ 1,884 | \$ 1,940 | \$ 1,830 | |
| | | | 01-05-115-40010-365-62314 Mileage | \$ 2,800 | \$ 2,800 | \$ 2,500 | |
| | | | 01-05-115-40010-365-62335 Contracted Services | \$ 100,000 | \$ 121,000 | \$ 100,000 | |
| | | | 01-05-115-40010-365-62346 Courier | \$ 100 | \$ 100 | \$ 100 | |
| | | | 01-05-115-40010-365-62396 Mobile Phones / Pagers | \$ 1,500 | \$ 3,300 | \$ 2,000 | |
| | | | 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 | \$ 5,000 | \$ - | |
| | | | 01-05-115-40010-365-62658 Public Relations | \$ 20,000 | \$ 20,000 | \$ 20,000 | |
| | | | Expense Total | \$ 1,706,293 | \$ 1,778,197 | \$ 1,279,071 | |
| | | | Administration Total | \$ 1,696,293 | \$ 1,768,197 | \$ 1,269,071 | |
| | | 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 | \$ 25,685 | \$ 11,000 |
| | | | | 01-05-115-47160-365-62346 Courier | \$ 250 | \$ 500 | \$ 500 |
| | | | 01-05-115-47160-365-62375 Meeting Expenses | \$ 1,250 | \$ 1,000 | \$ 1,000 | |
| | | Expense Total | \$ 28,785 | \$ 28,785 | \$ 14,100 | | |
| | | Committee Support Total | \$ 28,785 | \$ 28,785 | \$ 14,100 | | |
| | | Councillors | Expense | 01-05-115-47170-365-61510 Salaries-Permanent | \$ 467,555 | \$ 458,339 | \$ 384,346 |
| | | | | 01-05-115-47170-365-61513 Benefits - Permanent | \$ 117,288 | \$ 124,543 | \$ 103,809 |
| | 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 | \$ 16,000 | \$ 15,000 | |
| | 01-05-115-47170-365-62315 Printing & Advertising | | | \$ 7,000 | \$ 7,000 | \$ 7,000 | |
| | 01-05-115-47170-365-62323 Acting Mayor | | | \$ - | \$ - | \$ 1,000 | |
| | 01-05-115-47170-365-62396 Mobile Phones/Pagers | | | \$ 5,711 | \$ 6,500 | \$ 6,500 | |
| | Expense Total | | \$ 618,054 | \$ 616,882 | \$ 522,155 | | |
| | Councillors Total | \$ 618,054 | \$ 616,882 | \$ 522,155 | | | |
| | Election | Revenue | 01-05-115-47180-365-50986 Reserve Fund To Revenue | \$ - | \$ - | \$ (197,500) | |
| | | Revenue Total | \$ - | \$ - | \$ (197,500) | | |
| | | Expense | 01-05-115-47180-365-61520 Wages-Casual Temporary | \$ - | \$ - | \$ 11,100 | |
| | | | 01-05-115-47180-365-61523 Benefits-Casual Temporary | \$ - | \$ - | \$ 1,358 | |
| | | | 01-05-115-47180-365-62011 Office Supplies | \$ - | \$ - | \$ 1,500 | |
| | | | 01-05-115-47180-365-62306 Publications | \$ - | \$ - | \$ 600 | |
| | | | 01-05-115-47180-365-62310 Training/Development/Seminars | \$ - | \$ - | \$ 13,000 | |
| | | | 01-05-115-47180-365-62314 Mileage | \$ - | \$ - | \$ 1,200 | |
| | | | 01-05-115-47180-365-62315 Printing & Advertising | \$ - | \$ - | \$ 23,000 | |
| | | | 01-05-115-47180-365-62322 Postage | \$ - | \$ - | \$ 25,000 | |
| | | | 01-05-115-47180-365-62335 Contracted Services | \$ 3,435 | \$ 2,220 | \$ 80,462 | |
| | | | 01-05-115-47180-365-62357 Marketing & Promotion | \$ - | \$ - | \$ 2,500 | |
| | | | 01-05-115-47180-365-62375 Meeting Expense | \$ - | \$ - | \$ 5,000 | |
| | | | 01-05-115-47180-365-62382 Inaugural | \$ - | \$ - | \$ 14,000 | |
| | | | 01-05-115-47180-365-62396 Mobile Phones / Pagers | \$ - | \$ - | \$ 3,000 | |
| | | | 01-05-115-47180-365-62416 Interdepartmental Charges | \$ - | \$ - | \$ 18,000 | |
| | | | 01-05-115-47180-365-62437 Contribution to Reserves | \$ 80,000 | \$ 80,000 | \$ 77,500 | |
| | | Expense Total | \$ 83,435 | \$ 82,220 | \$ 277,220 | | |
| | | Election Total | \$ 83,435 | \$ 82,220 | \$ 79,720 | | |
| | | Mayor's Admin | Expense | 01-05-115-47205-365-61510 Salaries - Permanent | \$ 235,784 | \$ 228,889 | \$ 220,951 |
| | 01-05-115-47205-365-61513 Benefits-Permanent | | | \$ 70,946 | \$ 69,716 | \$ 67,101 | |
| | 01-05-115-47205-365-62011 Office Supplies | | | \$ 3,000 | \$ 3,000 | \$ 2,900 | |
| | 01-05-115-47205-365-62018 Operating Supplies | | | \$ 150 | \$ 150 | \$ 150 | |
| | 01-05-115-47205-365-62310 Training/Development/Seminars | | | \$ 10,000 | \$ 10,000 | \$ 7,500 | |
| | 01-05-115-47205-365-62314 Mileage | | | \$ 1,300 | \$ 1,300 | \$ 1,300 | |
| | 01-05-115-47205-365-62315 Printing & Advertising | | | \$ 4,000 | \$ 3,500 | \$ 1,000 | |
| | 01-05-115-47205-365-62396 Mobile Phones/Pagers | | | \$ 1,904 | \$ 2,000 | \$ 2,000 | |
| | 01-05-115-47205-365-62658 Public Relations | | | \$ 25,000 | \$ 21,000 | \$ 23,500 | |
| | Expense Total | | \$ 352,084 | \$ 339,555 | \$ 326,402 | | |
| | Mayor's Admin Total | \$ 352,084 | \$ 339,555 | \$ 326,402 | | | |
| Administration Total | \$ 2,778,651 | \$ 2,835,639 | \$ 2,211,448 | | | | |
| Animal Services | Animal Services | Revenue | 01-09-125-47010-720-50570 Donations | \$ (7,000) | \$ (7,000) | \$ (7,000) | |
| | | | 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) | \$ (15,000) | |
| | | | 01-09-125-47010-720-50642 Pet Identification Tags | \$ (500) | \$ (500) | \$ (3,000) | |
| | | | 01-09-125-47010-720-50646 Adoption Fees | \$ (15,000) | \$ (15,000) | \$ (15,000) | |
| | | | 01-09-125-47010-720-50650 Livestock Claim re-imbursement | \$ (3,000) | \$ (3,000) | \$ (3,000) | |
| | | Revenue Total | \$ (44,231) | \$ (44,231) | \$ (46,731) | | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - CORPORATE SERVICES

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|--|------------------------------|------------------|--|--------------|--------------|--------------|
| Animal Services | Animal Services | Expense | 01-09-125-47010-720-61510 Salaries-Permanent | \$ 210,396 | \$ 201,397 | \$ 195,390 |
| | | | 01-09-125-47010-720-61513 Benefits-Permanent | \$ 65,561 | \$ 63,855 | \$ 61,702 |
| | | | 01-09-125-47010-720-61520 Wages-Casual Temporary | \$ 92,400 | \$ 90,900 | \$ 77,391 |
| | | | 01-09-125-47010-720-61523 Benefits-Casual Temporary | \$ 11,382 | \$ 11,294 | \$ 9,466 |
| | | | 01-09-125-47010-720-62011 Office Supplies | \$ 500 | \$ 500 | \$ 500 |
| | | | 01-09-125-47010-720-62014 Uniforms/Protective Clothing | \$ 2,200 | \$ 2,200 | \$ 2,200 |
| | | | 01-09-125-47010-720-62017 Caretaking Supplies | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| | | | 01-09-125-47010-720-62018 Operating Supplies | \$ 13,700 | \$ 13,700 | \$ 12,700 |
| | | | 01-09-125-47010-720-62022 Animal Feed | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | | 01-09-125-47010-720-62111 Maintenance & Repairs-Grounds | \$ 3,675 | \$ 4,000 | \$ 4,000 |
| | | | 01-09-125-47010-720-62112 Maintenance & Repairs-Building | \$ 21,053 | \$ 21,000 | \$ 15,000 |
| | | | 01-09-125-47010-720-62114 Small Equip Repair/Purchase | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| | | | 01-09-125-47010-720-62215 Natural Gas | \$ 4,164 | \$ 3,670 | \$ 3,380 |
| | | | 01-09-125-47010-720-62216 Electricity | \$ 10,492 | \$ 10,099 | \$ 13,578 |
| | | | 01-09-125-47010-720-62217 Water/Waste Water | \$ 3,096 | \$ 3,096 | \$ 1,096 |
| | | | 01-09-125-47010-720-62234 Veterinary Services-Wildlife | \$ 10,000 | \$ 10,000 | \$ - |
| | | | 01-09-125-47010-720-62310 Training/Development/Seminars | \$ 3,000 | \$ 2,000 | \$ 2,000 |
| | | | 01-09-125-47010-720-62311 Memberships/Dues | \$ 450 | \$ 450 | \$ 450 |
| | | | 01-09-125-47010-720-62312 Insurance | \$ 3,368 | \$ 3,119 | \$ 2,942 |
| | | | 01-09-125-47010-720-62314 Mileage | \$ 600 | \$ 600 | \$ 600 |
| | | | 01-09-125-47010-720-62315 Printing & Advertising | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | | | 01-09-125-47010-720-62330 Livestock Control | \$ - | \$ - | \$ 5,000 |
| | | | 01-09-125-47010-720-62333 Veterinary Services | \$ 12,000 | \$ 10,000 | \$ 20,000 |
| | | | 01-09-125-47010-720-62342 Spay and Neuter | \$ 28,000 | \$ 18,000 | \$ 15,000 |
| | | | 01-09-125-47010-720-62396 Mobile Phones/Pagers | \$ 720 | \$ 720 | \$ 720 |
| | | | 01-09-125-47010-720-62397 Telephone | \$ 2,000 | \$ 2,000 | \$ 4,000 |
| | | | 01-09-125-47010-720-62416 Interdepartmental Charges | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | | | 01-09-125-47010-720-62437 Contribution to Reserves | \$ 8,278 | \$ 8,278 | \$ 8,278 |
| | | Expense Total | | \$ 518,535 | \$ 492,378 | \$ 466,893 |
| | Animal Services Total | | | \$ 474,304 | \$ 448,147 | \$ 420,162 |
| Animal Services Total | | | | \$ 474,304 | \$ 448,147 | \$ 420,162 |
| Information Services (Consolidated into Administration for | Information Services | Revenue | 01-05-525-40010-365-50519 F.O.I. Fees | \$ - | \$ - | \$ (2,000) |
| | | Revenue Total | | \$ - | \$ - | \$ (2,000) |
| | | Expense | 01-05-525-40010-365-61510 Salaries - Permanent | \$ - | \$ - | \$ 307,465 |
| | | | 01-05-525-40010-365-61513 Benefits-Permanent | \$ - | \$ - | \$ 91,935 |
| | | | 01-05-525-40010-365-61520 Wages-Casual Temporary | \$ - | \$ - | \$ 10,800 |
| | | | 01-05-525-40010-365-61523 Benefits-Casual Temporary | \$ - | \$ - | \$ 1,321 |
| | | | 01-05-525-40010-365-62011 Office Supplies | \$ - | \$ - | \$ 500 |
| | | | 01-05-525-40010-365-62310 Training/Development/Seminars | \$ - | \$ - | \$ 3,000 |
| | | | 01-05-525-40010-365-62311 Memberships/Dues | \$ - | \$ - | \$ 1,000 |
| | | | 01-05-525-40010-365-62314 Mileage | \$ - | \$ - | \$ 300 |
| | | | 01-05-525-40010-365-62335 Contracted Services | \$ - | \$ - | \$ 1,000 |
| | | | 01-05-525-40010-365-62396 Mobile Phones/Pagers | \$ - | \$ - | \$ 300 |
| | | | 01-05-525-40010-365-62437 Contribution to Reserves | \$ - | \$ - | \$ 5,000 |
| | | Expense Total | | \$ - | \$ - | \$ 422,621 |
| | Administration Total | | | \$ - | \$ - | \$ 420,621 |
| Information Services Total | | | | \$ - | \$ - | \$ 420,621 |
| 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 | \$ (37,960) | \$ (240,354) | \$ (244,345) |
| | | Revenue Total | | \$ (39,348) | \$ (241,742) | \$ (245,733) |
| | | Expense | 01-01-335-43080-365-61510 Salaries-Permanent | \$ 1,493,287 | \$ 1,593,917 | \$ 1,574,682 |
| | | | 01-01-335-43080-365-61511 Overtime-Permanent | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | | | 01-01-335-43080-365-61512 Recovery-Salaries-Permanent | \$ (91,925) | \$ (170,417) | \$ (186,574) |
| | | | 01-01-335-43080-365-61513 Benefits-Permanent | \$ 437,527 | \$ 467,108 | \$ 454,232 |
| | | | 01-01-335-43080-365-61514 Recovery-Benefits-Permanent | \$ (26,728) | \$ (49,638) | \$ (54,529) |
| | | | 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 |
| | | | 01-01-335-43080-365-62310 Training/Development/Seminars | \$ 50,000 | \$ 50,000 | \$ 72,150 |
| | | | 01-01-335-43080-365-62311 Memberships/Dues | \$ 4,000 | \$ 12,000 | \$ 12,000 |
| | | | 01-01-335-43080-365-62314 Mileage | \$ 4,000 | \$ 4,000 | \$ 5,100 |
| | | | 01-01-335-43080-365-62335 Contracted Services | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | | | 01-01-335-43080-365-62396 Mobile Phones / Pagers | \$ 6,525 | \$ 10,000 | \$ 11,592 |
| | | | 01-01-335-43080-365-62412 Special Charges | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | | Expense Total | | \$ 1,949,186 | \$ 1,989,470 | \$ 1,993,153 |
| | Information Technology Total | | | \$ 1,909,838 | \$ 1,747,728 | \$ 1,747,420 |
| Information Technology Total | | | | \$ 1,909,838 | \$ 1,747,728 | \$ 1,747,420 |
| Legal Services | Legal Services | Revenue | 01-05-345-47060-365-50436 Registry Office Recovery | \$ (56,292) | \$ (55,188) | \$ (54,106) |
| | | | 01-05-345-47060-365-50525 Agreement Admin. Fees | \$ (187,980) | \$ (184,294) | \$ (178,850) |
| | | | 01-05-345-47060-365-50655 Lease Revenue | \$ (16,868) | \$ (21,862) | \$ (21,862) |
| | | Revenue Total | | \$ (261,140) | \$ (261,344) | \$ (254,818) |
| | | Expense | 01-05-345-47060-365-61510 Salaries-Permanent | \$ 1,170,956 | \$ 1,064,037 | \$ 1,018,367 |
| | | | 01-05-345-47060-365-61512 Recovery-Salaries-Permanent | \$ (314,671) | \$ (304,418) | \$ (288,883) |
| | | | 01-05-345-47060-365-61513 Benefits-Permanent | \$ 337,266 | \$ 309,817 | \$ 296,300 |
| | | | 01-05-345-47060-365-61520 Wages-Casual Temporary | \$ 22,300 | \$ 22,000 | \$ 21,600 |
| | | | 01-05-345-47060-365-61523 Benefits-Casual Temporary | \$ 2,747 | \$ 2,734 | \$ 2,642 |
| | | | 01-05-345-47060-365-62011 Office Supplies | \$ 4,500 | \$ 4,500 | \$ 4,000 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - CORPORATE SERVICES

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | |
|---|---|---------------------------------|---|---|----------------|----------------|----------------|
| Legal Services | Legal Services | Expense | 01-05-345-47060-365-62306 Publications | \$ 13,000 | \$ 13,000 | \$ 15,000 | |
| | | | 01-05-345-47060-365-62307 Corporate Search Fees | \$ 10,500 | \$ 10,500 | \$ 5,500 | |
| | | | 01-05-345-47060-365-62308 Court & Transcript Fees | \$ 1,000 | \$ 1,000 | \$ 1,000 | |
| | | | 01-05-345-47060-365-62310 Training/Development/Seminars | \$ 28,030 | \$ 24,030 | \$ 26,000 | |
| | | | 01-05-345-47060-365-62311 Memberships/Dues | \$ 18,480 | \$ 16,480 | \$ 16,000 | |
| | | | 01-05-345-47060-365-62312 Insurance | \$ 32,735 | \$ 32,102 | \$ 30,285 | |
| | | | 01-05-345-47060-365-62314 Mileage | \$ 2,000 | \$ 2,000 | \$ 2,000 | |
| | | | 01-05-345-47060-365-62315 Printing & Advertising | \$ - | \$ - | \$ 1,083 | |
| | | | 01-05-345-47060-365-62318 Legal Services | \$ 380,230 | \$ 240,230 | \$ 300,000 | |
| | | | 01-05-345-47060-365-62335 Contracted Services | \$ 30,000 | \$ 30,000 | \$ 31,317 | |
| | | | 01-05-345-47060-365-62341 Registry Office | \$ 55,044 | \$ 55,044 | \$ 44,044 | |
| | | | 01-05-345-47060-365-62396 Mobile Phones / Pagers | \$ 3,900 | \$ 3,500 | \$ 3,800 | |
| | | | 01-05-345-47060-365-62418 Debt Repayment | \$ 41,500 | \$ 41,500 | \$ 41,500 | |
| | | | 01-05-345-47060-365-62434 Omb Hearings | \$ 80,000 | \$ 80,000 | \$ 85,200 | |
| | | Expense Total | \$ 1,919,517 | \$ 1,648,056 | \$ 1,656,755 | | |
| | | Legal Services Total | \$ 1,658,377 | \$ 1,386,712 | \$ 1,401,937 | | |
| | | POA Prosecutions - Caledon East | Revenue | 01-05-345-47070-365-50540 Caledon Fines | \$ (239,369) | \$ (231,896) | \$ (220,926) |
| | | | Revenue Total | | \$ (239,369) | \$ (231,896) | \$ (220,926) |
| | | | 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 | | | \$ 235,919 | \$ 228,446 | \$ 217,476 | |
| | Expense Total | | \$ 239,369 | \$ 231,896 | \$ 220,926 | | |
| | POA Prosecutions - Caledon East Total | | | \$ - | \$ - | \$ - | |
| | POA Prosecutions - Orangeville | Revenue | 01-05-345-47080-930-50595 Caledon/Dufferin Mgmt Fee | \$ (80,352) | \$ (77,572) | \$ (73,007) | |
| | | Revenue Total | | \$ (80,352) | \$ (77,572) | \$ (73,007) | |
| | | 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 | \$ 78,752 | \$ 75,972 | \$ 71,407 | |
| | | Expense Total | \$ 80,352 | \$ 77,572 | \$ 73,007 | | |
| | POA Prosecutions - Orangeville Total | | | \$ - | \$ - | \$ - | |
| | Legal Services Total | | | | \$ 1,658,377 | \$ 1,386,712 | \$ 1,401,937 |
| | Provincial Offences Court | POA - Caledon East | Revenue | 04-05-425-47250-365-50300 Internal Recoveries | \$ (85,272) | \$ (83,997) | \$ (78,044) |
| | | | | 04-05-425-47250-365-50319 Grants/Subsidies | \$ (112,428) | \$ (111,274) | \$ (82,661) |
| | | | | 04-05-425-47250-365-50540 Caledon Fines | \$ (3,279,144) | \$ (3,279,144) | \$ (3,279,144) |
| | | | Revenue Total | | \$ (3,476,844) | \$ (3,474,415) | \$ (3,439,849) |
| | | | Expense | 04-05-425-47250-365-61510 Salaries-Permanent | \$ 608,440 | \$ 595,449 | \$ 582,718 |
| | | | | 04-05-425-47250-365-61513 Benefits-Permanent | \$ 184,632 | \$ 182,588 | \$ 177,524 |
| | | | | 04-05-425-47250-365-61520 Wages-Casual Temporary | \$ 70,700 | \$ 69,600 | \$ 68,400 |
| | | | | 04-05-425-47250-365-61523 Benefits-Casual Temporary | \$ 14,082 | \$ 13,940 | \$ 13,569 |
| | | | | 04-05-425-47250-365-62010 Legal Forms | \$ 8,550 | \$ 8,550 | \$ 13,550 |
| | | | | 04-05-425-47250-365-62011 Office Supplies | \$ 4,500 | \$ 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 | \$ 33,000 | \$ 42,000 | \$ 42,000 |
| 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 | | | | \$ 2,000 | \$ 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 | | | | \$ 301,509 | \$ 289,078 | \$ 265,700 | |
| 04-05-425-47250-365-62375 Meeting Expenses | | | | \$ 500 | \$ 500 | \$ 500 | |
| 04-05-425-47250-365-62392 Witness Reimbursement | | | | \$ 2,000 | \$ 2,000 | \$ 2,000 | |
| 04-05-425-47250-365-62395 Interpreter Fees | | | | \$ 30,000 | \$ 30,000 | \$ 25,000 | |
| 04-05-425-47250-365-62396 Mobile Phones / Pagers | | | | \$ 300 | \$ 720 | \$ 300 | |
| 04-05-425-47250-365-62416 Interdepartmental Charges | | | | \$ 239,369 | \$ 231,896 | \$ 220,926 | |
| 04-05-425-47250-365-62418 Debt Repayment | | | | \$ 366,526 | \$ 366,526 | \$ 366,526 | |
| Expense Total | | | | \$ 1,930,573 | \$ 1,905,312 | \$ 1,851,178 | |
| POA - Caledon East Total | | | | \$ (1,546,271) | \$ (1,569,103) | \$ (1,588,671) | |
| POA - Orangeville | | Revenue | 05-05-425-47270-930-50319 Grants/Subsidies | \$ (79,774) | \$ (50,467) | \$ (19,296) | |
| | | | 05-05-425-47270-930-50595 Caledon/Dufferin Mgmt Fee | \$ (738,122) | \$ (644,309) | \$ (584,914) | |
| | | Revenue Total | | \$ (817,896) | \$ (694,776) | \$ (604,210) | |
| | | Expense | 05-05-425-47270-930-61510 Salaries-Permanent | \$ 349,801 | \$ 226,473 | \$ 221,848 | |
| | | | 05-05-425-47270-930-61513 Benefits-Permanent | \$ 105,802 | \$ 69,417 | \$ 67,548 | |
| | | | 05-05-425-47270-930-61520 Wages-Casual Temporary | \$ - | \$ 44,890 | \$ 35,428 | |
| | | | 05-05-425-47270-930-61523 Benefits-Casual Temporary | \$ - | \$ 5,577 | \$ 5,972 | |
| | | | 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 | \$ 27,500 | \$ 26,000 | |
| | | | 05-05-425-47270-930-62244 Bank Charges | \$ 17,000 | \$ 23,000 | \$ 23,000 | |
| | | | 05-05-425-47270-930-62305 Computer Services | \$ 3,000 | \$ - | \$ - | |
| | | | 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 | \$ 12,212 | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - CORPORATE SERVICES

| Division | Cost Centre/ Project | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | |
|---------------------------|---------------------------------|-------------------------|---|--------------|----------------|----------------|----------------|
| Provincial Offences Court | POA - Orangeville | Expense | 05-05-425-47270-930-62335 Contracted Services | \$ 135,385 | \$ 136,104 | \$ 78,400 | |
| | | | 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 | \$ 12,000 | \$ 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 | \$ 130,521 | \$ 115,928 | \$ 100,127 | |
| | | Expense Total | \$ 817,896 | \$ 694,776 | \$ 604,210 | | |
| | | POA - Orangeville Total | \$ - | \$ - | \$ - | | |
| | Provincial Offences Court Total | | | | \$ (1,546,271) | \$ (1,569,103) | \$ (1,588,671) |
| Regulatory Services | By-Law Enforcement | Revenue | 01-09-475-49030-365-50611 Fill Permits | \$ (35,000) | \$ (10,000) | \$ (20,000) | |
| | | | 01-09-475-49030-365-50612 Mobile Sign Permits | \$ (20,000) | \$ (20,000) | \$ (18,000) | |
| | | | 01-09-475-49030-365-50613 Miscellaneous Fees | \$ (2,500) | \$ (2,500) | \$ (1,500) | |
| | | | 01-09-475-49030-365-50614 Woodland Permits | \$ (400) | \$ (400) | \$ (400) | |
| | | | 01-09-475-49030-365-50615 Various By-Law Fines/Payments | \$ (1,000) | \$ (1,000) | \$ - | |
| | | | 01-09-475-49030-365-50616 Property Standards Recovery | \$ (400,000) | \$ (400,000) | \$ (50,000) | |
| | | | 01-09-475-49030-365-50617 Sign By-Law Recovery | \$ (5,000) | \$ (5,000) | \$ (5,000) | |
| | | | 01-09-475-49030-365-50632 Admin Fees | \$ (80,000) | \$ (80,000) | \$ (5,000) | |
| | | | 01-09-475-49030-365-50636 Business Licenses | \$ (10,000) | \$ (10,000) | \$ (20,000) | |
| | | | 01-09-475-49030-365-50638 Tow Licenses | \$ (110,000) | \$ (105,000) | \$ (85,000) | |
| | | Revenue Total | \$ (663,900) | \$ (633,900) | \$ (204,900) | | |
| | | Expense | 01-09-475-49030-365-61510 Salaries-Permanent | \$ 968,398 | \$ 837,145 | \$ 675,604 | |
| | | | 01-09-475-49030-365-61513 Benefits-Permanent | \$ 291,137 | \$ 254,713 | \$ 204,729 | |
| | | | 01-09-475-49030-365-61520 Wages-Casual Temporary | \$ 42,500 | \$ 30,500 | \$ 99,911 | |
| | | | 01-09-475-49030-365-61523 Benefits-Casual Temporary | \$ 5,199 | \$ 3,790 | \$ 12,219 | |
| | | | 01-09-475-49030-365-62011 Office Supplies | \$ 1,250 | \$ 1,500 | \$ 1,500 | |
| | | | 01-09-475-49030-365-62014 Uniforms/Protective Clothing | \$ 14,600 | \$ 11,500 | \$ 10,000 | |
| | | | 01-09-475-49030-365-62018 Operating Supplies | \$ 5,500 | \$ 5,500 | \$ 3,600 | |
| | | | 01-09-475-49030-365-62310 Training/Development/Seminars | \$ 19,100 | \$ 13,100 | \$ 18,000 | |
| | | | 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 | \$ 12,000 | \$ 17,000 | \$ 1,500 | |
| | | | 01-09-475-49030-365-62330 Livestock Control | \$ 3,000 | \$ 5,000 | \$ - | |
| | | | 01-09-475-49030-365-62332 Protection to Person & Prop | \$ 200 | \$ 200 | \$ - | |
| | | | 01-09-475-49030-365-62335 Contracted Services | \$ 31,000 | \$ 11,000 | \$ 10,000 | |
| | | | 01-09-475-49030-365-62396 Mobile Phones / Pagers | \$ 7,960 | \$ 7,160 | \$ 5,760 | |
| | | | 01-09-475-49030-365-62398 Expense - Recoverable | \$ 400,000 | \$ 400,000 | \$ - | |
| | | | 01-09-475-49030-365-62416 Interdepartmental Charges | \$ 10,000 | \$ 10,000 | \$ 10,000 | |
| | | Expense Total | \$ 1,813,844 | \$ 1,610,108 | \$ 1,054,823 | | |
| | By-Law Enforcement Total | | | | \$ 1,149,944 | \$ 976,208 | \$ 849,923 |
| | Parking Control | Revenue | 01-09-475-49040-365-50640 Parking Fines/Payments | \$ (346,400) | \$ (324,000) | \$ (324,000) | |
| | | Revenue Total | \$ (346,400) | \$ (324,000) | \$ (324,000) | | |
| | | Expense | 01-09-475-49040-365-61510 Salaries-Permanent | \$ - | \$ - | \$ 71,355 | |
| | | | 01-09-475-49040-365-61513 Benefits-Permanent | \$ - | \$ - | \$ 21,962 | |
| | | | 01-09-475-49040-365-61520 Wages-Casual Temporary | \$ 78,200 | \$ 57,400 | \$ 56,400 | |
| | | | 01-09-475-49040-365-61523 Benefits-Casual Temporary | \$ 9,569 | \$ 7,132 | \$ 6,901 | |
| | | | 01-09-475-49040-365-62011 Office Supplies | \$ - | \$ 250 | \$ 250 | |
| | | | 01-09-475-49040-365-62014 Uniforms/Protective Clothing | \$ 1,000 | \$ 1,750 | \$ 2,000 | |
| | | | 01-09-475-49040-365-62018 Operating Supplies | \$ 2,900 | \$ 2,900 | \$ 5,000 | |
| | | | 01-09-475-49040-365-62114 Small Equip Repair/Purchase | \$ - | \$ 100 | \$ 100 | |
| | | | 01-09-475-49040-365-62310 Training/Development/Seminars | \$ 1,000 | \$ 2,000 | \$ 2,000 | |
| | | | 01-09-475-49040-365-62315 Printing & Advertising | \$ - | \$ 750 | \$ 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 | \$ 2,600 | \$ 1,100 | |
| | | | 01-09-475-49040-365-62416 Interdepartmental Charges | \$ 85,272 | \$ 83,997 | \$ 78,044 | |
| | | Expense Total | \$ 190,541 | \$ 168,879 | \$ 256,112 | | |
| | | Parking Control Total | | | | \$ (155,859) | \$ (155,121) |
| Regulatory Services Total | | | | \$ 994,085 | \$ 821,087 | \$ 782,035 | |
| Corporate Services Total | | | | \$ 6,268,984 | \$ 5,670,210 | \$ 5,394,952 | |

TOWN OF CALEDON
2020 CAPITAL BUDGETS - CORPORATE SERVICES

| Department | Division | Project # | Project Name | Total Project Budget |
|--------------------------|------------------------|-----------|--|----------------------|
| Corporate Services | Information Technology | 20-012 | IT- Broadband Internet | \$ 300,000 |
| | | 20-038 | 2020 Technology Refresh | \$ 422,250 |
| | | 20-039 | Closed-Circuit Television (CCTV) Camera Replacement | \$ 75,000 |
| | | 20-054 | IT - Infrastructure Upgrades and Security Enhancements | \$ 225,000 |
| | | 20-055 | IT - Application Upgrades and Enhancements | \$ 413,400 |
| | | 20-056 | Council Chambers IT Upgrade | \$ 56,000 |
| | | 20-057 | IT - Public Sector Network Expansion and Maintenance | \$ 160,000 |
| | | 20-075 | IT - Strategic Plan Implementation | \$ 150,000 |
| | | 20-076 | Electronic Document Management System - Additional Funding | \$ 159,400 |
| Corporate Services Total | | | | \$ 1,961,050 |

Town of Caledon
2021-2030 Total Capital Projects Details and Funding Sources
Department Corporate Services

| Baseline | Description | Term of Council | | Term of Council | | | | Term of Council | | | | Total 10 Year Funding Sources | | | | | | | Total Funding |
|----------------------|------------------------|-----------------|--------------|-----------------|--------------|--------------|--------------|-----------------|--------------|--------------|--------------|-------------------------------|---------------|----------|---------------------|---------|-----------|-------|---------------|
| | | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 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 | | | \$ 1,287,500 | \$ 1,087,500 | \$ 1,087,500 | \$ 1,087,500 | | | | | \$ 4,550,000 | \$ 3,853,850 | \$ - | \$ 696,150 | \$ - | \$ - | \$ - | \$ 4,550,000 |
| | POA Expansion | | | \$ 1,295,000 | \$ 1,295,000 | \$ 1,295,000 | \$ 1,295,000 | | | | | \$ 5,180,000 | \$ 2,149,700 | \$ - | \$ 3,030,300 | \$ - | \$ - | \$ - | \$ 5,180,000 |
| Above Baseline Total | | | \$ 60,000 | \$ 2,582,500 | \$ 2,382,500 | \$ 2,382,500 | \$ 2,382,500 | | | | | \$ 9,790,000 | \$ 6,009,550 | \$ - | \$ 3,780,450 | \$ - | \$ - | \$ - | \$ 9,790,000 |
| Grand Total | | \$ 1,000,000 | \$ 1,060,000 | \$ 3,582,500 | \$ 3,382,500 | \$ 3,382,500 | \$ 3,382,500 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 19,790,000 | \$ 16,009,550 | \$ - | \$ 3,780,450 | \$ - | \$ - | \$ - | \$ 19,790,000 |

Assumptions:
Gas Tax 2021-2023 funding is based on the schedule payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.
Future Aggregate Levy is projected using 2019 funding.

ANNUAL BUDGET FISCAL YEAR 2020

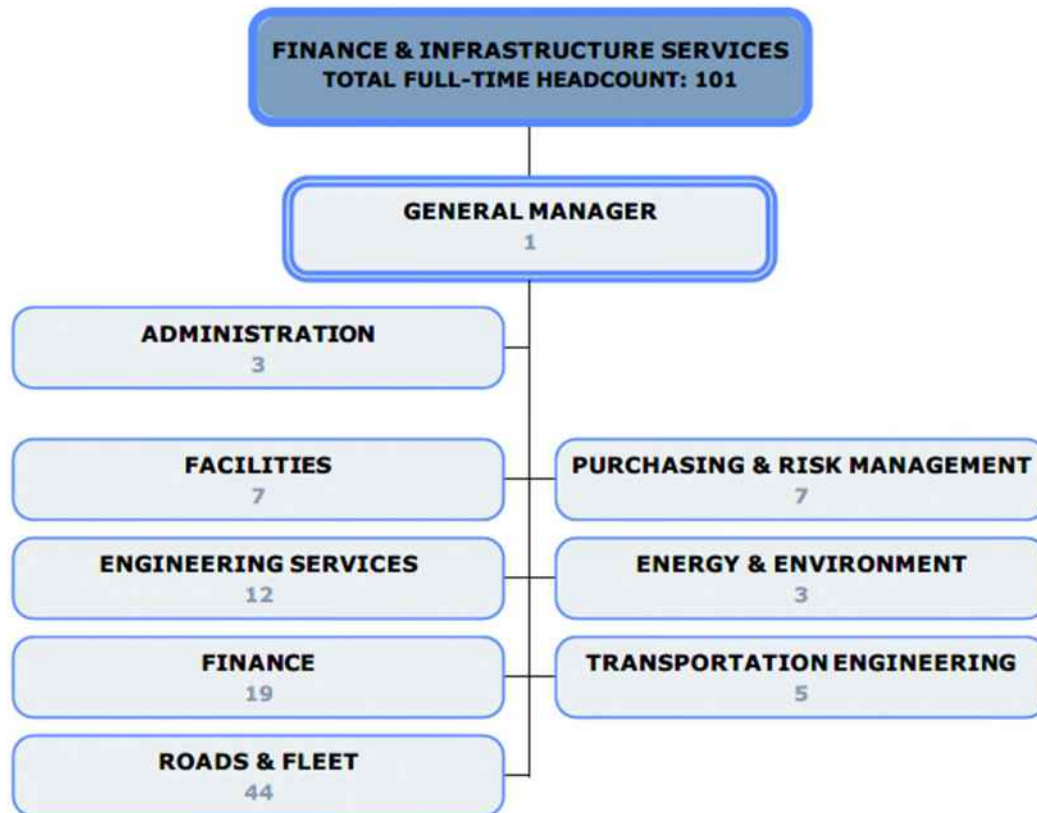
Finance and Infrastructure Services

2020



2020 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

2020 Business Plan - Finance & Infrastructure Services

- 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

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 Action Plan, and Corporate Greenhouse Gas Reduction Framework 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 Climate Change Strategic Plans;
- Ensure the Town's compliance on regulatory requirements, as they relate to the Town's environmental commitments (i.e. Electricity Act 1998, Ontario Regulation 507/18) 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 Hauling on Town roads permits.

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
- Coordinate with other divisions to finalize capital project and facility operations budgets

Engineering Services

- *Development Engineering:*

2020 Business Plan - Finance & Infrastructure Services

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

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

Transportation Engineering

- Ensuring the safety and efficiency of the Town's roadways are optimized through consistent implementation and compliance with:
 - applicable laws (such as Caledon's Traffic By-law and the *Ontario Highway Traffic Act*),
 - regulations (such as Bill 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 Traffic Calming Strategy and Revitalizing Caledon Street 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

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 1st to April 30th
- Manage a summer maintenance program to ensure public safety on Town Roads during the summer months – approximately May 1st to September 30th

2020 Business Plan - Finance & Infrastructure Services

2. MAJOR CUSTOMERS OR CLIENTS

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

3. 2019 ACHIEVEMENTS

Finance

- Waiting for 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 eighth consecutive year for the 2019 Budget document. This award recognizes the Town's 2019 Budget document as a policy document, operations guide, a financial plan, and a communications device.
- Waiting for the Popular Annual Financial Report (PAFR) for the seventh 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 5.7% for 2018
- 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)
- 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 and related agreements to reflect new Construction Act requirements
- Developed a construction procedure to manage prompt payment and adjudication for contractors in accordance with new rules on holdbacks introduced in the new *Construction Act* changes (previously *Construction Lien Act*).
- Utilized Negotiated Request for Proposal procurement process to hire a contractor to assist with broadband internet expansion and also for local transit services in the Bolton area.

Energy and Environment

Corporate Energy Achievements

- Completed an adaptive control and decorative streetlight pilot project to understand the costs and benefits associated with retrofitting the remaining Town decorative streetlights to LED and use of adaptive control technology
- Updated the Town's Corporate Energy Management Plan (CEMP) and transitioned to a Corporate Greenhouse Gas Reduction Framework outlining key actions within the areas of waste management, building energy, fleet, and water conservation. Staff also reported on key successes of the previous CEMP which included a 12.6% reduction (modelled) in energy consumption below 2012 levels, completion of over 150 energy conservation measures,

2020 Business Plan - Finance & Infrastructure Services

disbursement of over \$170,000 in energy revolving fund dollars to support retrofit projects, and the receipt of over 8 awards for the Town's energy program between 2014-2019.

- Received approximately \$2,634.71 and expecting \$28,744.95 in energy incentives supporting various energy conservation projects throughout the Town.
- Disbursed \$68,466 from the energy revolving fund to support an LED lighting project at Work Yard 1 and a REALice cold water flooding system at Mayfield Recreation Complex. Expected annual savings are 123,005ekWh or \$9,599

Corporate Environmental Initiatives

- Completed the installation of three (3) electric vehicle charging stations at Albion Bolton Community Centre and Caledon Centre for Recreation and Wellness. The Town now has a total of 13 publically available EV charging stations.
- Distributed \$14,750 to support four community projects through the community green fund and \$18,000 supporting twelve schools through the School Green Fund
- Initiated a waste retrofit project at Caledon Centre for Recreation and Wellness to improve waste diversion, update waste bin receptacles and signage.

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.
- 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.
- Initiated a Climate Change Task Force to support the update of the Town's Community Climate Change Action Plan Update. Members include Town Staff and members of the public representing residents, businesses, and agriculture.
- Coordinated the Town's 16th annual Tree Seedling Program, distributing over 5,340 tree seedlings and 534 trees to Caledon residents and landowners.

2020 Business Plan - Finance & Infrastructure Services

Administration

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

| | |
|-------------------|-----|
| Council Inquiries | 580 |
|-------------------|-----|

- Permits Issued:

| | |
|-----------------------|----|
| Hauling on Town Roads | 20 |
|-----------------------|----|

- Work Orders Processed:

| | |
|---|-----|
| Streetlights January 1 – April 15 Service Caledon processing streetlight work orders after April 15 2019 | 64 |
| Facilities Maintenance | 739 |
| Employee Card Requests | 103 |

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 Southfields Community Centre, the Fire Training Facility, Caledon East Community Centre Expansion, Inglewood Community Centre expansion, Fire Station expansions and the completion of the Works Yard expansions as per the Yard Strategic Growth Plan.
- Implemented the 2018 Facilities Capital Plan. Some major projects include Kinsmen paving and facility improvements, Yard 1 generator and fuel system, Alton Fire Station 301 parking lot replacement, Mayfield and Civic Campus electron sign installation, Animal Shelter shed improvement, security access system replacement, and various lighting replacement projects.
- Continued improvement in energy consumption in our facilities with the implementation of both technology improvements and industry operating best practices.
- Worked with Purchasing to update construction contract supplementals and Project Management processes to ensure we are compliant with the Construction Act changes.
- Assisted with Asset management integration into the new city wide electronic database and work order system.

Engineering Services

- Implemented one of the Town's largest capital works programs to date at approximately \$24.89 million (all funds combined), including the full reconstructions of segments of The Grange Side Road, Castlederg Side Road, Mississauga Road, Albert Street, and the replacement of Centreville Creek Road & Kennedy Road culverts. Also, additional projects 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 retrofit of the Loring Drive pond.
- Completed inspections for multiple new developments to ensure the Town's infrastructure is being built in accordance with the appropriate standards.
- Processed sub-division assumptions for Council approval.
- 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 Bridge Inspection Program.
- Initiated Environmental assessments for Old School Road, McLaughlin Road, Heart Lake Road and The Grange Side Road. Also, designs began for many Bridge & Culvert Structures for future rehabilitation/replacement and various storm water facilities
- Completed the Town's replacement of the Tormina fence in Bolton by doing Phases 3-7 in one year.
- 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.

2020 Business Plan - Finance & Infrastructure Services

- Completed interim measures from the George Street and McFaul Street drainage study as well as the Alton Village Phase 2 Drainage Study measures.

Transportation Engineering

- Reviewed over 420 requests related to traffic safety
- Reviewed over 250 development applications for transportation planning elements
- Over 5,500 Ontario OneCall inquiries locate requests
- Completed 2019 Pavement Marking Program
- Completed Traffic Count Program for both the spring and the fall seasons
- Initiated a Town-wide Driver's Speed Feedback Board priority program
- 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
 - 150+ stakeholders attended the Public Information Centres
 - 50+ residents that attended the 2019 "Coffee with Councillors" and other public events (a booth, plus instant feedback on trade-offs of transit options)
 - Direct emails received
- Implementation of Transit service in Bolton and Mayfield West area as per the Council approved Transit Feasibility Study.
- Near-completion an agreement with the Region of Peel to implement the Red Light Cameras and Automatic Speed Enforcement technologic and judicial requirements
- Near-completion of the Town-wide Traffic Calming Strategy
- Completed first Flexible Pedzone pilot safety enhancement project in Mayfield West area
- Improved policies, such as validity expansion of locates and mapping interpretation to increase the efficiency to handle locate requests to fulfill the Ontario One Call requirements

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
- Responded to 65 Winter Events from Snow Removal to Roadside Brushing
- 760 tonnes of Hot/Cold Mix laid by hand for pothole repairs which equals 22,500 potholes filled
- 76 kilometers of Rural Road Ditching for proper drainage along the roadside
- Removal & replacement of 202 linear meters of concrete curb
- Removal & replacement of 496 square meters of concrete sidewalk
- Removal of 156 hazzardous trees within the Town's Right of Way
- Installation of 2,825 linear meters of roadside devices
- Cleaning of Catch Basins in all the villages
- 27 Culverts flushed Entrance & Centerline
- Urban Roads swept twice in 2019
- 5,100 lane kilometers of Gravel Roads Graded
- 2,642 lane kilometers of Roadside Mowing
- 28,643 tonnes of Granular "A" placed back onto the gravel roads
- A total of 331,500 lane kilometers of Roads treated during winter operations
- 56.8 lane kilometers of Surface Treatment (Chip & Tar) applied to various roads in Caledon
- 18.3 lane kilometers of roads resurface with Hot Mix and roadside shouldering completed

2020 Business Plan - Finance & Infrastructure Services

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 |
|---|---|
| Maintaining the rural/urban infrastructure balance <ul style="list-style-type: none"> The desire to maintain the agricultural heritage and to support the agricultural community with adequate infrastructure and by-laws that allow the agricultural industry to thrive, clashes with the needs of new development. Country roads built for tractors and other larger farm equipment do not adequately service the commuter, tourist, cyclist and heavy industrial/freight traffic. 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. 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. | Maintaining Baseline Services Levels <ul style="list-style-type: none"> 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). |
| Technology Driven Engagement and Service Delivery <ul style="list-style-type: none"> Residents are demanding greater access to the services that Finance & Infrastructure Services provides with demand focused around web and cell phone based technology to facilitate engagement. In 2015, the Town’s mobile app and changes to our Town’s website facilitated this engagement. This has allowed residents to report ongoing | Preparing Town Infrastructure for the Future <ul style="list-style-type: none"> In years past, Town road infrastructure was suitable for the traffic that it was required to handle. As the GTA (Greater Toronto Area) grows and many more people are living further outside the GTA and commuting, the nature of the traffic on Town roads has changed significantly as has the volume and speeds travelled on those roads. It is important that the Town start the process of identifying these demands and to start planning and building new infrastructure to handle these demands and to promote the arrival of new businesses that will be looking at Caledon as a place to call home. It will be increasingly important to understand the impacts of climate change on key Town infrastructure in order to prepare for and adapt to changes in changing weather patterns and intensity of storm events. |
| | Maintaining Caledon’s “Green” Leadership Position <ul style="list-style-type: none"> Caledon is home to various Conservation Authorities, the Oak Ridges Moraine, and a significant part of Ontario’s designated Green Belt. Development growth will be tempered by the need to protect the Town’s biodiversity, water quality, rivers and streams. With climate change a reality, sustainable design along with energy efficient Town operations will be essential in |

2020 Business Plan - Finance & Infrastructure Services

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| <p>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</p> | <p>order to maintain the Town's proud "Green" leadership position and legacy</p> <ul style="list-style-type: none">• In order to maintain Caledon's "Green" leadership position, Finance & Infrastructure Services will be integrating "Green" strategies and policies into operations, including:<ul style="list-style-type: none">• Protection of the environment through the use of more environmentally friendly materials on our roads 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. |
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2020 Business Plan - Finance & Infrastructure Services

Trends and Challenges by Division

Capital Projects & Property Management (Facilities)

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

Purchasing and Risk Management

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

2020 Business Plan - Finance & Infrastructure Services

Engineering Services

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

Energy & Environment

| Trends | Challenges |
|--|--|
| <ul style="list-style-type: none"> Climate change mitigation and adaptation – With the noticeable increase in extreme weather events, there is a growing sense of urgency among Canadian municipalities and 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 community assets and identifying the best opportunities to reduce community greenhouse gas emissions. To overcome this, the Town has undertaken a climate change risk assessment and is updating its climate change action plan with a renewed vision focusing on both mitigation and adaptation which will be incorporated into the Town's Climate Change Plan Update. 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 | <ul style="list-style-type: none"> Energy Conservation – Electricity Act 1998, Ontario Regulation 507/18 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 Town recently updated its plan, and in anticipation of the reporting requirements, staff have been actively benchmarking each facility in order to track and report on energy use, and initiated an energy revolving fund to pay for energy retrofit projects; Energy and Environment as a Division is often approached with a multitude of projects that are broad in nature. Balancing the needs of the Corporation to advance its Climate Change Strategic Plans with staying current on emerging best practices and staff capacity continues to be a challenge for this Division. |

2020 Business Plan - Finance & Infrastructure Services

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| <p>formally engage the community and this may become an increasing requirement for the Town.</p> <ul style="list-style-type: none"> The Province is providing direction and formalizing municipalities' role in both Climate Change mitigation and adaptation. This has been seen through policy changes under the Coordinated Land Use Review and Ontario's Environment Plan. Staff continue to review policy and legislation changes and react where appropriate to update Town practices and standards. | |
|---|--|

Finance

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

2020 Business Plan - Finance & Infrastructure Services

Transportation Engineering

| Trends | Challenges |
|--|--|
| <ul style="list-style-type: none"> 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 163,180, 250, 350 traffic inquiries in 2015, 2016, 2017 and 2018 respectively. In 2019, it is expected the Division will respond to a total of 420 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. | <p>Traffic Calming</p> <ul style="list-style-type: none"> 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. <p>Promote safer walking and cycling (or "Active Transportation")</p> <ul style="list-style-type: none"> Based on Council direction and approval of budget, the Transportation Engineering Division is responsible to garner the help of 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. <p>Assess the feasibility of transit</p> <ul style="list-style-type: none"> Council directed the Transportation Engineering Division to implement the transit service in Bolton and Mayfield West area. The challenge is the lack of transit supportive infrastructure along Coleraine Drive as an example. |

Roads & Fleet

| Trends | Challenges |
|---|---|
| <ul style="list-style-type: none"> Change in technologies that provide innovative, efficient and effective tools to provide improved service levels Growing pressures to manage existing and new fleet to maintain service levels and accommodate growth within the Town Need to decrease environmental impacts of the fleet by reducing its carbon footprint Road maintenance has gradually increased over the years with the improvement in connectivity between the villages, towns and cities in Caledon Change in Provincial legalisation to help provide municipalities with providing a proper level of service | <ul style="list-style-type: none"> Maintaining infrastructure at the mandated service levels while meeting Council's and taxpayers' expectations within budgetary constraints Maintaining and fostering a healthy, committed and capable workforce Managing new infrastructure within the Town to sustain services resulting from growth Providing innovative, efficient and effective services Keeping up with the demands of the mandated service records to assure compliance with <i>Highway Traffic Act</i>, Commercial Vehicle Operators |

2020 Business Plan - Finance & Infrastructure Services

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| | <p>Registration and Work Place Safety requirements</p> <ul style="list-style-type: none">• Increasing demands to train staff on technology trends to improve accessibility of manufacturer information and diagnostic tools for fleet repairs• Improving the Fleet strategic replacement plan and manage current work demands• Climate change impacts to Caledon roads include more freeze-thaw cycles and shorter duration but more intense winter/weather events.• Assumption of Developments bring more infrastructure for the Town to manage with the current workforce |
|--|--|

2020 Business Plan - Finance & Infrastructure Services

5. 2020 PRIORITIES

The following is a prioritized list of the 2020 departmental priorities that the department intends to undertake with the 2020 Operating and Capital Budget requested as part of this Business Plan:

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|--|------------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| ADMINISTRATION | | | | | | | | | | |
| # | Performance Measures to provide quantifiable bench marks and enable us to measure our success | Operating Budget | ✕ | ✕ | ✕ | ✕ | T | E | A | M |
| 1 | Process Review and continuation of the development of Standard Operating Procedures | Operating Budget | □ | □ | ✕ | □ | □ | E | □ | □ |
| 2 | Infrastructure Forms Review and Update | Operating Budget | □ | □ | ✕ | □ | □ | E | □ | □ |
| 3 | Website improvements for Infrastructure Section | Operating Budget | □ | □ | ✕ | □ | □ | E | □ | □ |
| 4 | Improve internal communications through annual “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 | Operating Budget | □ | □ | ✕ | □ | □ | □ | A | □ |

2020 Business Plan - Finance & Infrastructure Services

| 2020 PRIORITIES | | | | | | | | | | |
|---|---|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 5 | Formalize a cross-training program within the department, where appropriate, to ensure there is proper coverage and uninterrupted customer service during vacation/sick/leave, and business continuity situations | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 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 | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| CAPITAL PROJECTS AND PROPERTY MANAGEMENT (FACILITIES) | | | | | | | | | | |
| 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. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | A | <input type="checkbox"/> |
| 2 | Project management of the design and future construction of the expansion of the Caledon East Community Centre | Capital Budget | × | × | × | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 3 | Project management of the construction of the new Community Centre in Southfields | Capital Budget | × | × | × | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 4 | Continue to implement the Works Yard Strategic Plan | Capital Budget | × | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 5 | Complete the repairs and paving of various fire stations | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| PURCHASING AND RISK MANAGEMENT | | | | | | | | | | |

2020 Business Plan - Finance & Infrastructure Services

| 2020 PRIORITIES | | | | | | | | | | |
|----------------------|--|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 1 | Conduct a reverse vendor fair | Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Purchasing Card (P card) refresher training for Town staff | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Develop business continuity corporate procedure and staff training | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 4 | Test pre-recorded video site meetings for procurement processes | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 | Continue to grow our "vendor of record" program | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 | Revise informal quote documents and process and conduct staff training | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| ENGINEERING SERVICES | | | | | | | | | | |
| 1 | Complete all Roads Programs (Enhanced, Roads Recon/Rehab & Growth Related Development Charges) | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 2 | Complete the Bridge Program including the Non-OSIM Structures Program with overall aim to increase the Town's Bridge Condition Index | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 3 | Complete Acoustic Barrier on Albion Vaughan Townline | Capital Budget | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |

2020 Business Plan - Finance & Infrastructure Services

| 2020 PRIORITIES | | | | | | | | | | |
|------------------------|---|------------------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 4 | Complete Environmental Assessments and detailed designs for Roads | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 5 | Complete Environmental Assessments and detailed designs for Bridges | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 6 | Complete rehabilitation of identified Storm Water Management Facilities | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| ENERGY AND ENVIRONMENT | | | | | | | | | | |
| 1 | Coordinate and lead the implementation of the Peel Climate Change Strategy Partnership's Low Carbon Community Strategy | Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 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 and Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | M |
| 3 | Initiate a Waste Retrofit project at the Caledon East Community Centre in Caledon East, and complete the waste retrofit project at Caledon Centre for Recreation and Wellness | Capital and Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 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. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |

2020 Business Plan - Finance & Infrastructure Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|--|------------------------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 5 | Support the preparation of a discussion paper on Climate Change to inform the Official Plan Update process. | Operating Budget | ✗ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | M |
| 6 | In partnership with the Toronto and Region Conservation Authority, implement the Sustainable Neighbourhood Retrofit Action Plan for West Bolton. | Capital and Operating Budget | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | M |
| 7 | Work with key agency partners and community stakeholders to highlight stormwater management best practices in preparation for extreme weather events. | Operating Budget | ☐ | ☐ | ✗ | ☐ | ☐ | ☐ | ☐ | M |
| 8 | Update the Town's Corporate Green Building Standard | Capital Budget | ☐ | ✗ | ☐ | ☐ | ☐ | ☐ | ☐ | M |
| 9 | Develop a Green Fleet Policy to develop the business case for fleet conversion to alternative 'greener' sources, aligned with asset management practices. | Capital Budget | ☐ | ✗ | ☐ | ☐ | ☐ | ☐ | ☐ | M |
| 10 | Undertake a net zero study at a Town facility to outline capital investments that can be made to reduce greenhouse gas emissions, aligned with asset management practices. | Capital Budget | ☐ | ✗ | ☐ | ☐ | ☐ | ☐ | ☐ | M |
| FINANCE | | | | | | | | | | |

2020 Business Plan - Finance & Infrastructure Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|---|------------------|--------------------------|--------------------------|---------------------------|-----------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 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. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | A | M |
| 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 the 2020 Budget and the Canadian Award for Financial Reporting for the 2019 financial statements. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | A | <input type="checkbox"/> |
| 3 | Providing detailed Capital Status updates to Council. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 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 and Library Services. | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | A | <input type="checkbox"/> |
| 5 | Update the Town's asset management plan. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| TRANSPORTATION | | | | | | | | | | |

2020 Business Plan - Finance & Infrastructure Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|---|------------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 1 | Implement transit services in Bolton and Mayfield West area. | Operating Budget | × | × | □ | □ | □ | E | □ | □ |
| 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. | Operating Budget | □ | □ | × | □ | □ | E | □ | □ |
| 3 | Implement Traffic Calming measures and Traffic Signal Installation for the intersection as identified in the Caledon Transportation Master Plan | Capital Budget | × | □ | □ | □ | □ | E | □ | □ |
| 4 | 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. | Operating Budget | × | □ | □ | □ | □ | E | □ | □ |
| 5 | Conduct a survey to collect vehicle volume, speed and collision data to support traffic analysis | Operating Budget | × | □ | □ | □ | □ | E | □ | □ |
| ROADS AND FLEET | | | | | | | | | | |
| 1 | Development of a replacement program that reflects Town greening initiatives and the timely replacement of equipment and vehicles. | Capital Budget | □ | □ | × | □ | □ | E | □ | M |
| 2 | Complete Boundary Road Agreements with surrounding municipalities to obtain agreement on which municipality takes the lead on maintenance and capital projects on boundary roads, financial reimbursement, etc. | Operating Budget | □ | □ | × | □ | T | E | □ | M |

2020 Business Plan - Finance & Infrastructure Services

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|---|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 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 | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |
| 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. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | M |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget | |
|---|---------------------------------------|---|--|-------------------------------------|-------------|-------------|-----------|
| OPP Southfields | Capital Project & Property Management | Expense | 01-09-155-43030-250-62112 Maintenance & Repairs-Building | \$ 5,243 | \$ 3,813 | \$ - | |
| | | | 01-09-155-43030-250-62321 Rental-Facility | \$ 27,378 | \$ 19,504 | \$ - | |
| | | | 01-09-155-43030-250-62335 Contracted Services | \$ 16,042 | \$ 11,667 | \$ - | |
| | | | 01-09-155-43030-250-62397 Telephone | \$ 4,804 | \$ 3,494 | \$ - | |
| | | Expense Total | | \$ 53,467 | \$ 38,478 | \$ - | |
| Capital Project & Property Management Total | | | \$ 53,467 | \$ 38,478 | \$ - | | |
| OPP SouthfieldsTotal | | | \$ 53,467 | \$ 38,478 | \$ - | | |
| Caledon Village Municipal Lot | Capital Project & Property Management | Revenue | 01-09-155-43050-501-50655 Lease Revenue | \$ (240) | \$ (240) | \$ - | |
| | | Revenue Total | | \$ (240) | \$ (240) | \$ - | |
| | | Expense | 01-09-155-43050-501-62111 Maintenance & Repairs-Grounds | \$ 1,575 | \$ 1,575 | \$ - | |
| | | | 01-09-155-43050-501-62335 Contracted Services | \$ 500 | \$ 500 | \$ - | |
| | | Expense Total | | \$ 2,075 | \$ 2,075 | \$ - | |
| Capital Project & Property Management Total | | | \$ 1,835 | \$ 1,835 | \$ - | | |
| Caledon Village Municipal Lot Total | | | \$ 1,835 | \$ 1,835 | \$ - | | |
| 6211 Old Church Road | Capital Project & Property Management | | 01-09-155-43050-375-62017 Caretaking Supplies | \$ 3,000 | \$ 3,000 | \$ 3,000 | |
| | | | 01-09-155-43050-375-62018 Operating Supplies | \$ 500 | \$ 1,000 | \$ 1,000 | |
| | | | 01-09-155-43050-375-62111 Maintenance & Repairs-Grounds | \$ 2,050 | \$ 2,000 | \$ 2,000 | |
| | | | 01-09-155-43050-375-62112 Maintenance & Repairs-Building | \$ 11,275 | \$ 11,000 | \$ 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 | \$ 4,725 | \$ 4,500 | |
| | | | 01-09-155-43050-375-62215 Natural Gas | \$ 3,476 | \$ 3,187 | \$ 3,037 | |
| | | | 01-09-155-43050-375-62216 Electricity | \$ 8,465 | \$ 7,755 | \$ 8,325 | |
| | | | 01-09-155-43050-375-62217 Water/Waste Water | \$ 300 | \$ 300 | \$ 500 | |
| | | | 01-09-155-43050-375-62335 Contracted Services | \$ 25,625 | \$ 25,000 | \$ 24,000 | |
| | | | 01-09-155-43050-375-62437 Contribution to Reserves | \$ 5,000 | \$ 5,000 | \$ - | |
| | | | Expense Total | | \$ 65,416 | \$ 63,967 | \$ 57,362 |
| | | Capital Project & Property Management Total | | | \$ 65,416 | \$ 63,967 | \$ 57,362 |
| | | 6211 Old Church Road Total | | | \$ 65,416 | \$ 63,967 | \$ 57,362 |
| | Alton Town Hall | Capital Project & Property Management | Expense | 01-09-155-43050-310-62312 Insurance | \$ 3,120 | \$ 2,971 | \$ 2,803 |
| Expense Total | | | | \$ 3,120 | \$ 2,971 | \$ 2,803 | |
| Capital Project & Property Management Total | | | \$ 3,120 | \$ 2,971 | \$ 2,803 | | |
| Alton Town Hall Total | | | \$ 3,120 | \$ 2,971 | \$ 2,803 | | |
| Belfountain Community Hall | Capital Project & Property Management | Revenue | 01-09-155-43050-315-50060 Auditorium/Room Rentals | \$ (2,000) | \$ (1,500) | \$ (1,000) | |
| | | | 01-09-155-43050-315-50230 Rentals | \$ (10,049) | \$ (9,864) | \$ (10,092) | |
| | | Revenue Total | | \$ (12,049) | \$ (11,364) | \$ (11,092) | |
| | | Expense | 01-09-155-43030-315-61108 Distributed Salaries | \$ 16,660 | \$ 16,414 | | |
| | | | 01-09-155-43030-315-61520 Wages-Casual Temporary | \$ - | \$ - | \$ 14,300 | |
| | | | 01-09-155-43030-315-61523 Benefits-Casual Temporary | \$ - | \$ - | \$ 1,749 | |
| | | | 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 | \$ 2,000 | \$ 1,500 | |
| | | | 01-09-155-43030-315-62321 Rental Facility | \$ 6,996 | \$ 6,864 | \$ 7,032 | |
| | | | 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 | \$ 14,800 | \$ 14,600 | \$ - | |
| | | | 01-09-155-43050-315-61522 Recovery-Wages-Casual Temp | \$ - | \$ (16,414) | \$ - | |
| | | | 01-09-155-43050-315-61523 Benefits-Casual Temporary | \$ 1,823 | \$ 1,814 | \$ - | |
| | | | 01-09-155-43050-315-62011 Office Supplies | \$ - | \$ - | \$ 100 | |
| | | | 01-09-155-43050-315-62014 Uniforms/Protective Clothing | \$ - | \$ - | \$ 200 | |
| | | | 01-09-155-43050-315-62017 Caretaking Supplies | \$ 1,000 | \$ 1,000 | \$ 500 | |
| | | | 01-09-155-43050-315-62018 Operating Supplies | \$ 750 | \$ 750 | \$ 500 | |
| | | | 01-09-155-43050-315-62111 Maintenance & Repairs-Grounds | \$ 2,100 | \$ 2,100 | \$ 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 | \$ 3,000 | \$ 3,876 | |
| | | | 01-09-155-43050-315-62216 Electricity | \$ 2,643 | \$ 1,844 | \$ 1,797 | |
| | | | 01-09-155-43050-315-62312 Insurance | \$ 3,615 | \$ 3,371 | \$ 3,180 | |
| | | | 01-09-155-43050-315-62335 Contracted Services | \$ 3,000 | \$ 3,000 | \$ 2,550 | |
| | | | 01-09-155-43050-315-62437 Contribution to Reserves | \$ 1,000 | \$ 1,000 | \$ 1,000 | |
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TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|---|---|--|--------------|--------------|--------------|
| Kinsmen Building - Bolton | Capital Project & Property Management | Expense | 01-09-155-43050-330-62111 Maintenance & Repairs-Grounds | \$ 1,575 | \$ 1,575 | \$ 1,500 |
| | | | 01-09-155-43050-330-62112 Maintenance & Repairs-Building | \$ 3,000 | \$ 3,000 | \$ 2,500 |
| | | | 01-09-155-43050-330-62312 Insurance | \$ 1,301 | \$ 1,239 | \$ 1,162 |
| | | | 01-09-155-43050-330-62437 Contribution to Reserves | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | | Expense Total | \$ 6,876 | \$ 6,814 | \$ 6,162 | |
| | Capital Project & Property Management Total | | | \$ 6,876 | \$ 6,814 | \$ 6,162 |
| Kinsmen Building - Bolton Total | | | | \$ 6,876 | \$ 6,814 | \$ 6,162 |
| 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 | \$ 888 | \$ 846 | \$ 793 |
| | | | 01-09-155-43050-335-62437 Contribution to Reserves | \$ 500 | \$ 500 | \$ 500 |
| | Expense Total | \$ 2,588 | \$ 2,546 | \$ 2,493 | | |
| Capital Project & Property Management Total | | | \$ 2,588 | \$ 2,546 | \$ 2,493 | |
| Melville Total | | | | \$ 2,588 | \$ 2,546 | \$ 2,493 |
| Old Bolton Fire Station | Capital Project & Property Management | Expense | 01-09-155-43050-305-62017 Caretaking Supplies | \$ 500 | \$ 500 | \$ 500 |
| | | | 01-09-155-43050-305-62018 Operating Supplies | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | | 01-09-155-43050-305-62111 Maintenance & Repairs-Grounds | \$ 5,145 | \$ 5,145 | \$ 4,900 |
| | | | 01-09-155-43050-305-62112 Maintenance & Repairs-Building | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | | | 01-09-155-43050-305-62215 Natural Gas | \$ 6,809 | \$ 6,005 | \$ 4,500 |
| | | | 01-09-155-43050-305-62216 Electricity | \$ 13,499 | \$ 13,520 | \$ 15,000 |
| | | | 01-09-155-43050-305-62312 Insurance | \$ 4,379 | \$ 4,170 | \$ 3,934 |
| | | | 01-09-155-43050-305-62335 Contracted Services | \$ 2,600 | \$ 2,600 | \$ 2,600 |
| | | | Expense Total | \$ 40,432 | \$ 39,440 | \$ 38,934 |
| | | Capital Project & Property Management Total | | | \$ 40,432 | \$ 39,440 |
| | Old Bolton Fire Station Total | | | | \$ 40,432 | \$ 39,440 |
| Old Caledon Township Hall | Capital Project & Property Management | | 01-09-155-43050-340-62017 Caretaking Supplies | \$ - | \$ 200 | \$ 200 |
| | | | 01-09-155-43050-340-62018 Operating Supplies | \$ 150 | \$ 150 | \$ 150 |
| | | | 01-09-155-43050-340-62111 Maintenance & Repairs-Grounds | \$ 4,725 | \$ 4,725 | \$ 4,500 |
| | | | 01-09-155-43050-340-62112 Maintenance & Repairs-Building | \$ 1,550 | \$ 1,500 | \$ 1,000 |
| | | | 01-09-155-43050-340-62312 Insurance | \$ 4,659 | \$ 4,437 | \$ 4,186 |
| | | | 01-09-155-43050-340-62335 Contracted Services | \$ 8,000 | \$ 7,150 | \$ 6,500 |
| | | | 01-09-155-43050-340-62397 Telephone | \$ 1,200 | \$ 1,200 | \$ 1,000 |
| | | | 01-09-155-43050-340-62437 Contribution to Reserves | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | | | Expense Total | \$ 21,284 | \$ 20,362 | \$ 18,536 |
| | Capital Project & Property Management Total | | | \$ 21,284 | \$ 20,362 | \$ 18,536 |
| Old Caledon Township Hall Total | | | | \$ 21,284 | \$ 20,362 | \$ 18,536 |
| OPP Bolton | Capital Project & Property Management | | 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 | \$ 5,749 | \$ 5,640 | \$ 5,508 |
| | | | 01-09-155-43030-210-62335 Contracted Services | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| | | | 01-09-155-43030-210-62397 Telephone | \$ 5,741 | \$ 5,241 | \$ 5,241 |
| | Expense Total | \$ 16,090 | \$ 15,481 | \$ 15,349 | | |
| Capital Project & Property Management Total | | | \$ 16,090 | \$ 15,481 | \$ 15,349 | |
| OPP Bolton Total | | | | \$ 16,090 | \$ 15,481 | \$ 15,349 |
| OPP Caledon East | Capital Project & Property Management | Revenue | 01-09-155-43030-220-50310 External Cost Recovery | \$ (23,300) | \$ (23,300) | \$ (20,000) |
| | | | 01-09-155-43030-220-50512 OPP False Alarms | \$ - | \$ - | \$ (7,632) |
| | | | 01-09-155-43030-220-50513 OPP Miscellaneous | \$ - | \$ - | \$ (48,121) |
| | | | 01-09-155-43030-220-50516 Rents-OPP Caledon East | \$ (66,500) | \$ (56,000) | \$ (56,000) |
| | | | 01-09-155-43030-220-50517 Recoveries-OPP | \$ (568,719) | \$ (540,557) | \$ (427,872) |
| | | Revenue Total | \$ (658,519) | \$ (619,857) | \$ (559,625) | |
| | | Expense | 01-09-155-43030-220-61108 Distributed Salaries | \$ 96,692 | \$ 95,462 | \$ 93,820 |
| | | | 01-09-155-43030-220-61510 Salaries-Permanent | \$ 72,923 | \$ 68,920 | \$ 65,551 |
| | | | 01-09-155-43030-220-61513 Benefits-Permanent | \$ 22,249 | \$ 21,467 | \$ 20,672 |
| | | | 01-09-155-43030-220-61520 Wages-Casual Temporary | \$ 3,600 | \$ 3,500 | \$ 3,300 |
| | | | 01-09-155-43030-220-61523 Benefits-Casual Temporary | \$ 443 | \$ 435 | \$ 404 |
| | | | 01-09-155-43030-220-62014 Uniforms/Protective Clothing | \$ 500 | \$ 500 | \$ 450 |
| | | | 01-09-155-43030-220-62017 Caretaking Supplies | \$ 5,500 | \$ 5,500 | \$ 5,250 |
| | | | 01-09-155-43030-220-62018 Operating Supplies | \$ 7,875 | \$ 7,875 | \$ 7,875 |
| | | | 01-09-155-43030-220-62021 Program Supplies | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | | | 01-09-155-43030-220-62111 Maintenance & Repairs-Grounds | \$ 7,750 | \$ 7,500 | \$ 5,000 |
| | | | 01-09-155-43030-220-62112 Maintenance & Repairs-Building | \$ 8,500 | \$ 8,200 | \$ 7,875 |
| | | | 01-09-155-43030-220-62114 Small Equip Repair/Purchase | \$ 7,500 | \$ 7,500 | \$ 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 | \$ 5,270 | \$ 8,315 | \$ 5,714 |
| | | | 01-09-155-43030-220-62216 Electricity | \$ 60,886 | \$ 61,733 | \$ 62,970 |
| | | | 01-09-155-43030-220-62217 Water/Waste Water | \$ 2,175 | \$ 2,175 | \$ 2,110 |
| | | | 01-09-155-43030-220-62310 Training/Development/Seminars | \$ 1,800 | \$ 1,550 | \$ 1,550 |
| | | | 01-09-155-43030-220-62312 Insurance | \$ 9,020 | \$ 8,100 | \$ 7,641 |
| | | | 01-09-155-43030-220-62314 Mileage | \$ 1,000 | \$ 600 | \$ 600 |
| | | | 01-09-155-43030-220-62319 Grants | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | | | 01-09-155-43030-220-62335 Contracted Services | \$ 121,573 | \$ 114,858 | \$ 111,508 |
| | | | 01-09-155-43030-220-62396 Mobile Phones / Pagers | \$ 746 | \$ 746 | \$ 746 |
| | | | 01-09-155-43030-220-62397 Telephone | \$ 4,120 | \$ 4,000 | \$ 4,000 |
| | Expense Total | | \$ 470,122 | \$ 458,936 | \$ 444,036 | |
| | Capital Project & Property Management Total | | | \$ (188,397) | \$ (160,921) | \$ (115,589) |
| OPP Caledon East Total | | | | \$ (188,397) | \$ (160,921) | \$ (115,589) |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|---|------------------|--|--------------|--------------|--------------|
| OPP Orangeville | Capital Project & Property Management | Expense | 01-09-155-43030-240-62321 Rental-Facility | \$ 15,184 | \$ 15,184 | \$ 11,184 |
| | | | 01-09-155-43030-240-62335 Contracted Services | \$ 4,000 | \$ 3,000 | \$ 1,500 |
| | | Expense Total | | \$ 19,184 | \$ 18,184 | \$ 12,684 |
| | Capital Project & Property Management Total | | | \$ 19,184 | \$ 18,184 | \$ 12,684 |
| OPP Orangeville Total | | | | \$ 19,184 | \$ 18,184 | \$ 12,684 |
| Peel Paramedic (Old Church) | Capital Project & Property Management | Revenue | 01-09-155-43050-198-50655 Lease Revenue | \$ (11,665) | \$ (6,765) | \$ (6,500) |
| | | Revenue Total | | \$ (11,665) | \$ (6,765) | \$ (6,500) |
| | | Expense | 01-09-155-43050-198-62111 Maintenance & Repairs-Grounds | \$ 9,625 | \$ 4,725 | \$ 5,000 |
| | | | 01-09-155-43050-198-61108 Distributed Salaries | \$ 2,040 | \$ 2,040 | \$ - |
| | Expense Total | | \$ 11,665 | \$ 6,765 | \$ 5,000 | |
| Capital Project & Property Management Total | | | | \$ - | \$ - | \$ (1,500) |
| Peel Paramedic (Old Church) Total | | | | \$ - | \$ - | \$ (1,500) |
| St.Andrew | Capital Project & Property Management | Expense | 01-09-155-43050-360-62112 Maintenance & Repairs-Building | \$ 700 | \$ 1,200 | \$ 1,200 |
| | | | 01-09-155-43050-360-62312 Insurance | \$ 3,731 | \$ 3,553 | \$ 3,352 |
| | | | 01-09-155-43050-360-62437 Contribution to Reserves | \$ 500 | \$ 500 | \$ 500 |
| | Expense Total | | \$ 4,931 | \$ 5,253 | \$ 5,052 | |
| Capital Project & Property Management Total | | | | \$ 4,931 | \$ 5,253 | \$ 5,052 |
| St.Andrew Total | | | | \$ 4,931 | \$ 5,253 | \$ 5,052 |
| Town Hall | Administration | Expense | 01-09-115-40010-365-61510 Salaries-Permanent | \$ 211,466 | \$ 207,148 | \$ 200,181 |
| | | | 01-09-115-40010-365-61513 Benefits-Permanent | \$ 65,823 | \$ 65,180 | \$ 62,800 |
| | | | 01-09-115-40010-365-61520 Wages-Casual Temporary | \$ 293,000 | \$ 288,516 | \$ 235,855 |
| | | | 01-09-115-40010-365-61523 Benefits-Casual Temporary | \$ 36,092 | \$ 34,622 | \$ 28,500 |
| | | | 01-09-115-40010-365-62011 Office Supplies | \$ 1,000 | \$ 1,000 | \$ 2,500 |
| | | | 01-09-115-40010-365-62014 Uniforms/Protective Clothing | \$ 1,435 | \$ 1,835 | \$ 1,035 |
| | | | 01-09-115-40010-365-62245 Studies/Consultants | \$ - | \$ - | \$ 1,000 |
| | | | 01-09-115-40010-365-62310 Training/Development/Seminars | \$ 4,000 | \$ 4,000 | \$ 2,000 |
| | | | 01-09-115-40010-365-62311 Memberships/Dues | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | | 01-09-115-40010-365-62312 Insurance | \$ - | \$ - | \$ 265,738 |
| | | | 01-09-115-40010-365-62314 Mileage | \$ 250 | \$ 250 | \$ 500 |
| | | | 01-09-115-40010-365-62315 Printing & Advertising | \$ 500 | \$ 500 | \$ 500 |
| | | | 01-09-115-40010-365-62346 Courier | \$ 100 | \$ 100 | \$ 250 |
| | | | 01-09-115-40010-365-62375 Meeting Expenses | \$ 750 | \$ 750 | \$ 1,000 |
| | | | 01-09-115-40010-365-62396 Mobile Phones / Pagers | \$ 250 | \$ 500 | \$ 500 |
| | | Expense Total | | \$ 617,166 | \$ 606,901 | \$ 805,209 |
| | Administration Total | | | \$ 617,166 | \$ 606,901 | \$ 805,209 |
| | Capital Project & Property Management | Revenue | 01-09-155-43040-365-50613 Miscellaneous Fees | \$ (2,860) | \$ (2,160) | \$ (4,000) |
| | | | 01-09-155-43050-365-50300 Internal Recoveries | \$ (2,500) | \$ (7,500) | \$ - |
| | | | 01-09-155-75300-365-50560 Counter Sales | \$ (70,000) | \$ (62,000) | \$ (55,000) |
| | | | 01-09-155-75300-365-50561 Catered Sales | \$ (6,500) | \$ (6,500) | \$ (6,500) |
| | | | Revenue Total | | \$ (81,860) | \$ (78,160) |
| | | Expense | 01-09-155-43020-365-61510 Salaries-Permanent | \$ 204,749 | \$ 201,080 | \$ 195,566 |
| | | | 01-09-155-43020-365-61512 Recovery-Salaries-Permanent | \$ (183,580) | \$ (180,582) | \$ (175,473) |
| | | | 01-09-155-43020-365-61513 Benefits-Permanent | \$ 57,508 | \$ 56,895 | \$ 55,109 |
| | | | 01-09-155-43020-365-62011 Office Supplies | \$ 500 | \$ 500 | \$ 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 |
| | | | 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 | \$ 1,000 | \$ 1,667 |
| | | | 01-09-155-43020-365-62396 Mobile Phones / Pagers | \$ 750 | \$ 950 | \$ 850 |
| | | | 01-09-155-43040-365-61510 Salaries-Permanent | \$ 170,673 | \$ 167,802 | \$ 166,483 |
| | | | 01-09-155-43040-365-61513 Benefits-Permanent | \$ 50,397 | \$ 49,960 | \$ 49,022 |
| | | | 01-09-155-43040-365-61520 Wages-Casual Temporary | \$ 78,900 | \$ 77,800 | \$ 76,439 |
| | | | 01-09-155-43040-365-61522 Recovery-Wages-Casual Temp | \$ (16,660) | \$ - | \$ - |
| | | | 01-09-155-43040-365-61523 Benefits-Casual Temporary | \$ 9,872 | \$ 9,819 | \$ 9,347 |
| | | | 01-09-155-43040-365-62011 Office Supplies | \$ 300 | \$ 300 | \$ 300 |
| | | | 01-09-155-43040-365-62014 Uniforms/Protective Clothing | \$ 1,500 | \$ 2,000 | \$ 900 |
| | | | 01-09-155-43040-365-62017 Caretaking Supplies | \$ - | \$ 300 | \$ 300 |
| | | | 01-09-155-43040-365-62018 Operating Supplies | \$ 1,750 | \$ 1,750 | \$ 1,500 |
| | | | 01-09-155-43040-365-62020 E-Registration Fees | \$ 480 | \$ 220 | \$ - |
| | | | 01-09-155-43040-365-62114 Small Equip Repair/Purchase | \$ 2,500 | \$ 3,500 | \$ 3,000 |
| | | | 01-09-155-43040-365-62239 Equipment | \$ 1,000 | \$ 1,000 | \$ 750 |
| | | | 01-09-155-43040-365-62256 Security | \$ 17,500 | \$ 17,500 | \$ 15,000 |
| | | | 01-09-155-43040-365-62310 Training/Development/Seminars | \$ 1,750 | \$ 1,750 | \$ 1,750 |
| | | | 01-09-155-43040-365-62311 Memberships/Dues | \$ 500 | \$ 500 | \$ 500 |
| | | | 01-09-155-43040-365-62314 Mileage | \$ 500 | \$ 1,000 | \$ 1,500 |
| | | | 01-09-155-43040-365-62335 Contracted Services | \$ 15,500 | \$ 15,000 | \$ 12,000 |
| | | | 01-09-155-43040-365-62396 Mobile Phones / Pagers | \$ 500 | \$ 900 | \$ 900 |
| | | | 01-09-155-43050-365-61510 Salaries-Permanent | \$ 185,536 | \$ 182,344 | \$ 178,606 |
| | | | 01-09-155-43050-365-61512 Recovery-Salaries-Permanent | \$ (80,192) | \$ (78,962) | \$ (77,320) |
| | | | 01-09-155-43050-365-61513 Benefits-Permanent | \$ 53,525 | \$ 53,026 | \$ 51,607 |
| | | | 01-09-155-43050-365-61520 Wages-Casual Temporary | \$ 55,600 | \$ 54,700 | \$ 53,444 |
| | | | 01-09-155-43050-365-61523 Benefits-Casual Temporary | \$ 10,908 | \$ 10,792 | \$ 10,463 |
| | | | 01-09-155-43050-365-62011 Office Supplies | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-09-155-43050-365-62014 Uniforms/Protective Clothing | \$ 1,000 | \$ 1,000 | \$ 550 |
| | | | 01-09-155-43050-365-62017 Caretaking Supplies | \$ 13,325 | \$ 13,000 | \$ 13,000 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|----------------------|---|------------------|--|--------------|--------------|--------------|
| Town Hall | Capital Project & Property Management | Expense | 01-09-155-43050-365-62018 Operating Supplies | \$ 11,275 | \$ 11,000 | \$ 11,000 |
| | | | 01-09-155-43050-365-62111 Maintenance & Repairs-Grounds | \$ 5,500 | \$ 5,000 | \$ 5,000 |
| | | | 01-09-155-43050-365-62112 Maintenance & Repairs-Building | \$ 45,000 | \$ 50,000 | \$ 40,000 |
| | | | 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 | \$ 20,000 | \$ 15,750 | \$ 15,000 |
| | | | 01-09-155-43050-365-62130 Generator-Fuel & Maintenance | \$ 5,000 | \$ 5,000 | \$ 7,500 |
| | | | 01-09-155-43050-365-62215 Natural Gas | \$ 13,532 | \$ 14,051 | \$ 14,709 |
| | | | 01-09-155-43050-365-62216 Electricity | \$ 181,774 | \$ 153,541 | \$ 150,714 |
| | | | 01-09-155-43050-365-62217 Water/Waste Water | \$ 5,350 | \$ 5,250 | \$ 5,250 |
| | | | 01-09-155-43050-365-62256 Security | \$ 17,425 | \$ 17,000 | \$ 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 | \$ 120,000 | \$ 118,000 | \$ 115,000 |
| | | | 01-09-155-43050-365-62378 Furniture/Fixtures | \$ 32,500 | \$ 32,500 | \$ 32,750 |
| | | | 01-09-155-43050-365-62396 Mobile Phones / Pagers | \$ 1,000 | \$ 2,000 | \$ 1,750 |
| | | | 01-09-155-43050-365-62437 Contribution to Reserves | \$ 11,722 | \$ 11,722 | \$ 11,000 |
| | | | 01-09-155-75300-365-61520 Wages-Casual Temporary | \$ 88,800 | \$ 87,500 | \$ 86,035 |
| | | | 01-09-155-75300-365-61523 Benefits-Casual Temporary | \$ 18,930 | \$ 18,746 | \$ 18,267 |
| | | | 01-09-155-75300-365-62014 Uniforms/Protective Clothing | \$ 1,000 | \$ 1,000 | \$ 600 |
| | | | 01-09-155-75300-365-62017 Caretaking Supplies | \$ 500 | \$ 500 | \$ 500 |
| | | | 01-09-155-75300-365-62023 Concession Purchases | \$ 50,000 | \$ 45,000 | \$ 40,000 |
| | | | 01-09-155-75300-365-62027 Special Event Supplies | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-09-155-75300-365-62030 Coffee & Supplies | \$ 8,200 | \$ 8,000 | \$ 8,000 |
| | | | 01-09-155-75300-365-62114 Small Equip Repair/Purchase | \$ 3,100 | \$ 3,000 | \$ 2,500 |
| | | | 01-09-155-75300-365-62314 Mileage | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-09-155-75300-365-62335 Contracted Services | \$ 3,600 | \$ 3,500 | \$ 3,000 |
| | | Expense Total | | \$ 1,326,899 | \$ 1,300,004 | \$ 1,259,435 |
| | Capital Project & Property Management Total | | | \$ 1,245,039 | \$ 1,221,844 | \$ 1,193,935 |
| Energy & Environment | Energy & Environment | Revenue | 01-09-255-44040-365-50325 Tree Seedling Program | \$ (16,800) | \$ (16,800) | \$ (11,000) |
| | | | 01-09-255-44040-365-50352 MicroFIT Meters | \$ (27,000) | \$ (27,000) | \$ (30,000) |
| | | Revenue Total | | \$ (43,800) | \$ (43,800) | \$ (41,000) |
| | | Expense | 01-09-255-44040-365-61510 Salaries-Permanent | \$ 249,890 | \$ 240,611 | \$ 230,173 |
| | | | 01-09-255-44040-365-61513 Benefits-Permanent | \$ 74,190 | \$ 72,554 | \$ 69,460 |
| | | | 01-09-255-44040-365-61520 Wages-Casual Temporary | \$ 23,000 | \$ 11,300 | \$ 11,100 |
| | | | 01-09-255-44040-365-61523 Benefits-Casual Temporary | \$ 2,834 | \$ 1,404 | \$ 1,358 |
| | | | 01-09-255-44040-365-62011 Office Supplies | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-09-255-44040-365-62224 Community Green Fund | \$ 17,000 | \$ 17,000 | \$ 12,000 |
| | | | 01-09-255-44040-365-62305 Computer Services | \$ 24,782 | \$ 21,985 | \$ 21,985 |
| | | | 01-09-255-44040-365-62310 Training/Development/Seminars | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| | | | 01-09-255-44040-365-62311 Memberships/Dues | \$ 4,339 | \$ 5,865 | \$ 5,865 |
| | | | 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 | \$ 3,000 |
| | | | 01-09-255-44040-365-62320 Smart Commute | \$ - | \$ 1,400 | \$ 1,400 |
| | | | 01-09-255-44040-365-62328 Tree Seedling Program | \$ 15,000 | \$ 15,000 | \$ 11,000 |
| | | | 01-09-255-44040-365-62346 Courier | \$ 100 | \$ 100 | \$ 100 |
| | | | 01-09-255-44040-365-62355 Special Events | \$ 4,650 | \$ 4,650 | \$ 4,000 |
| | | | 01-09-255-44040-365-62375 Meeting Expenses | \$ - | \$ - | \$ 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 | \$ 250 | \$ 500 | \$ 500 |
| | | | 01-09-255-44040-365-62437 Contribution to Reserves | \$ 26,750 | \$ 26,750 | \$ 29,750 |
| | | | 01-09-255-44040-365-62446 MicroFIT Meters | \$ 250 | \$ 250 | \$ 250 |
| | | Expense Total | | \$ 471,235 | \$ 447,569 | \$ 427,791 |
| | Energy & Environment Total | | | \$ 427,435 | \$ 403,769 | \$ 386,791 |
| Engineering Services | 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) |
| | | | 01-09-265-49010-365-50328 Engineering Fee | \$ (566,320) | \$ (575,904) | \$ (479,508) |
| | | | 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) |
| | | Revenue Total | | \$ (917,892) | \$ (927,976) | \$ (831,580) |
| | | Expense | 01-09-265-49010-365-61109 Salary Recovery | \$ (392,992) | \$ (426,596) | \$ (443,527) |
| | | | 01-09-265-49010-365-61510 Salaries-Permanent | \$ 1,114,516 | \$ 937,886 | \$ 928,908 |
| | | | 01-09-265-49010-365-61513 Benefits-Permanent | \$ 324,073 | \$ 271,044 | \$ 269,201 |
| | | | 01-09-265-49010-365-61520 Wages-Casual Temporary | \$ 37,000 | \$ 36,500 | \$ 35,900 |
| | | | 01-09-265-49010-365-61523 Benefits-Casual Temporary | \$ 4,558 | \$ 4,535 | \$ 4,391 |
| | | | 01-09-265-49010-365-62014 Uniforms/Protective Clothing | \$ 1,600 | \$ 1,400 | \$ 3,700 |
| | | | 01-09-265-49010-365-62018 Operating Supplies | \$ 1,000 | \$ 2,200 | \$ 500 |
| | | | 01-09-265-49010-365-62245 Studies/Consultants | \$ 221,565 | \$ 147,150 | \$ 147,150 |
| | | | 01-09-265-49010-365-62310 Training/Development/Seminars | \$ 22,000 | \$ 18,500 | \$ 18,500 |
| | | | 01-09-265-49010-365-62311 Memberships/Dues | \$ 4,550 | \$ 4,550 | \$ 4,550 |
| | | | 01-09-265-49010-365-62314 Mileage | \$ 15,000 | \$ 13,700 | \$ 13,700 |
| | | | 01-09-265-49010-365-62315 Printing & Advertising | \$ 500 | \$ 500 | \$ 500 |
| | | | 01-09-265-49010-365-62375 Meeting Expenses | \$ 600 | \$ 600 | \$ - |
| | | | 01-09-265-49010-365-62396 Mobile Phones / Pagers | \$ 2,960 | \$ 3,200 | \$ 3,200 |
| | | | 01-09-265-49010-365-62402 External Debt Repayment | \$ 1,284,612 | \$ 981,612 | \$ 1,190,612 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|----------------------|---|----------------------|--|---------------------|---------------------|---------------------|
| Town Hall | Engineering Services | Expense | 01-09-265-49010-365-62403 External Debt Repay. Principal | \$ 951,000 | \$ 934,000 | \$ 310,000 |
| | | | 01-09-265-49010-365-62418 Debt Repayment | \$ - | \$ - | \$ 140,000 |
| | | | 01-09-265-49010-365-62437 Contribution to Reserves | \$ 19,500 | \$ 19,500 | \$ 19,500 |
| | | Expense Total | | \$ 3,612,042 | \$ 2,950,281 | \$ 2,646,785 |
| | Engineering Services Total | | | \$ 2,694,150 | \$ 2,022,305 | \$ 1,815,205 |
| | Finance | Revenue | 01-01-285-43060-365-50310 External Cost Recovery | \$ (59,769) | \$ (54,856) | \$ (43,620) |
| | | Revenue Total | | \$ (59,769) | \$ (54,856) | \$ (43,620) |
| | | Expense | 01-01-285-43060-365-61510 Salaries-Permanent | \$ 1,456,398 | \$ 1,427,076 | \$ 1,286,403 |
| | | | 01-01-285-43060-365-61513 Benefits-Permanent | \$ 420,099 | \$ 414,925 | \$ 373,483 |
| | | | 01-01-285-43060-365-61520 Wages-Casual Temporary | \$ 23,000 | \$ 11,300 | \$ 46,100 |
| | | | 01-01-285-43060-365-61523 Benefits-Casual Temporary | \$ 2,834 | \$ 1,404 | \$ 5,558 |
| | | | 01-01-285-43060-365-62011 Office Supplies | \$ 5,000 | \$ 5,000 | \$ 6,000 |
| | | | 01-01-285-43060-365-62310 Training/Development/Seminars | \$ 29,710 | \$ 26,400 | \$ 25,500 |
| | | | 01-01-285-43060-365-62311 Memberships/Dues | \$ 12,280 | \$ 13,050 | \$ 14,000 |
| | | | 01-01-285-43060-365-62314 Mileage | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | | | 01-01-285-43060-365-62315 Printing & Advertising | \$ 400 | \$ 1,000 | \$ 4,000 |
| | | | 01-01-285-43060-365-62335 Contracted Services | \$ 2,400 | \$ 2,200 | \$ 2,200 |
| | | | 01-01-285-43060-365-62346 Courier | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-01-285-43060-365-62375 Meeting Expense | \$ 400 | \$ 400 | \$ 500 |
| | | | 01-01-285-43060-365-62396 Mobile Phones / Pagers | \$ 750 | \$ 1,100 | \$ 1,100 |
| | | | 01-01-285-43070-365-61510 Salaries-Permanent | \$ 376,597 | \$ 360,670 | \$ 364,555 |
| | | | 01-01-285-43070-365-61513 Benefits-Permanent | \$ 108,058 | \$ 104,951 | \$ 104,536 |
| | | | 01-01-285-43070-365-62011 Office Supplies | \$ 900 | \$ 1,000 | \$ 1,000 |
| | | | 01-01-285-43070-365-62310 Training/Development/Seminars | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| | | | 01-01-285-43070-365-62311 Memberships/Dues | \$ 3,740 | \$ 3,600 | \$ 3,600 |
| | | | 01-01-285-43070-365-62314 Mileage | \$ 900 | \$ 900 | \$ 900 |
| | | | 01-01-285-43070-365-62315 Printing & Advertising | \$ 13,600 | \$ 13,100 | \$ 13,250 |
| | | | 01-01-285-43070-365-62335 Contracted Services | \$ 183,820 | \$ 183,820 | \$ 185,220 |
| | | | 01-01-285-43070-365-62396 Mobile Phones / Pagers | \$ 250 | \$ 336 | \$ 336 |
| | | | 01-01-285-43070-365-62412 Special Charges | \$ 1,800 | \$ 1,800 | \$ 2,000 |
| | | Expense Total | | \$ 2,649,636 | \$ 2,580,732 | \$ 2,446,941 |
| | Finance Total | | | \$ 2,589,867 | \$ 2,525,876 | \$ 2,403,321 |
| | Purchasing & Risk Management | Revenue | 01-01-435-43090-365-50520 Document Sales | \$ (26,000) | \$ (26,000) | \$ (22,000) |
| | | Revenue Total | | \$ (26,000) | \$ (26,000) | \$ (22,000) |
| | | Expense | 01-01-435-43090-365-61510 Salaries-Permanent | \$ 554,659 | \$ 550,204 | \$ 532,086 |
| | | | 01-01-435-43090-365-61513 Benefits-Permanent | \$ 166,422 | \$ 166,189 | \$ 160,172 |
| | | | 01-01-435-43090-365-62011 Office Supplies | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | | 01-01-435-43090-365-62020 E-Registration Fees | \$ 85 | \$ 2,600 | \$ 2,200 |
| | | | 01-01-435-43090-365-62310 Training/Development/Seminars | \$ 17,000 | \$ 16,000 | \$ 17,525 |
| | | | 01-01-435-43090-365-62311 Memberships/Dues | \$ 5,000 | \$ 5,000 | \$ 5,395 |
| | | | 01-01-435-43090-365-62314 Mileage | \$ 900 | \$ 900 | \$ 1,000 |
| | | | 01-01-435-43090-365-62396 Mobile Phones / Pagers | \$ 250 | \$ 428 | \$ 276 |
| | | Expense Total | | \$ 746,816 | \$ 743,821 | \$ 721,154 |
| | Purchasing & Risk Management Total | | | \$ 720,816 | \$ 717,821 | \$ 699,154 |
| | Road & Fleet Services | Revenue | 01-09-495-40010-365-50050 Miscellaneous | \$ (49,078) | \$ (49,078) | \$ (24,078) |
| | | | 01-09-495-40010-365-50052 Transit Fuel Recovery | \$ (50,000) | \$ - | \$ - |
| | | | 01-09-495-40010-365-50300 Internal Recoveries | \$ (120,585) | \$ (106,295) | \$ (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 Maintn. 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) | \$ (10,000) | \$ (2,500) |
| | | | 01-09-495-40010-365-50314 Caledon Community Service | \$ (140,000) | \$ (140,000) | \$ (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) | \$ (12,000) |
| | | | 01-09-495-40010-365-50336 Recreation-vehicle rental | \$ (3,500) | \$ (3,500) | \$ (5,500) |
| | | | 01-09-495-40010-365-50340 Inter. Fleet Maintenance | \$ (277,012) | \$ (275,000) | \$ (267,012) |
| | | | 01-09-495-40010-365-50353 Heavy Truckload Rd Use | \$ (5,000) | \$ (5,000) | \$ (4,966) |
| | | | 01-09-495-40010-365-50358 Scrap Metal Sales | \$ (5,000) | \$ (5,000) | \$ (5,000) |
| | | | 01-09-495-49090-365-50310 External Cost Recovery | \$ (35,000) | \$ (35,000) | \$ (35,000) |
| | | | 01-09-495-49140-365-50310 External Cost Recovery | \$ (46,000) | \$ (46,000) | \$ (46,000) |
| | | Revenue Total | | \$ (913,565) | \$ (847,263) | \$ (765,646) |
| | | Expense | 01-09-495-40010-365-62014 Uniforms/Protective Clothing | \$ 88,025 | \$ 87,075 | \$ 85,000 |
| | | | 01-09-495-40010-365-62018 Operating Supplies | \$ 7,000 | \$ 6,000 | \$ 6,000 |
| | | | 01-09-495-40010-365-62122 Pit Operations | \$ 1,500 | \$ 5,000 | \$ 5,000 |
| | | | 01-09-495-40010-365-62216 Electricity | \$ - | \$ 2,100 | \$ - |
| | | | 01-09-495-40010-365-62310 Training/Development/Seminars | \$ 54,000 | \$ 46,000 | \$ 40,000 |
| | | | 01-09-495-40010-365-62311 Memberships/Dues | \$ 15,000 | \$ 18,500 | \$ 18,000 |
| | | | 01-09-495-40010-365-62312 Insurance | \$ 307,317 | \$ 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 | \$ 50,000 | \$ 45,000 |
| | | | 01-09-495-40010-365-62396 Mobile Phones / Pagers | \$ 5,270 | \$ 6,660 | \$ 5,808 |
| | | | 01-09-495-40010-365-62418 Debt Repayment | \$ 249,584 | \$ 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 | \$ 15,000 | \$ 7,000 |
| | | | 01-09-495-49050-365-61510 Salaries-Permanent | \$ 155,662 | \$ 154,558 | \$ 142,823 |
| | | | 01-09-495-49050-365-61513 Benefits-Permanent | \$ 46,975 | \$ 46,821 | \$ 43,885 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|-----------------------|-----------------------------|--|---------------|---------------|--------------|
| Town Hall | Road & Fleet Services | Expense | 01-09-495-49050-365-61540 Wages-CUPE | \$ 503,123 | \$ 497,835 | \$ 470,249 |
| | | | 01-09-495-49050-365-61541 Overtime-CUPE | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | | | 01-09-495-49050-365-61543 Benefits-CUPE | \$ 154,472 | \$ 154,071 | \$ 145,931 |
| | | | 01-09-495-49050-365-62001 Fire/Hvy Duty Vehicle Mtce/Sup | \$ 385,000 | \$ 385,000 | \$ 385,000 |
| | | | 01-09-495-49050-365-62002 Constr. Vehicle Mtce/Supplies | \$ 250,000 | \$ 250,000 | \$ 250,000 |
| | | | 01-09-495-49050-365-62003 Diesel Fuel | \$ 500,000 | \$ 425,000 | \$ 425,000 |
| | | | 01-09-495-49050-365-62004 Unleaded Gasoline | \$ 245,434 | \$ 220,434 | \$ 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 | \$ 170,000 | \$ 150,000 | \$ 150,000 |
| | | | 01-09-495-49050-365-62114 Small Equip Repair/Purchase | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| | | | 01-09-495-49050-365-62316 Rental Equipment | \$ 73,000 | \$ 73,000 | \$ 40,000 |
| | | | 01-09-495-49050-365-62397 Telephone | \$ 23,000 | \$ 18,000 | \$ 15,000 |
| | | | 01-09-495-49050-365-62437 Contribution to Reserves | \$ 240,000 | \$ 240,000 | \$ 240,000 |
| | | | 01-09-495-49080-365-61216 Standby | \$ - | \$ - | \$ 17,000 |
| | | | 01-09-495-49080-365-61510 Salaries-Permanent | \$ 744,916 | \$ 615,208 | \$ 497,794 |
| | | | 01-09-495-49080-365-61511 Overtime-Permanent | \$ 39,500 | \$ 39,500 | \$ 39,500 |
| | | | 01-09-495-49080-365-61513 Benefits-Permanent | \$ 213,221 | \$ 167,945 | \$ 146,374 |
| | | | 01-09-495-49080-365-61520 Wages-Casual Temporary | \$ 55,800 | \$ - | \$ 101,700 |
| | | | 01-09-495-49080-365-61522 Recovery-Wages-Casual Temp | \$ (62,673) | \$ (61,473) | \$ - |
| | | | 01-09-495-49080-365-61523 Benefits-Casual Temporary | \$ 6,873 | \$ - | \$ 12,440 |
| | | | 01-09-495-49080-365-61540 Wages-CUPE | \$ 2,084,405 | \$ 2,074,769 | \$ 2,024,616 |
| | | | 01-09-495-49080-365-61541 Overtime-CUPE | \$ 100,000 | \$ 100,000 | \$ 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 | \$ 571,596 | \$ 573,666 | \$ 563,401 |
| | | | 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 | \$ 10,000 | \$ 35,000 | \$ 135,000 |
| | | | 01-09-495-49090-365-62335 Contracted Services | \$ 90,000 | \$ 65,000 | \$ 65,000 |
| | | | 01-09-495-49090-365-62349 Sweeping Contracts | \$ 54,000 | \$ 54,000 | \$ 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 |
| | | | 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 | \$ 227,434 | \$ 177,434 |
| | | | 01-09-495-49140-365-62255 RofP. Plow/Sand Contract | \$ - | \$ 50,000 | \$ 50,000 |
| | | | 01-09-495-49140-365-62335 Contracted Services | \$ 46,039 | \$ 46,039 | \$ 46,039 |
| | | | 01-09-495-49140-365-62336 Equipment Rental | \$ 30,000 | \$ 25,000 | \$ 20,000 |
| | | | 01-09-495-49140-365-62363 Winter Parking Lot Maint. | \$ 68,476 | \$ 45,976 | \$ 45,976 |
| | | | 01-09-495-49140-365-63036 Calcium | \$ 25,000 | \$ 25,000 | \$ 75,000 |
| | | | 01-09-495-49140-365-63038 Salt & Sand | \$ 922,500 | \$ 900,000 | \$ 830,000 |
| | | | 01-09-495-49200-365-62018 Operating Supplies | \$ 2,500 | \$ 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 | \$ 3,000 |
| | | | 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 | \$ 5,000 | \$ 2,500 | \$ 1,000 |
| | | | 01-09-495-49210-365-62338 Catch Basin Cleaning | \$ 65,000 | \$ 65,000 | \$ 65,000 |
| | | | 01-09-495-49210-365-62351 Ditch Cleaning | \$ 225,000 | \$ 168,000 | \$ 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 | \$ 45,000 | \$ 50,000 | \$ 50,000 |
| | | | 01-09-495-49220-365-62343 Contract-Railway Crossing | \$ 55,000 | \$ 60,000 | \$ 60,000 |
| | | | 01-09-495-49220-365-62364 Bridge Maintenance | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | | | | Expense Total | \$ 10,251,951 | \$ 9,841,173 |
| | | Road & Fleet Services Total | \$ 9,338,386 | \$ 8,993,910 | \$ 8,588,630 | |
| | Traffic | Revenue | 01-09-500-49115-365-50310 External Cost Recovery | \$ (84,000) | \$ (80,000) | \$ (45,000) |
| | | | 01-09-500-49115-365-50360 Streetlight Recovery | \$ (104,275) | \$ (109,500) | \$ (115,100) |
| | | Revenue Total | \$ (188,275) | \$ (189,500) | \$ (160,100) | |
| | | Expense | 01-09-500-49115-365-61510 Salaries- Permanent | \$ 418,747 | \$ 394,839 | \$ 334,178 |
| 01-09-500-49115-365-61511 Overtime-Permanent | | | \$ 6,500 | \$ 6,500 | \$ 6,500 | |
| 01-09-500-49115-365-61513 Benefits - Permanent | | | \$ 123,678 | \$ 116,107 | \$ 98,043 | |
| 01-09-500-49115-365-61520 Wages-Casual Temporary | | | \$ 103,200 | \$ 90,740 | \$ 67,700 | |
| 01-09-500-49115-365-61521 Overtime | | | \$ 2,500 | \$ 2,500 | \$ 2,500 | |
| 01-09-500-49115-365-61523 Benefits-Casual Temporary | | | \$ 12,712 | \$ 11,182 | \$ 8,281 | |
| 01-09-500-49115-365-62014 Uniforms | | | \$ 1,500 | \$ 1,500 | \$ 900 | |
| 01-09-500-49115-365-62216 Electricity | | | \$ 506,190 | \$ 531,550 | \$ 625,000 | |
| 01-09-500-49115-365-62245 Studies/Consultants | | | \$ 64,943 | \$ 66,000 | \$ 66,000 | |
| 01-09-500-49115-365-62310 Training/Development/Seminars | | | \$ 9,250 | \$ 9,250 | \$ 8,000 | |
| 01-09-500-49115-365-62311 Memberships/Dues | | | \$ 2,670 | \$ 2,600 | \$ 2,500 | |
| 01-09-500-49115-365-62314 Mileage | | | \$ 3,930 | \$ 4,500 | \$ 6,000 | |
| 01-09-500-49115-365-62315 Printing & Advertising | | | \$ 500 | \$ 2,500 | \$ 500 | |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|---|------------------|--|---------------|---------------|---------------|
| Town Hall | Traffic | Expense | 01-09-500-49115-365-62331 Transit | \$ - | \$ 340,227 | \$ 58,473 |
| | | | 01-09-500-49115-365-62335 Contracted Services | \$ 100,000 | \$ 100,000 | \$ 110,000 |
| | | | 01-09-500-49115-365-62347 Pavement Marking Contract | \$ 180,000 | \$ 180,000 | \$ 180,000 |
| | | | 01-09-500-49115-365-62375 Meeting Expense | \$ 650 | \$ 650 | \$ 650 |
| | | | 01-09-500-49115-365-62396 Mobile Phones/Pagers | \$ 500 | \$ 1,250 | \$ 1,250 |
| | | | 01-09-500-49115-365-62398 Expenses - Recoverable | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| | | | 01-09-500-49115-365-62659 Streetlight Maintenance | \$ 225,000 | \$ 260,000 | \$ 137,000 |
| | | | 01-09-500-49115-365-62660 Traffic Operations Maintenance | \$ 100,000 | \$ 138,000 | \$ 100,000 |
| | | | 01-09-500-49115-365-62661 Streetlight Mtce-Region | \$ 70,000 | \$ 70,000 | \$ 35,000 |
| | | Expense Total | \$ 1,942,470 | \$ 2,339,895 | \$ 1,858,475 | |
| | Traffic Total | \$ 1,754,195 | \$ 2,150,395 | \$ 1,698,375 | | |
| | Transit | Expense | 01-09-500-49116-365-62315 Printing & Advertising | \$ 2,000 | \$ - | \$ - |
| | | | 01-09-500-49116-365-62331 Transit | \$ 342,034 | \$ - | \$ - |
| | | | 01-09-500-49116-365-62660 Traffic Operations Maintenance | \$ 38,000 | \$ - | \$ - |
| | | Expense Total | \$ 382,034 | \$ - | \$ - | |
| | Transit Total | \$ 382,034 | \$ - | \$ - | | |
| Town Hall Total | | | | \$ 19,769,088 | \$ 18,642,821 | \$ 17,590,620 |
| Yard 1 | Capital Project & Property Management | Expense | 01-09-155-43050-511-62018 Operating Supplies | \$ 40,015 | \$ 39,040 | \$ 39,040 |
| | | | 01-09-155-43050-511-62112 Maintenance & Repairs-Building | \$ 58,942 | \$ 57,512 | \$ 55,837 |
| | | | 01-09-155-43050-511-62215 Natural Gas | \$ 9,564 | \$ 8,722 | \$ 8,722 |
| | | | 01-09-155-43050-511-62216 Electricity | \$ 29,271 | \$ 32,610 | \$ 32,610 |
| | | | 01-09-155-43050-511-62312 Insurance | \$ 5,781 | \$ 5,506 | \$ 5,194 |
| | | | 01-09-155-43050-511-62397 Telephone | \$ 1,000 | \$ - | \$ 6,500 |
| | | | 01-09-155-43050-511-62437 Contribution to Reserves | \$ 8,110 | \$ 5,000 | \$ - |
| | | | Expense Total | \$ 152,683 | \$ 148,390 | \$ 147,903 |
| | Capital Project & Property Management Total | \$ 152,683 | \$ 148,390 | \$ 147,903 | | |
| Yard 1 Total | | | | \$ 152,683 | \$ 148,390 | \$ 147,903 |
| Yard 2 | Capital Project & Property Management | Expense | 01-09-155-43050-512-62018 Operating Supplies | \$ 26,487 | \$ 25,841 | \$ 25,841 |
| | | | 01-09-155-43050-512-62112 Maintenance & Repairs-Building | \$ 67,898 | \$ 67,898 | \$ 65,921 |
| | | | 01-09-155-43050-512-62215 Natural Gas | \$ 15,745 | \$ 8,586 | \$ 7,684 |
| | | | 01-09-155-43050-512-62216 Electricity | \$ 15,964 | \$ 8,753 | \$ 20,245 |
| | | | 01-09-155-43050-512-62312 Insurance | \$ 7,919 | \$ 11,542 | \$ 10,889 |
| | | | 01-09-155-43050-512-62396 Mobile Phones / Pagers | \$ - | \$ 770 | \$ 770 |
| | | | 01-09-155-43050-512-62397 Telephone | \$ 1,000 | \$ - | \$ 3,700 |
| | | | 01-09-155-43050-512-62437 Contribution to Reserves | \$ 10,393 | \$ 10,393 | \$ - |
| | | | Expense Total | \$ 145,406 | \$ 133,783 | \$ 135,050 |
| | Capital Project & Property Management Total | \$ 145,406 | \$ 133,783 | \$ 135,050 | | |
| Yard 2 Total | | | | \$ 145,406 | \$ 133,783 | \$ 135,050 |
| Yard 3 | Capital Project & Property Management | Expense | 01-09-155-43050-513-62018 Operating Supplies | \$ 11,924 | \$ 11,664 | \$ 11,664 |
| | | | 01-09-155-43050-513-62112 Maintenance & Repairs-Building | \$ 37,097 | \$ 22,897 | \$ 22,230 |
| | | | 01-09-155-43050-513-62215 Natural Gas | \$ 4,052 | \$ 3,206 | \$ 3,127 |
| | | | 01-09-155-43050-513-62216 Electricity | \$ 4,969 | \$ 5,346 | \$ 5,890 |
| | | | 01-09-155-43050-513-62312 Insurance | \$ 3,724 | \$ 3,547 | \$ 3,346 |
| | | | 01-09-155-43050-513-62397 Telephone | \$ 1,000 | \$ - | \$ 3,000 |
| | Expense Total | \$ 62,766 | \$ 46,660 | \$ 49,257 | | |
| Capital Project & Property Management Total | \$ 62,766 | \$ 46,660 | \$ 49,257 | | | |
| Yard 3 Total | | | | \$ 62,766 | \$ 46,660 | \$ 49,257 |
| Finance & Infrastructure Total | | | | \$ 20,245,332 | \$ 19,076,193 | \$ 18,005,414 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - CORPORATE ACCOUNTS

| Division | Revenue/ Expense | Account | 2020 Budget | 2019 Budget | 2018 Budget |
|-----------------------------------|----------------------|--|-----------------|-----------------|-----------------|
| Administration | Expense | 01-10-115-40010-365-62312 Insurance | \$ 144,730 | \$ 77,293 | \$ 160,293 |
| | | 01-10-115-40010-365-62317 Audit | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | | 01-10-115-40010-365-62319 Grants | \$ 139,880 | \$ 132,130 | \$ 121,130 |
| | | 01-10-115-40010-365-62327 Municipal Taxes | \$ 13,500 | \$ 13,500 | \$ 13,500 |
| | | 01-10-115-40010-365-62335 Contracted Services | \$ 26,856 | \$ 24,550 | \$ 20,250 |
| | | 01-10-115-40010-365-62408 Contingency | \$ 761,720 | \$ 601,051 | \$ 464,051 |
| | | 01-10-115-40010-365-62418 Debt Repayment | \$ 556,205 | \$ 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 | \$ 18,889 | \$ 21,160 | \$ - |
| | | 01-10-115-40010-850-62327 Municipal Taxes | \$ 95,000 | \$ 95,000 | \$ 80,000 |
| | | Expense Total | \$ 1,473,447 | \$ 1,196,770 | \$ 1,091,310 |
| | Administration Total | | \$ 1,473,447 | \$ 1,196,770 | \$ 1,091,310 |
| Bolton Business Improvement | Expense | 01-10-135-42010-365-62319 Grants | \$ 56,000 | \$ 56,000 | \$ 56,000 |
| | Expense Total | 01-10-135-42010-365-62437 Contribution to Reserves | \$ 98,995 | \$ 98,995 | \$ 98,995 |
| Bolton Business Improvement Total | | \$ 154,995 | \$ 154,995 | \$ 154,995 | |
| Capital/Reserve Transfer | Revenue | 01-10-165-42020-365-50986 Reserve Fund To Revenue | \$ - | \$ (2,637,455) | \$ (2,638,735) |
| Capital/Reserve Transfer Total | Revenue Total | | \$ - | \$ (2,637,455) | \$ (2,638,735) |
| 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 | \$ (4,400) | \$ (12,000) | \$ - |
| | Revenue Total | | \$ (24,400) | \$ (32,000) | \$ (20,000) |
| | Expense | 01-10-175-42030-365-62009 Bulk Office Supplies | \$ 21,000 | \$ 20,000 | \$ 20,000 |
| | | 01-10-175-42030-365-62011 Office Supplies | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| | | 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 | \$ 124,000 |
| | | 01-10-175-42030-365-62254 Maintenance Contracts - IT | \$ 1,354,316 | \$ 1,323,266 | \$ 1,046,930 |
| | | 01-10-175-42030-365-62303 New Staff Technology | \$ 50,800 | \$ 40,000 | \$ - |
| | | 01-10-175-42030-365-62305 Computer Services | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| | | 01-10-175-42030-365-62309 Insurance Deductible | \$ 140,000 | \$ 130,000 | \$ 290,000 |
| | | 01-10-175-42030-365-62313 Insurance Adjust. Service | \$ 81,000 | \$ 81,000 | \$ 40,000 |
| | | 01-10-175-42030-365-62322 Postage | \$ 117,800 | \$ 117,800 | \$ 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 |
| | Expense Total | \$ 2,077,916 | \$ 2,025,066 | \$ 1,819,930 | |
| Centralized Charges Total | | \$ 2,053,516 | \$ 1,993,066 | \$ 1,799,930 | |
| Fees & Service Charges | Revenue | 01-10-275-42170-365-50050 Miscellaneous | \$ (15,000) | \$ (15,000) | \$ (21,100) |
| | | 01-10-275-42170-365-50300 Internal Recoveries | \$ (802,580) | \$ (786,843) | \$ (745,562) |
| | | 01-10-275-42170-365-50333 Mortgage Company Fee | \$ (70,000) | \$ (69,500) | \$ (60,000) |
| | | 01-10-275-42170-365-50335 Ownership Change Fee | \$ (45,750) | \$ (43,750) | \$ (43,750) |
| | | 01-10-275-42170-365-50339 Tax Account Fees | \$ (101,392) | \$ (101,392) | \$ (89,092) |
| | | 01-10-275-42170-365-50354 Tax Cert. - Fast Track | \$ (33,261) | \$ (27,261) | \$ (23,961) |
| | | 01-10-275-42170-365-50515 Tax Certificate | \$ (23,989) | \$ (29,989) | \$ (25,989) |
| | Revenue Total | \$ (1,091,972) | \$ (1,073,735) | \$ (1,009,454) | |
| Fees & Service Charges Total | | \$ (1,091,972) | \$ (1,073,735) | \$ (1,009,454) | |
| Financial Expenses | Expense | 01-10-295-42180-365-62244 Bank Charges | \$ 166,467 | \$ 141,513 | \$ 141,513 |
| | | 01-10-295-42180-365-62417 Town PIL due to Region | \$ 7,400 | \$ 7,400 | \$ 21,400 |
| | | 01-10-295-42180-365-62420 Caledon Hydro Debt Repayment | \$ - | \$ 164,455 | \$ 318,735 |
| | | 01-10-295-42180-365-62421 Collection Fees | \$ 3,000 | \$ 1,000 | \$ 1,000 |
| | | 01-10-295-42180-365-62422 Tax Adjustments | \$ 400,000 | \$ 400,000 | \$ 400,000 |
| | | 01-10-295-42180-365-62429 Caledon Hydro Debt Principal | \$ - | \$ 2,473,000 | \$ 2,320,000 |
| | Expense Total | \$ 576,867 | \$ 3,187,368 | \$ 3,202,648 | |
| Financial Expenses Total | | \$ 576,867 | \$ 3,187,368 | \$ 3,202,648 | |
| Grants | Revenue | 01-10-415-42230-365-50952 General Support Grant | \$ (710,200) | \$ (832,900) | \$ (1,156,300) |
| | Revenue Total | | \$ (710,200) | \$ (832,900) | \$ (1,156,300) |
| | Expense | 01-10-415-42230-365-62251 Grants-DC Exemptions/Discounts | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Grants Total | | \$ 100,000 | \$ 100,000 | \$ 100,000 | |
| Other Revenue | Revenue | 01-10-375-42200-365-50575 Penalty/Interest-Taxes | \$ (1,625,000) | \$ (1,450,000) | \$ (1,375,000) |
| | | 01-10-375-42200-365-50580 Interest Earned | \$ (10,000) | \$ (6,000) | \$ - |
| | | 01-10-375-42200-365-50585 Interest Earned - Investment | \$ (3,905,143) | \$ (2,512,143) | \$ (2,012,143) |
| Other Revenue Total | | \$ (5,540,143) | \$ (3,968,143) | \$ (3,387,143) | |
| Reserves | Expense | 01-10-485-40010-365-62420 Interest Earned on Reserves | \$ 1,551,000 | \$ 878,000 | \$ 575,000 |
| | | 01-10-485-40010-365-62437 Contribution to Reserves | \$ 304,000 | \$ 200,000 | \$ 353,000 |
| | | 01-10-485-40010-365-62438 Capital exp. (tax levy) | \$ 20,751,144 | \$ 19,570,102 | \$ 17,739,296 |
| | | 01-10-485-40010-365-62440 Contribution to Broadband Levy | \$ 300,000 | \$ 300,000 | \$ 300,000 |
| Reserves Total | | \$ 22,906,144 | \$ 20,948,102 | \$ 18,967,296 | |
| Taxation | Revenue | 01-10-505-42210-365-50932 PIL-Canada | \$ (30,000) | \$ (30,000) | \$ (30,000) |
| | | 01-10-505-42210-365-50934 PIL-Ontario | \$ (80,850) | \$ (80,850) | \$ (80,850) |
| | | 01-10-505-42210-365-50944 Other Municipalities | \$ (260,757) | \$ (260,757) | \$ (200,757) |
| | | 01-10-505-42210-365-50946 PIL-Other | \$ (85,000) | \$ (85,000) | \$ (85,000) |
| | | 01-10-505-42240-365-50933 Property Tax - Railways | \$ (110,000) | \$ (110,000) | \$ (110,000) |
| | | 01-10-505-42260-365-50900 Current Levy-Res/Farm | \$ (63,909,515) | \$ (59,706,688) | \$ (54,666,191) |
| | | 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) | \$ (903,215) | \$ (853,215) |
| | | 01-10-505-42260-365-50909 Supplementary-Commercial | \$ (300,000) | \$ - | \$ - |
| | | 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) |
| | Revenue Total | \$ (74,818,785) | \$ (70,315,958) | \$ (65,165,461) | |
| | Expense | 01-10-505-42250-365-62551 Elderly Tax Assistance | \$ 60,050 | \$ 60,050 | \$ 56,800 |
| | Expense Total | \$ 60,050 | \$ 60,050 | \$ 56,800 | |
| Taxation Total | | \$ (74,758,735) | \$ (70,255,908) | \$ (65,108,661) | |
| Corporate Accounts Total | | \$ (54,836,081) | \$ (51,187,840) | \$ (47,984,114) | |

TOWN OF CALEDON
2020 CAPITAL BUDGETS - FINANCE & INFRASTRUCTURE

| Department | Division | Project # | Project Name | Total Project Budget | |
|---|---------------------------------------|------------------------------|---|--|------------|
| Finance & Infrastructure Services | Capital Project & Property Management | 20-008 | OPP Equipment | \$ 150,000 | |
| | | 20-030 | Town Hall Building Improvements and Space Planning/Optimization Study | \$ 375,000 | |
| | | 20-031 | Back Flow Prevention Project | \$ 55,000 | |
| | | 20-033 | Works Yard 1 and 2 Strategic Growth Plan | \$ 3,529,259 | |
| | | 20-034 | 28 Ann Street Repairs (Former Bolton Fire Station) | \$ 205,000 | |
| | Road & Fleet Services | 20-001 | Surface Treatment Program | \$ 1,000,000 | |
| | | 20-002 | Gravel Resurfacing Program | \$ 300,000 | |
| | | 20-003 | Sidewalk Repair & Rehabilitation Program | \$ 200,000 | |
| | | 20-004 | Asphalt Walkways Program | \$ 100,000 | |
| | | 20-005 | Crack Sealing Program | \$ 200,000 | |
| | | 20-006 | Post Winter Roads Program | \$ 500,000 | |
| | | 20-007 | Assumption of Outstanding Developments | \$ 500,000 | |
| | | 20-042 | Building Services Fleet | \$ 95,000 | |
| | | 20-043 | Parks Equipment (Mowers) | \$ 100,000 | |
| | | 20-044 | Grader | \$ 427,000 | |
| | | 20-045 | Replacement of Slip In Water Tanks | \$ 75,000 | |
| | | 20-046 | Replacement of Grader Roller Attachments | \$ 75,000 | |
| | | 20-048 | Tandem Axle Truck | \$ 365,000 | |
| | | 20-049 | Replacement Roads & Fleet Pick Up Trucks | \$ 275,000 | |
| | | 20-050 | Medium Duty Truck with Sidewalk Machine and Trailer | \$ 284,429 | |
| | | 20-119 | Asphalt Roads Maintenance Repairs | \$ 2,000,000 | |
| | | 20-120 | Medium Duty Truck and Trailer | \$ 134,429 | |
| | | Finance | 20-040 | Development Charge Studies and Costs Related to Bill 108 | \$ 175,000 |
| | | Purchasing & Risk Management | 20-117 | Adjudication Related to New Construction Act | \$ 50,000 |
| | | Energy & Environment | 20-051 | Energy and Environment Projects | \$ 116,000 |
| | 20-108 | | LED Retrofit Phase 2 (non cobrahead) and Adaptive Controls Program | \$ 3,731,530 | |
| | Traffic | 20-018 | Traffic Data Collection Program | \$ 82,000 | |
| | | 20-019 | Traffic Calming Program | \$ 56,000 | |
| | | 20-020 | Road Safety Program | \$ 400,000 | |
| | | 20-021 | Cycling Program | \$ 30,000 | |
| | | 20-022 | Environmental Assessment Study for a new Transit Hub in Mayfield West Phase 2 | \$ 500,000 | |
| | | 20-052 | New Streetlight Request Prioritization and Installation Program | \$ 78,500 | |
| | | 20-121 | Signalization of Kennedy Road and Dougall Avenue | \$ 298,900 | |
| | | 20-122 | Signalization of Kennedy Road and Larson Peak | \$ 298,900 | |
| | | 20-138 | New Streetlights Cedar Mains Drive | \$ 50,000 | |
| | Engineering Services | 20-023 | Roads Engineering Design & Environmental Assessment | \$ 6,751,152 | |
| | | 20-024 | Roads Rehabilitation & Reconstruction Program | \$ 6,487,330 | |
| | | 20-025 | Bridge & Culvert Design Program | \$ 473,942 | |
| | | 20-026 | Bridge & Culvert Construction Program | \$ 3,217,962 | |
| | | 20-027 | Growth-related Roads Program | \$ 3,203,955 | |
| | | 20-028 | Stormwater Management Program | \$ 2,000,000 | |
| | | 20-029 | Albion Vaughan Road Acoustic Barrier Construction | \$ 4,080,000 | |
| | | 20-074 | Caledon-King Townline Culvert Replacement | \$ 1,500,000 | |
| | | 20-125 | Mayfield West Comprehensive Adaptive Management Plan (C.A.M.P.) | \$ 60,800 | |
| | | 20-133 | McLaughlin Road Widening | \$ 22,785,276 | |
| Finance & Infrastructure Services Total | | | | \$ 67,372,364 | |

| | | Term of Council | | Term of Council | | Term of Council | | Term of Council | | Term of Council | | Total 10 Year Funding Sources | | | | | | | | |
|----------------------|--|-----------------|---------------|-----------------|---------------|-----------------|---------------|-----------------|---------------|-----------------|---------------|-------------------------------|----------------|--------------|---------------------|---------------|---------------|---------------|----------------|--|
| Baseline | Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Project Cost | Tax Levy | Reserves | Development Charges | Gas Tax | Debtenture | Other | Total Funding | |
| Baseline | Bridge Program | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 35,000,000 | \$ - | \$ - | \$ - | \$ 35,000,000 | \$ - | \$ - | \$ 35,000,000 | |
| | Fleet Service Level Replacement Program | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 10,000,000 | \$ 5,350,000 | \$ 4,650,000 | \$ - | \$ - | \$ - | \$ - | \$ 10,000,000 | |
| | Roads Program | \$ 2,000,000 | \$ 2,000,000 | \$ 2,500,000 | \$ 2,500,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 21,000,000 | \$ 1,868,244 | \$ - | \$ - | \$ 5,003,791 | \$ - | \$ - | \$ 14,127,965 | |
| | Roads Safety Program | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 4,000,000 | \$ 4,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,000,000 | |
| | Traffic Studies & Count | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 600,000 | \$ 600,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 600,000 | |
| Baseline Total | | \$ 6,960,000 | \$ 6,960,000 | \$ 7,460,000 | \$ 7,460,000 | \$ 6,960,000 | \$ 6,960,000 | \$ 6,960,000 | \$ 6,960,000 | \$ 6,960,000 | \$ 6,960,000 | \$ 70,600,000 | \$ 11,818,244 | \$ 4,650,000 | \$ - | \$ 40,003,791 | \$ - | \$ - | \$ 70,600,000 | |
| Above Baseline | 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 | \$ 150,000 | \$ 1,500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,500,000 | \$ 1,500,000 | |
| | Asphalt Roads Program | \$ 1,000,000 | \$ 1,000,000 | | | | | | | | | \$ 2,000,000 | \$ 1,800,000 | \$ - | \$ - | \$ - | \$ - | \$ 200,000 | \$ 2,000,000 | |
| | Asphalt Walkways | \$ 100,000 | \$ 100,000 | \$ 100,000 | | | | | | | | \$ 300,000 | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | |
| | Assumption of Outstanding Developments | \$ 500,000 | \$ 500,000 | | | | | | | | | \$ 1,000,000 | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,000,000 | |
| | Bridge Design Environmental Assessment | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 1,400,000 | \$ 1,400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,400,000 | |
| | Building Condition Assessment | \$ 100,000 | | | \$ 100,000 | | | | \$ 100,000 | | | \$ 300,000 | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | |
| | Capital Projects and Property Management (General) | | | \$ 500,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 5,750,000 | \$ 4,310,000 | \$ 1,440,000 | \$ - | \$ - | \$ - | \$ - | \$ 5,750,000 | |
| | Crack Sealing Program | \$ 200,000 | \$ 200,000 | \$ 200,000 | | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 | \$ 2,000,000 | |
| | Cycling Infrastructure | \$ 110,000 | \$ 110,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 670,000 | \$ 670,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 670,000 | |
| | DC Roads Program | \$ 12,371,429 | \$ 15,228,571 | \$ 9,514,286 | \$ 9,514,286 | \$ 12,371,429 | \$ 12,371,429 | \$ 32,371,429 | \$ 38,085,714 | \$ 40,942,857 | \$ 52,371,429 | \$ 235,142,857 | \$ 82,300,000 | \$ - | \$ 152,842,857 | \$ - | \$ - | \$ - | \$ 235,142,857 | |
| | Energy and Environmental | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 116,000 | \$ 1,160,000 | \$ 1,160,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,160,000 | |
| | Enhanced Roads Program | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 4,100,000 | \$ 41,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 41,000,000 | \$ 41,000,000 | | |
| | Enhanced Roads Program - Tax | | | | | | | \$ 4,000,000 | \$ 4,000,000 | \$ 4,000,000 | \$ 4,000,000 | \$ 16,000,000 | \$ 16,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 16,000,000 | |
| | Facility Energy Reduction | | \$ 50,000 | | \$ 50,000 | | \$ 50,000 | | \$ 50,000 | | \$ 50,000 | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 250,000 | |
| | Fire Administration Roof | | \$ 120,000 | | | | | | | | | \$ 120,000 | \$ 120,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 120,000 | |
| | Fleet - New Equipment Replacement | \$ 1,046,429 | \$ 1,199,329 | \$ 1,022,229 | \$ 755,279 | \$ 326,758 | \$ 529,329 | \$ 414,900 | \$ 1,264,850 | | | \$ 6,559,103 | \$ - | \$ - | \$ - | \$ 6,559,103 | \$ - | \$ - | \$ 6,559,103 | |
| | Gravel Resurfacing | \$ 300,000 | \$ 300,000 | \$ 300,000 | | | | | | | | \$ 900,000 | \$ 900,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 900,000 | |
| | Melville Roof Replacement | | | | \$ 48,450 | | | | | | | \$ 48,450 | \$ 48,450 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 48,450 | |
| | Public Works New Operation Centre - (New Yard 3) | | | \$ 4,690,015 | \$ 4,690,015 | \$ 4,690,015 | \$ 4,690,015 | | | | | \$ 18,760,060 | \$ 6,003,219 | \$ - | \$ - | \$ 12,756,841 | \$ - | \$ - | \$ 18,760,060 | |
| | Railway Crossing Asphalt Repairs | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 500,000 | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | |
| | Road Design and Environmental Assessment | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 3,500,000 | \$ 3,500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,500,000 | |
| | Sidewalk and Curb Rehabilitation Program | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 | |
| | Stormwater Management 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 | \$ 2,000,000 | \$ 20,000,000 | \$ 20,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,000,000 | |
| | Surface Treatment | \$ 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 | |
| | Town Hall Expansion | | \$ 1,793,400 | \$ 4,456,650 | \$ 5,456,650 | \$ 6,956,650 | \$ 6,956,650 | | | | | \$ 25,620,000 | \$ 25,620,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 25,620,000 | |
| | Traffic Calming Program | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 56,000 | \$ 560,000 | \$ 560,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 560,000 | |
| | Winter Roads Program | \$ 750,000 | \$ 750,000 | | | | | | | | | \$ 1,500,000 | \$ 1,500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,500,000 | |
| | Yard 2 Expansion | \$ 2,678,101 | \$ 2,678,101 | | | | | | | | | \$ 5,356,202 | \$ 3,481,531 | \$ - | \$ - | \$ 1,874,671 | \$ - | \$ - | \$ 5,356,202 | |
| | Yard 2 Salt Dome Expansion | | | \$ 175,000 | \$ 175,000 | \$ 175,000 | \$ 175,000 | | | | | \$ 700,000 | \$ 700,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 700,000 | |
| Above Baseline Total | | \$ 27,317,959 | \$ 32,191,401 | \$ 29,485,180 | \$ 29,961,680 | \$ 33,691,852 | \$ 33,944,423 | \$ 45,958,329 | \$ 52,912,564 | \$ 54,104,857 | \$ 65,583,429 | \$ 405,071,672 | \$ 184,470,701 | \$ 1,440,000 | \$ 174,460,972 | \$ - | \$ 41,000,000 | \$ 3,700,000 | \$ 405,071,672 | |
| Grand Total | | \$ 34,277,959 | \$ 39,151,401 | \$ 36,865,180 | \$ 37,421,680 | \$ 40,651,852 | \$ 40,904,423 | \$ 52,918,329 | \$ 59,872,564 | \$ 61,064,857 | \$ 72,543,429 | \$ 475,671,672 | \$ 196,288,945 | \$ 6,090,000 | \$ 174,460,972 | \$ 40,003,791 | \$ 41,000,000 | \$ 17,827,965 | \$ 475,671,672 | |

Assumptions:
Gas Tax 2021-2023 funding is based on the schedule payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.
Future Aggregate Levy is projected using 2019 funding.

ANNUAL BUDGET FISCAL YEAR 2020

Strategic Initiatives

2020



2020 Business Plan – Strategic Initiatives

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



Economic Development

- Foster compatible growth and retention of investment and employment
- 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
- Implement and maintain online strategy and communications, including website, social media and emerging digital channels
- Proactively seek editorial opportunities

2020 Business Plan – Strategic Initiatives

- 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
- Creating a positive and enriching employee experience aligned and in support of the TEAM Caledon vision and mission by:

2020 Business Plan – Strategic Initiatives

- 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 by:
 - Providing library collections, both in print and digital formats, for the purposes of recreation, information and education;
 - Functioning as a community hub, encouraging use by library members, visitors and community partners;
 - Assisting and empowering library members in finding the information they seek, ensuring that information is valid and reliable;
 - Providing access to digital tools by administering a network of over 100 public workstations and 35 staff stations along with specialized Integrated Library Software (ILS) and wireless connectivity at all branch locations;
 - Developing and nurturing partnerships within the Town of Caledon and community groups and stakeholders; and
 - Formalizing policies and practices that promote library use, limit barriers to access and reinforce accountability to funders and stakeholders.
- Encouraging life-long learning and supporting all forms of literacy through:
 - The provision of 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;
 - Delivery of quality programming targeted to a wide variety of demographics and interests;
 - Development of initiatives in support of literacy, culture and the local arts community;
 - The bridging of the digital divide by lending wireless hotspots and providing those in underserved areas with a means of connecting to the Internet; and
 - Ensuring a high level of public awareness of library services and collections.

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
- Site selectors, developers, realtors and investors
- Secondary clients include:
 - Senior government departments and agencies

2020 Business Plan – Strategic Initiatives

- 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

- Students and life-long learners
- Job seekers
- Small business owners and entrepreneurs
- Community agencies or services
- Volunteers

3. 2019 ACHIEVEMENTS

Economic Development

- Launched process for the creation of a new Economic Development Strategy for the Town of Caledon
- Continuation of the Caledon Business Innovation Zone (CBIZ) and enhanced offering for small business & entrepreneurship through the Go Forth training program
- Continued development of resources to support CBIZ and Caledon Tourism.
- Online Economic Development Portal – Real Estate Listing
- Building permit issuance for major industrial projects – Amazon Distribution Centre, United Parcel Service (UPS), Mars Canada Distribution Centre.
- 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
- Programming support for Culture Days
- Collaboration with Jobs Caledon to promote available programs to employers and attract job seekers to Caledon
- Continuation of the Caledon business profile series
- Partnership with the Youth Voice Collective
- Redesign of the Economic Development webpages

2020 Business Plan – Strategic Initiatives

- As of October 1, 2019 - 3 CIP Grants for Bolton, Caledon East and the Six Villages have been received, 2 have been approved

Communications

- Developed a town-wide Communications and Marketing Strategy including the following key goals:
 - Redesign of Town website
 - Identification of core organizational communications competencies
 - Reviewed and updated Town's style guide and graphics standards
 - Improved issues management process
- Enhanced media and promotional strategy for Cheers Caledon/Caledon Day event.
- Continued rollout of signage strategy including new digital screens, village entrance signage and Bolton Heritage district street signs
- Led the coordination of several events including:
 - Mayfield West Transit Line
 - New Bolton Fire Station Grand Opening
 - Caledon's Community Climate Change Plan
 - Caledon Walk of Fame
 - Broadband Announcement
 - Humberview Track Grand Opening
 - Caledon Sports Hall of Fame
 - Cheers Caledon / Guinness World Record
 - Official Plan Review – public engagement platform
 - Community Recognition Night
- Designed and marketed weekly advertisements for both print and electronic distribution
- Realized significant increases in social media/service delivery platforms
 - 18% growth in social media platforms (Facebook, Twitter, Instagram)
 - 33% 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, leading the ideation, application and successful completion of a GUINNESS World Records title.
- Continued support and growth of the Council Community Charity Golf Tournament, increasing year-over-year funds raised benefiting community charities.
- Supported and advised a number of community events including Mono Mills Bicentennial Celebration, Riverdale Mill Craft Beer Run and Mayfield SS 50 Celebration, in addition to standard schedule of Corporate Events.
- Worked with Parks and Recreation to revamp arena advertising program and add new advertising assets.
- Supported key Town-led community and corporate events (Caledon Council Community Golf Tournament, Walk of Fame, Community Recognition Night, Mayor's Business Breakfast, and Staff Recognition Lunch).

Corporate Initiatives

- Monitored the implementation of the TEAM Caledon Plan and report on progress.
- Led the development and co-ordination of the 2018-2022 Council Work Plan.
- Monitored the implementation of the Council Work Plan and report on progress.
- Continued to monitor intergovernmental activities and support Council in their advocacy work with other levels of government.
- Continued to review internal key performance indicator program
- Supported corporate initiatives that aim to enhance broadband connectivity

2020 Business Plan – Strategic Initiatives

- Working with internal business partners to identify process improvement opportunities and implement related recommendations

Service Caledon

- Service Caledon continues to provide first contact resolution by 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.
- Service Caledon manager and one subject matter expert on the team worked with Road Operations the IT Project Manager responsible for the asset management software to utilize the service request module to document issues by type, location and division. As a result of this initiative divisions not previously considered were included in the scope of the project to ensure service delivery and response is seamless regardless of who is responsible for the request.
- Manager, Service Caledon participated in service delivery reviews including road permits, corporate payments, corporate securities and service feedback to analyze processes and recommend opportunities to streamline and improve client experience
- Service Caledon manager worked with IT to develop online forms for permit and access approval processes to make it easier for clients to submit permit requests online
- Service Caledon is looking soon to take on additional services to provide first contact resolution and is working with internal business partners to review and streamline processes, create resources to support Service Caledon staff with knowledge and training and prepare for taking on additional services in 2020 such as Regulatory Services and Recreation program registration
- Developed training program for staff in various divisions to build a “bench” of eight people who can be called upon to help out in Service Caledon when volumes unexpectedly surpass resourcing.
- As of September 30, 2019, the following service statistics have been identified:
 - Answered 37,974 calls
 - Averaged a first contact resolution rate of approximately 60%
 - Issued 362 road-related permits
 - Created and managed over 2,700 service requests

Human Resources

- Organization capability and effectiveness:
 - Comprehensive Review of Town's policies and procedures to ensure up to date with legislation, technology and industry best practices while providing consistent and effective procedures.
 - Introduced a “Telework Pilot Program” as a way of reducing carbon footprint, creating a flexible workplace and overall better recruitment and retention of our talent.
 - Completed the implementation of an upgraded HRIS (Human Resources Information System) to enhance system use and reporting tools.
 - Reviewed and implemented changes to plans and procedures for Bill 47 requirements ensuring compliance with legislation with the Act.
 - Launch of online HR fillable forms to support Onboarding and ensure consistency in the organization
- Value-added HR service excellence and HR programs and initiatives:
 - Implemented organizational policies to ensure compliance with the new Cannabis legislation.
 - Implemented a new Short-Term Disability 3rd party claim adjudication to ensure service is aligned with organization practices.
 - Ergonomic Awareness Training for JHSC's, Managers & Supervisors, Front-line Train-the-Trainers (Roads/Fleet/Parks/Recreation/Fire)
 - Successful Implementation of Town-Wide Safety Talk Program to enhance learning and conversation for Health & Safety in the organization

2020 Business Plan – Strategic Initiatives

- Participated in Mental Health Week Initiative to support Mental Wellness
- Completed 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 2017-2020 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:
 - Ongoing planning and design in preparation for the opening of a new branch in Southfields in early 2020;
 - Increased delivery of pop-up services to the Southfields community in advance of the branch opening;
 - Further enhancements to the staff hours at the Caledon East Branch, ensuring that public library service staff are on site during all open hours and expanding operations during periods when school staff are not present.
 - Replacement of worn, damaged and unusable furnishings across all branches;
 - Visits by the Board and Council to neighbouring libraries in comparable communities; and,
 - Public engagement and initial procurement of design services in support of improvements to the Albion Bolton Branch.
- The following programs and special events highlighted the Library's efforts to encourage discovery, innovation and creativity and strengthened our role as a community and cultural hub:
 - Our second annual Tech Fair coincided with Caledon Day and drew more than 2,000 visitors;
 - Along with Brampton and Mississauga, CPL participated in Three Communities, One Story - a celebration of inclusive storytelling across Peel;
 - Culture Days provided an opportunity to feature local artists, authors and musicians;
 - Our Armchair Travel series continued to draw eager travelers who want to learn more about their next possible destination; and,
 - A new joint venture with the Recreation Division is allowing residents to try a free fitness class at their local library branch before registering for the full program.
- The Library's commitment to invest in people and engage staff is evident through:
 - The release of a staff engagement survey resulting in a 77% satisfaction rating;
 - The creation of a Customer Experience Committee;
 - The phased implementation of an organizational restructure, ensuring leadership succession moving forward; and,
 - Improved opportunities for employee-initiated learning and development, including participation in the Advancing Public Library Leadership (APLL) and the Crisis Prevention Institute (CPI) programs.
- A new phone system has been introduced, allowing residents to access all branches via one phone number. This improvement ensures that residents can reach library staff located at a full-service resource branch, even when their local village branch is closed.
- The Library obtained official charitable status and adopted related policies and processes.
- The Library continued to grow our physical and digital collections, including the addition of:
 - Over 15,000 new books, movies and games;
 - A second seed lending library at the Inglewood Branch;
 - Creative Bug, an arts-and-crafting database offering a curated collection of online instructional videos;
 - READsquared, a premier reading program and readers advisory service that encourages a love of books and reading in preschool and school aged children;
 - Use of Bridge and Edge assessment tools to measure and benchmark our technology offerings;

2020 Business Plan – Strategic Initiatives

- A growing library of things including pedometers, musical instruments and lighting to combat seasonal affective disorder; and,
- Supported by the broadband levy, the Library's collection of hotspots was doubled as a means of reducing the digital divide for those who don't readily have access to reliable connectivity.
- The following performance measures reflect library usage during the first nine (9) months of 2019:
 - More than 15,700 residents participated in the 887 programs and special events offered – an increase of 7.2% over the same period in 2018;
 - Library staff engaged over 6,700 residents beyond the walls of the library by visiting schools and seniors centres and providing outreach services across the community;
 - Residents have borrowed 316,000 items by September 2019 – representing growth of 5.5% over 2018;
 - More than 54,600 digital titles were borrowed– an increase of 28.4% over the same period last year; and,
 - There were more than 185,000 visits to our largest branches in Bolton, Caledon East and Valleywood; and,
 - Use of the wireless networks at all branches increased by 55.8% over 2018 – rising to 79,211. This is complemented by 3025 loans of hotspots since their introduction early in 2018.

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 2020 and beyond are as follows:

Economic Development

| Trends | Challenges |
|--|--|
| <ul style="list-style-type: none"> • With a weakening U.S. GDP and challenges in the U.K. economy there is some uncertainty for business and investment decisions in Canada • Tourism trends continue to be positive in Ontario with the current value of the Canadian dollar and positive exposure of Canada internationally • Increase of about 40% in total tourism spending in Ontario over the last 10 years • E-commerce has driven industrial construction within the Greater Toronto Area with vacancy rate for industrial space at 1.5% | <ul style="list-style-type: none"> • The deficit of serviced industrial land within the Town has made it difficult to locate property for potential industrial growth • Lack of skilled labour to supply Caledon's labour demand • Restrictions on growth related to Provincial land use policy, GTA West Highway Corridor and OMB delays associated with appeals • Funding cuts to Regional Tourism Organizations and the loss of Headwaters Tourism requires restructuring of tourism marketing and development by Town of Caledon |

Communications

| Trends | Challenges |
|--|--|
| <ul style="list-style-type: none"> • Communications continues to move to more digital methods including web and social media, but also include online community engagement portals • Moving towards a more consultative method of providing communications services versus creating products | <ul style="list-style-type: none"> • Continued demand to be active on various social media channels and the challenge to meet the demand of continuously creating content and responding to the demand. |

2020 Business Plan – Strategic Initiatives

| | |
|---|--|
| <ul style="list-style-type: none"> Continued growth of non-traditional media sources as a method for the community to get their information Need to be timely and accurate with information in response to events | <ul style="list-style-type: none"> Keeping up with the technology changes to update skill sets and knowledge of the industry. |
|---|--|

Corporate Partnerships and Events

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

Corporate Initiatives

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

Human Resources

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

Service Caledon

| Trends | Challenges |
|---|---|
| <ul style="list-style-type: none"> Opportunities to identify efficiencies and streamline services within the organization so they are consistent and ensure first contact resolution whenever possible | <ul style="list-style-type: none"> Process and information are not documented consistently across the organization, answers can be difficult to find |

2020 Business Plan – Strategic Initiatives

| | |
|--|--|
| <ul style="list-style-type: none"> • Clients expect service delivery to be consistent regardless of when and how they contact staff and are frustrated when staff cannot help them (Recreation) after 4:30pm Monday to Friday and on weekends | <ul style="list-style-type: none"> • Multiple ways for clients to access information but no consistent method for capturing feedback • Technology (lack of corporate knowledge base) • Clear responsibility for service excellence execution not defined in all divisions outside Service Caledon |
|--|--|

Library

| Trends | Challenges |
|--|---|
| <ul style="list-style-type: none"> • A growing focus on the library as community partner and hub highlights the expectation of more and increasingly diverse program offerings and the need for neutral and flexible public space. • Availability of tools and technology that support knowledge sharing that are available both publicly and specifically to the Library • Use of hand held devices, including smart phones, as a means of accessing library resources • Expanding expectations for library services including media and maker technologies such as 3D printers, video and sound editing software, and green screens. • Public libraries as centres for those in need of social supports, including the homeless, the unemployed and new Canadians. • Reduction of barriers, including fines, that may prevent residents from making use of library services. | <ul style="list-style-type: none"> • With 37,200 square feet of public library space across seven branches (including Southfields Village), Caledon falls well short of the recommended one (1) square foot per capita. • The pace at which technologies and library services, are shifting and expanding, has significant implications on the skills required of library staff. The current staff compliment in Information Technology is not able to keep pace with demands for support for existing or implementation of new technologies. • The desire and need to ensure that our collections, services and staff reflect the increasingly diverse community that we serve. • Recent cuts by the Ministry of Tourism, Culture and Sport to the budget of the Southern Ontario Library Services (SOLS) has resulted in the downloading of shipping costs of items borrowed from other libraries. All related postage costs must now be accrued by the local library. • Publishers continue to market eBooks differently to libraries than to the general consumer. These discrepancies included increased prices, limited ownership and decreased or delayed availability. |

2020 Business Plan – Strategic Initiatives

5. 2020 PRIORITIES

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------------------|--|------------------|--------------------|---------------------|---------------------------|-----------------|--------------------------|------------------------------|-------------------------|-----------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| | | | ✗ | ✗ | ✗ | ✗ | T | E | A | M |
| ECONOMIC DEVELOPMENT | | | | | | | | | | |
| 1 | Regular reporting of performance measures | Operating Budget | □ | □ | □ | □ | T | E | A | M |
| 2 | Continue (internal and external) communication – the role of Economic Development within the community | Operating Budget | □ | □ | □ | □ | □ | E | □ | M |
| 3 | Continue implementation of Caledon Tourism Strategy | Operating Budget | □ | ✗ | □ | □ | □ | □ | □ | M |
| 4 | Support of small business through Caledon Business Innovation Zone – CBIZ and business hub/s initiatives | Operating Budget | ✗ | □ | ✗ | □ | □ | E | A | M |
| 5 | Continue implementation of Bolton, Caledon East, 6 Villages Community Improvement Plans and Main Street Revitalization | Operating Budget | ✗ | ✗ | □ | □ | □ | □ | □ | M |
| 6 | Development & Implementation of a new Economic Development Strategy | Operating Budget | ✗ | □ | □ | □ | □ | □ | □ | M |
| COMMUNICATIONS | | | | | | | | | | |
| 1 | Upgrade the Town website to ensure content relevance and a more responsive, mobile-friendly platform | Operating Budget | □ | □ | ✗ | □ | □ | E | □ | □ |














































2020 Business Plan – Strategic Initiatives

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------------------------|--|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 2 | Identify, review and assess core communications competencies to meet current and emerging communications needs such as issues management | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Review and update the Town's style guide and graphics standard | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Enhance social media/digital presence (marketing/advertising) | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 | Continue implementation of outdoor signage standards and replace/enhance key signage systems | Capital Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| CORPORATE PARTNERSHIPS AND EVENTS | | | | | | | | | | |
| 1 | Create enhanced sponsorship asset inventory, including monitoring | Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Create sponsorship and events toolkits | Operating Budget | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A | <input type="checkbox"/> |
| 3 | Create Town sponsorship brand | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| CORPORATE INITIATIVES | | | | | | | | | | |
| 1 | Continue government relations support to further advance identified Council priorities | Operating Budget | × | × | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A | <input type="checkbox"/> |
| 2 | Continue regular reporting (internal and external) for performance measurement | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | E | A | M |

































































2020 Business Plan – Strategic Initiatives

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|--|------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| 3 | Reviewing identified processes to create improved customer service, and efficiencies. | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| 4 | Providing support for the development and monitoring of 2018-2022 Council Work Plan | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | E | A | M |
| SERVICE CALEDON | | | | | | | | | | |
| 1 | Continue Customer Service Excellence training within new hire orientation process | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | T | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Identify opportunities to increase corporate awareness of the role of Service Caledon to enhance experience for clients after hours (ongoing training with Recreation staff) | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |
| 3 | Work with Human Resources to expand corporate training opportunities with a service lense (Diversity and Inclusion training for front line staff) | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | T | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Continued to track, monitor and measure service levels and key performance indicators | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | T | E | A | M |
| 5 | Investigating additional services to be transferred to Service Caledon in 2020 | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 | Identify and analyze processes to ensure consistency and efficiency from a service perspective | Operating Budget | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | E | A | <input type="checkbox"/> |

2020 Business Plan – Strategic Initiatives

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|---|------------------|---|---|---|---|--------------------------|---|---|---|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | Top Employer | Exceptional Customer Service | All Innovating Together | Managing Growth |
| HUMAN RESOURCES | | | | | | | | | | |
| 1 | Access, interpret, evaluate and recommend Corporate and HR action in response to employment legislation changes. | Operating Budget |  |  |  |  | T |  |  |  |
| 2 | Conduct and manage an Employee Engagement Survey. | Operating Budget |  |  |  |  | T |  |  |  |
| 3 | Conclude bargaining process with Union stakeholders and implement changes as required. | Operating Budget |  |  |  | × | T |  |  |  |
| 4 | Develop and execute a Corporate Training Program. | Operating Budget |  |  |  |  | T |  |  |  |
| 5 | Evaluate Total Rewards programs and procedures in response to needs of the organization. | Operating Budget |  |  |  | × | T |  |  |  |
| 6 | Enable and support people-related priorities in departmental business plans and the corporate and Council work plans | Operating Budget |  |  |  |  | T |  |  |  |
| 7 | 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 |  |  | × |  | T | E |  |  |

2020 Business Plan – Strategic Initiatives

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|---|---------------------------|---|---|---|---|---|---|---|---|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan (Library) | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | strengthen Facilities | Invest in People | Building Relationships | Encourage Discovery, Innovation & Creativity |
| LIBRARY | | | | | | | | | | |
| 1 | Continue work to undertake an interior refurbishment of the Albion Bolton Branch, resulting in relocation of Library Administration to the branch | Capital Budget |  |  |  |  |  |  |  |  |
| 2 | Implement Administrative improvements to ensure efficient and effective workflows | New Service Level Request |  |  |  |  |  |  |  |  |
| 3 | Keep pace with public and staff demands for technologies and related supports, effectively planning for efficient and timely network and service growth | New Service Level Request |  |  |  |  |  |  |  |  |
| 4 | Undertake strategic planning efforts to direct the library's actions for the next four years | Capital Budget |  |  |  |  |  |  |  |  |
| 5 | Continue systematic replacement of aging and worn furniture across all branches | Capital Budget |  |  |  |  |  |  |  |  |
| 6 | Launch customer satisfaction survey | Operating Budget |  |  |  |  |  |  |  |  |
| 7 | Implement recommendations resulting from staff engagement survey and focus groups | Operating Budget |  |  |  |  |  |  |  |  |
| 8 | Continue analysis of trends in library collection use and use data to inform collection management | Operating Budget |  |  |  |  |  |  |  |  |

2020 Business Plan – Strategic Initiatives

| 2020 PRIORITIES | | | | | | | | | | |
|-----------------|---|-------------------------------|--------------------------|--------------------------|---------------------------|--------------------------|------------------------------------|------------------|--------------------------|--|
| Priority | Strategic Actions / Major Initiatives | Funding Source | Council Work Plan | | | | Corporate Strategic Plan (Library) | | | |
| | | | Sustainable Growth | Connected Community | Improved Service Delivery | Good Governance | strengthen Facilities | Invest in People | Building Relationships | Encourage Discovery, Innovation & Creativity |
| 9 | Ensure digital and physical collections, programs and services meet the needs of Caledon's increasingly diverse community | Capital and Operating Budgets | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | <input type="checkbox"/> | × | <input type="checkbox"/> | × |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|------------------------------|------------------|---|-------------|-------------|-------------|
| Alton Bolton Union Community Centre - Library | Lending Services | Expense | 01-07-365-41010-405-61510 Salaries-Permanent | \$ 218,730 | \$ 115,485 | \$ 106,034 |
| | | | 01-07-365-41010-405-61513 Benefits-Permanent | \$ 61,161 | \$ 35,124 | \$ 32,948 |
| | | | 01-07-365-41010-405-61520 Wages-Casual Temporary | \$ 179,600 | \$ 173,200 | \$ 169,550 |
| | | | 01-07-365-41010-405-61523 Benefits-Casual Temporary | \$ 26,045 | \$ 27,125 | \$ 29,204 |
| | | | 01-07-365-41010-405-62017 Caretaking Supplies | \$ 900 | \$ 900 | \$ 1,600 |
| | | | 01-07-365-41010-405-62018 Operating Supplies | \$ 1,200 | \$ 1,200 | \$ 1,600 |
| | | | 01-07-365-41010-405-62312 Insurance | \$ 1,244 | \$ 1,179 | \$ 1,112 |
| | | | 01-07-365-41010-405-62321 Rental-Facility | \$ 145,282 | \$ 138,022 | \$ 81,732 |
| | | | 01-07-365-41010-405-62335 Contracted Services | \$ 21,500 | \$ 21,500 | \$ 21,000 |
| | | | 01-07-365-41025-405-62397 Telephone | \$ - | \$ - | \$ 4,400 |
| | | | Expense Total | \$ 655,662 | \$ 513,735 | \$ 449,180 |
| | Lending Services Total | \$ 655,662 | \$ 513,735 | \$ 449,180 | | |
| Alton Bolton Union Community Centre - Library Total | | | | \$ 655,662 | \$ 513,735 | \$ 449,180 |
| Alton Community Centre | Lending Services | Expense | 01-07-365-41010-410-61510 Salaries-Permanent | \$ 67,290 | \$ 63,929 | \$ 58,697 |
| | | | 01-07-365-41010-410-61513 Benefits-Permanent | \$ 19,302 | \$ 18,772 | \$ 17,569 |
| | | | 01-07-365-41010-410-61520 Wages-Casual Temporary | \$ 27,800 | \$ 25,100 | \$ 26,300 |
| | | | 01-07-365-41010-410-61523 Benefits-Casual Temporary | \$ 4,666 | \$ 3,272 | \$ 3,217 |
| | | | 01-07-365-41010-410-62018 Operating Supplies | \$ 150 | \$ 150 | \$ 150 |
| | | | 01-07-365-41010-410-62312 Insurance | \$ 151 | \$ 574 | \$ 541 |
| | | | 01-07-365-41010-410-62321 Rental-Facility | \$ 7,456 | \$ 7,310 | \$ 20,533 |
| | | | 01-07-365-41010-410-62335 Contracted Services | \$ 540 | \$ 540 | \$ 420 |
| | | | 01-07-365-41025-410-62397 Telephone | \$ - | \$ - | \$ 1,000 |
| | | | Expense Total | \$ 127,355 | \$ 119,647 | \$ 128,427 |
| | | | Lending Services Total | \$ 127,355 | \$ 119,647 | \$ 128,427 |
| | Alton Community Centre Total | | | | \$ 127,355 | \$ 119,647 |
| Belfountain Library | Lending Services | Expense | 01-07-365-41010-415-61520 Wages-Casual Temporary | \$ - | \$ - | \$ - |
| | | | 01-07-365-41010-415-61523 Benefits-Casual Temporary | \$ - | \$ - | \$ - |
| | | | 01-07-365-41010-415-62018 Operating Supplies | \$ - | \$ - | \$ - |
| | | | 01-07-365-41010-415-62312 Insurance | \$ 38 | \$ 36 | \$ 34 |
| | | | 01-07-365-41010-415-62321 Rental-Facility | \$ 3,053 | \$ 3,120 | \$ 3,060 |
| | | | 01-07-365-41010-415-62335 Contracted Services | \$ - | \$ - | \$ - |
| | | | 01-07-365-41025-415-62397 Telephone | \$ - | \$ - | \$ - |
| | | | Expense Total | \$ 3,091 | \$ 3,156 | \$ 3,094 |
| | | | Lending Services Total | \$ 3,091 | \$ 3,156 | \$ 3,094 |
| | Belfountain Library Total | | | | \$ 3,091 | \$ 3,156 |
| Caledon East Library | Lending Services | Expense | 01-07-365-41010-435-61520 Wages-Casual Temporary | \$ 119,900 | \$ 119,133 | \$ 92,274 |
| | | | 01-07-365-41010-435-61523 Benefits-Casual Temporary | \$ 21,843 | \$ 19,568 | \$ 15,548 |
| | | | 01-07-365-41010-435-62018 Operating Supplies | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-07-365-41010-435-62312 Insurance | \$ 244 | \$ 230 | \$ 217 |
| | | | 01-07-365-41010-435-62321 Rental-Facility | \$ 48,000 | \$ 48,000 | \$ - |
| | | | 01-07-365-41010-435-62335 Contracted Services | \$ - | \$ - | \$ 200 |
| | | | 01-07-365-41025-435-62397 Telephone | \$ - | \$ - | \$ 2,800 |
| | | | Expense Total | \$ 190,187 | \$ 187,131 | \$ 111,239 |
| | | | Lending Services Total | \$ 190,187 | \$ 187,131 | \$ 111,239 |
| | Caledon East Library Total | | | | \$ 190,187 | \$ 187,131 |
| Caledon Village Place | Lending Services | Expense | 01-07-365-41010-440-61510 Salaries-Permanent | \$ 60,881 | \$ 60,562 | \$ 58,697 |
| | | | 01-07-365-41010-440-61513 Benefits-Permanent | \$ 18,054 | \$ 18,114 | \$ 17,569 |
| | | | 01-07-365-41010-440-61520 Wages-Casual Temporary | \$ 29,200 | \$ 28,800 | \$ 35,576 |
| | | | 01-07-365-41010-440-61523 Benefits-Casual Temporary | \$ 5,433 | \$ 3,731 | \$ 4,352 |
| | | | 01-07-365-41010-440-62018 Operating Supplies | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-07-365-41010-440-62312 Insurance | \$ 125 | \$ 118 | \$ 111 |
| | | | 01-07-365-41010-440-62321 Rental-Facility | \$ 13,702 | \$ 13,433 | \$ 36,681 |
| | | | 01-07-365-41010-440-62335 Contracted Services | \$ 540 | \$ 540 | \$ 420 |
| | | | 01-07-365-41025-440-62397 Telephone | \$ - | \$ - | \$ 2,400 |
| | | | Expense Total | \$ 128,135 | \$ 125,498 | \$ 156,006 |
| | | | Lending Services Total | \$ 128,135 | \$ 125,498 | \$ 156,006 |
| | Caledon Village Place Total | | | | \$ 128,135 | \$ 125,498 |
| Inglewood Community Centre | Lending Services | Expense | 01-07-365-41010-445-61520 Wages-Casual Temporary | \$ 61,100 | \$ 57,900 | \$ 57,650 |
| | | | 01-07-365-41010-445-61523 Benefits-Casual Temporary | \$ 12,377 | \$ 11,640 | \$ 11,210 |
| | | | 01-07-365-41010-445-62018 Operating Supplies | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-07-365-41010-445-62312 Insurance | \$ 62 | \$ 59 | \$ 55 |
| | | | 01-07-365-41010-445-62321 Rental-Facility | \$ 6,308 | \$ 6,184 | \$ 29,194 |
| | | | 01-07-365-41010-445-62335 Contracted Services | \$ 540 | \$ 540 | \$ 420 |
| | | | 01-07-365-41025-445-62397 Telephone | \$ - | \$ - | \$ 1,300 |
| | | | Expense Total | \$ 80,587 | \$ 76,523 | \$ 100,029 |
| | Lending Services Total | \$ 80,587 | \$ 76,523 | \$ 100,029 | | |
| Inglewood Community Centre Total | | | | \$ 80,587 | \$ 76,523 | \$ 100,029 |
| Margaret Dunn Library & Community Room | Lending Services | Expense | 01-07-365-41010-455-61510 Salaries-Permanent | \$ 67,292 | \$ 63,929 | \$ 58,697 |
| | | | 01-07-365-41010-455-61513 Benefits-Permanent | \$ 19,303 | \$ 18,772 | \$ 17,569 |
| | | | 01-07-365-41010-455-61520 Wages-Casual Temporary | \$ 24,600 | \$ 23,800 | \$ 25,324 |
| | | | 01-07-365-41010-455-61523 Benefits-Casual Temporary | \$ 3,705 | \$ 2,956 | \$ 3,098 |
| | | | 01-07-365-41010-455-62018 Operating Supplies | \$ 200 | \$ 200 | \$ 200 |
| | | | 01-07-365-41010-455-62312 Insurance | \$ 132 | \$ 208 | \$ 196 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|--|------------------------|------------------|---|--------------|--------------|--------------|
| Margaret Dunn Library & Community Room | Lending Services | Expenses | 01-07-365-41010-455-62321 Rental-Facility | \$ 23,569 | \$ 23,107 | \$ 25,354 |
| | | | 01-07-365-41010-455-62335 Contracted Services | \$ 540 | \$ 540 | \$ 420 |
| | | | 01-07-365-41025-455-62397 Telephone | \$ - | \$ - | \$ 1,700 |
| | | Expense Total | | \$ 139,341 | \$ 133,512 | \$ 132,558 |
| | Lending Services Total | | | \$ 139,341 | \$ 133,512 | \$ 132,558 |
| Margaret Dunn Library & Community Room Total | | | | \$ 139,341 | \$ 133,512 | \$ 132,558 |
| Southfields Community Centre - Library | Lending Services | Expense | 01-07-365-41010-466-61510 Salaries - Permanent | \$ 139,022 | \$ 89,100 | \$ 46,341 |
| | | | 01-07-365-41010-466-61513 Benefits - Permanent | \$ 41,707 | \$ 31,324 | \$ 13,842 |
| | | | 01-07-365-41010-466-61520 Wages - Casual | \$ 221,000 | \$ 135,706 | \$ 68,110 |
| | | | 01-07-365-41010-466-61523 Benefits - Permanent | \$ 26,605 | \$ 16,861 | \$ 8,173 |
| | | | 01-07-365-41010-466-62018 Operating Supplies | \$ 2,892 | \$ 3,000 | \$ 1,500 |
| | | Expense Total | | \$ 431,226 | \$ 275,991 | \$ 137,966 |
| | Lending Services Total | | | \$ 431,226 | \$ 275,991 | \$ 137,966 |
| Southfields Community Centre - Library Total | | | | \$ 431,226 | \$ 275,991 | \$ 137,966 |
| Town Hall | Lending Services | Revenue | 01-07-365-40010-365-50050 Miscellaneous Revenue | \$ (9,000) | \$ (6,000) | \$ (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) | \$ (3,500) | \$ (5,600) |
| | | | 01-07-365-40010-365-50750 Book Sales | \$ (2,500) | \$ (1,500) | \$ (500) |
| | | Revenue Total | | \$ (117,200) | \$ (113,200) | \$ (111,300) |
| | | Expense | 01-07-365-40010-365-61510 Salaries-Permanent | \$ 213,248 | \$ 146,307 | \$ 140,727 |
| | | | 01-07-365-40010-365-61513 Benefits-Permanent | \$ 53,694 | \$ 34,671 | \$ 33,411 |
| | | | 01-07-365-40010-365-61520 Wages-Casual Temporary | \$ 1,000 | \$ 34,000 | \$ 33,000 |
| | | | 01-07-365-40010-365-61523 Benefits-Casual Temporary | \$ 1 | \$ 4,225 | \$ 4,037 |
| | | | 01-07-365-40010-365-62018 Operating Supplies | \$ 760 | \$ 760 | \$ 760 |
| | | | 01-07-365-40010-365-62113 Maint & Repairs-A/V Equip | \$ 3,500 | \$ 3,500 | \$ 3,660 |
| | | | 01-07-365-40010-365-62114 Small Equip Repair/Purchase | \$ - | \$ - | \$ 500 |
| | | | 01-07-365-40010-365-62244 Bank Charges | \$ 1,500 | \$ 1,500 | \$ - |
| | | | 01-07-365-40010-365-62253 Lib. Brd Education & Exp. | \$ 5,000 | \$ 5,000 | \$ 5,650 |
| | | | 01-07-365-40010-365-62310 Training/Development/Seminars | \$ 32,576 | \$ 30,879 | \$ 27,967 |
| | | | 01-07-365-40010-365-62311 Memberships/Dues | \$ 12,500 | \$ 12,500 | \$ 14,000 |
| | | | 01-07-365-40010-365-62314 Mileage | \$ 12,000 | \$ 14,000 | \$ 14,000 |
| | | | 01-07-365-40010-365-62317 Audit | \$ 4,370 | \$ 4,370 | \$ 4,370 |
| | | | 01-07-365-40010-365-62322 Postage | \$ 2,400 | \$ 400 | \$ 750 |
| | | | 01-07-365-40010-365-62335 Contracted Services | \$ 3,000 | \$ 2,100 | \$ 2,800 |
| | | | 01-07-365-41010-365-61510 Salaries-Permanent | \$ 108,271 | \$ 99,631 | \$ 94,725 |
| | | | 01-07-365-41010-365-61513 Benefits-Permanent | \$ 27,236 | \$ 25,718 | \$ 24,587 |
| | | | 01-07-365-41010-365-62346 Courier | \$ 35,000 | \$ 35,000 | \$ 34,000 |
| | | | 01-07-365-41015-365-61510 Salaries-Permanent | \$ 371,055 | \$ 231,777 | \$ 150,686 |
| | | | 01-07-365-41015-365-61513 Benefits-Permanent | \$ 104,877 | \$ 65,481 | \$ 41,639 |
| | | | 01-07-365-41015-365-61520 Wages-Casual Temporary | \$ 96,800 | \$ 52,100 | \$ 45,900 |
| | | | 01-07-365-41015-365-61523 Benefits-Casual Temporary | \$ 20,636 | \$ 6,473 | \$ 5,614 |
| | | | 01-07-365-41015-365-62018 Operating Supplies | \$ 3,300 | \$ 800 | \$ 1,120 |
| | | | 01-07-365-41015-365-62058 Online Databases | \$ 60,000 | \$ 60,000 | \$ 61,000 |
| | | | 01-07-365-41015-365-62414 Special Programs | \$ 8,000 | \$ 8,000 | \$ - |
| | | | 01-07-365-41025-365-61510 Salaries-Permanent | \$ 177,127 | \$ 171,303 | \$ 163,300 |
| | | | 01-07-365-41025-365-61513 Benefits-Permanent | \$ 46,883 | \$ 46,027 | \$ 44,099 |
| | | | 01-07-365-41025-365-62018 Operating Supplies | \$ 6,100 | \$ 7,500 | \$ 7,300 |
| | | | 01-07-365-41025-365-62304 Automation | \$ 20,400 | \$ 19,100 | \$ 20,100 |
| | | | 01-07-365-41025-365-62305 Computer Services | \$ 18,990 | \$ 18,500 | \$ 26,533 |
| | | | 01-07-365-41025-365-62312 Insurance | \$ 2,376 | \$ - | \$ - |
| | | | 01-07-365-41025-365-62335 Contracted Services | \$ 12,800 | \$ 4,600 | \$ 2,800 |
| | | | 01-07-365-41025-365-62396 Mobile Phones/Pagers | \$ 7,400 | \$ 9,721 | \$ 3,861 |
| | | | 01-07-365-41025-365-62397 Telephone | \$ 30,110 | \$ 23,266 | \$ - |
| | | | 01-07-365-41025-365-63037 Software Licence Subscription | \$ 19,200 | \$ 17,500 | \$ 14,000 |
| | | | 01-07-365-41030-365-61510 Salaries-Permanent | \$ 311,988 | \$ 296,880 | \$ 281,673 |
| | | | 01-07-365-41030-365-61513 Benefits-Permanent | \$ 85,532 | \$ 83,125 | \$ 79,439 |
| | | | 01-07-365-41030-365-62018 Operating Supplies | \$ 1,200 | \$ 1,200 | \$ 1,000 |
| | | | 01-07-365-41030-365-62414 Special Programs | \$ 20,000 | \$ 18,834 | \$ 16,667 |
| | | | 01-07-365-41035-365-61510 Salaries-Permanent | \$ 241,780 | \$ 235,154 | \$ 220,691 |
| | | | 01-07-365-41035-365-61513 Benefits-Permanent | \$ 65,649 | \$ 64,759 | \$ 61,413 |
| | | | 01-07-365-41035-365-61520 Wages-Casual Temporary | \$ 60,300 | \$ 63,900 | \$ 64,978 |
| | | | 01-07-365-41035-365-61523 Benefits-Casual Temporary | \$ 12,315 | \$ 13,159 | \$ 12,813 |
| | | | 01-07-365-41035-365-62018 Operating Supplies | \$ 4,730 | \$ 4,730 | \$ 4,730 |
| | | | 01-07-365-41035-365-62304 Automation | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| | | | 01-07-365-41035-365-62315 Printing & Advertising | \$ 14,700 | \$ 13,200 | \$ 17,200 |
| | | | 01-07-365-41035-365-62335 Contracted Services | \$ 6,000 | \$ 6,000 | \$ 7,000 |
| | | | 01-07-365-41035-365-62414 Special Programs | \$ 8,000 | \$ 6,834 | \$ 21,917 |
| | | | 01-07-365-41040-365-61510 Salaries-Permanent | \$ - | \$ 290,465 | \$ 277,669 |
| | | | 01-07-365-41040-365-61513 Benefits-Permanent | \$ - | \$ 81,846 | \$ 78,634 |
| | | | 01-07-365-41040-365-62018 Operating Supplies | \$ - | \$ 4,000 | \$ 6,160 |
| | | | 01-07-365-41040-365-62335 Contracted Services | \$ - | \$ 900 | \$ 600 |
| | | Expense Total | | \$ 2,360,304 | \$ 2,387,695 | \$ 2,185,480 |
| | Lending Services Total | | | \$ 2,243,104 | \$ 2,274,495 | \$ 2,074,180 |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|------------------------------|------------------------------------|------------------|---|--------------|--------------|--------------|
| Town Hall | Administration | Revenue | 01-12-115-40010-365-50986 Reserve Fund to Revenue | \$ - | \$ - | \$ - |
| | | Revenue Total | | \$ - | \$ - | \$ - |
| | | Expense | 01-12-115-40010-365-61510 Salaries - Permanent | \$ 448,889 | \$ 401,092 | \$ 329,494 |
| | | | 01-12-115-40010-365-61512 Recovery-Salaries-Permanent | \$ (10,000) | \$ (10,000) | \$ - |
| | | | 01-12-115-40010-365-61513 Benefits - Permanent | \$ 123,029 | \$ 110,751 | \$ 90,283 |
| | | | 01-12-115-40010-365-62011 Office Supplies | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | | | 01-12-115-40010-365-62310 Training/Development/Seminars | \$ 13,900 | \$ 13,500 | \$ 22,350 |
| | | | 01-12-115-40010-365-62311 Memberships/Dues | \$ 2,600 | \$ 2,600 | \$ 3,000 |
| | | | 01-12-115-40010-365-62314 Mileage | \$ 1,200 | \$ 1,200 | \$ 1,000 |
| | | | 01-12-115-40010-365-62315 Printing & Advertising | \$ - | \$ - | \$ - |
| | | | 01-12-115-40010-365-62335 Contracted Services | \$ - | \$ - | \$ 10,500 |
| | | | 01-12-115-40010-365-62357 Marketing & Events | \$ 14,500 | \$ 17,500 | \$ - |
| | | | 01-12-115-40010-365-62396 Mobile Phones/Pagers | \$ 1,800 | \$ 1,800 | \$ 1,800 |
| | | Expense Total | | \$ 596,918 | \$ 539,443 | \$ 459,427 |
| | Administration Total | | | \$ 596,918 | \$ 539,443 | \$ 459,427 |
| | Corporate Communications | Expense | 01-05-195-47020-365-61510 Salaries-Permanent | \$ 321,857 | \$ 289,319 | \$ 231,166 |
| | | | 01-05-195-47020-365-61513 Benefits-Permanent | \$ 96,391 | \$ 87,068 | \$ 69,689 |
| | | | 01-05-195-47020-365-61520 Wages-Casual Temporary | \$ 17,900 | \$ 17,600 | \$ 47,800 |
| | | | 01-05-195-47020-365-61523 Benefits-Casual Temporary | \$ 2,205 | \$ 2,188 | \$ 5,847 |
| | | | 01-05-195-47020-365-62011 Office Supplies | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | | | 01-05-195-47020-365-62310 Training/Development/Seminars | \$ 2,800 | \$ 2,380 | \$ - |
| | | | 01-05-195-47020-365-62311 Memberships/Dues | \$ 1,225 | \$ 1,200 | \$ 1,100 |
| | | | 01-05-195-47020-365-62314 Mileage | \$ 625 | \$ 1,250 | \$ 1,000 |
| | | | 01-05-195-47020-365-62315 Printing & Advertising | \$ 140,000 | \$ 140,000 | \$ 139,083 |
| | | | 01-05-195-47020-365-62335 Contracted Services | \$ 71,600 | \$ 45,700 | \$ 44,500 |
| | | | 01-05-195-47020-365-62357 Marketing & Promotion | \$ - | \$ - | \$ 5,500 |
| | | | 01-05-195-47020-365-62396 Mobile Phones / Pagers | \$ 1,680 | \$ 1,200 | \$ 1,200 |
| | | | 01-05-195-47020-365-63037 Software Licence Subscription | \$ 16,000 | \$ 15,000 | \$ 14,500 |
| | | Expense Total | | \$ 673,283 | \$ 603,905 | \$ 562,385 |
| | Corporate Communications Total | | | \$ 673,283 | \$ 603,905 | \$ 562,385 |
| Customer Service & Licensing | 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 | \$ (5,000) | \$ (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 | \$ (1,000) | \$ (1,500) | \$ (1,500) |
| | | Revenue Total | | \$ (39,256) | \$ (38,756) | \$ (38,756) |
| | | Expense | 01-05-205-47030-365-61510 Salaries-Permanent | \$ 488,806 | \$ 479,150 | \$ 418,354 |
| | | | 01-05-205-47030-365-61513 Benefits-Permanent | \$ 151,965 | \$ 148,817 | \$ 131,068 |
| | | | 01-05-205-47030-365-62011 Office Supplies | \$ 2,000 | \$ 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 | \$ 12,000 | \$ 11,600 |
| | | | 01-05-205-47030-365-62311 Memberships/Dues | \$ 650 | \$ 650 | \$ 650 |
| | | | 01-05-205-47030-365-62314 Mileage | \$ 550 | \$ 550 | \$ 550 |
| | | | 01-05-205-47030-365-62357 Marketing & Promotion | \$ 6,000 | \$ 3,000 | \$ 3,000 |
| | | | 01-05-205-47030-365-62396 Mobile Phones / Pagers | \$ 300 | \$ 720 | \$ 720 |
| | | | 01-05-205-47030-365-62415 Garbage Tags | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| | | Expense Total | | \$ 673,971 | \$ 657,587 | \$ 578,642 |
| | Customer Service & Licensing Total | | | \$ 634,715 | \$ 618,831 | \$ 539,886 |
| | Economic Development | Revenue | 01-03-235-45020-365-50514 Caledon Business Directory | \$ - | \$ - | \$ - |
| | | | 01-03-235-45020-365-50986 Reserve Fund To Revenue | \$ (100,000) | \$ (100,000) | \$ (100,000) |
| | | Revenue Total | | \$ (100,000) | \$ (100,000) | \$ (100,000) |
| | | Expense | 01-03-235-45020-365-61510 Salaries-Permanent | \$ 340,555 | \$ 334,246 | \$ 318,477 |
| | | | 01-03-235-45020-365-61513 Benefits-Permanent | \$ 100,543 | \$ 99,588 | \$ 94,979 |
| | | | 01-03-235-45020-365-62011 Office Supplies | \$ 500 | \$ 500 | \$ 500 |
| | | | 01-03-235-45020-365-62310 Training/Development/Seminars | \$ 8,750 | \$ 8,750 | \$ - |
| | | | 01-03-235-45020-365-62311 Memberships/Dues | \$ 2,950 | \$ 2,650 | \$ 2,650 |
| | | | 01-03-235-45020-365-62314 Mileage | \$ 3,000 | \$ 3,500 | \$ 3,500 |
| | | | 01-03-235-45020-365-62319 Grants | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| | | | 01-03-235-45020-365-62331 Transit | \$ - | \$ - | \$ - |
| | | | 01-03-235-45020-365-62335 Contracted Services | \$ 55,615 | \$ 20,000 | \$ - |
| | | | 01-03-235-45020-365-62357 Marketing & Events | \$ 116,931 | \$ 68,000 | \$ 66,000 |
| | | | 01-03-235-45020-365-62379 Partnership Agreements | \$ - | \$ 92,186 | \$ 92,186 |
| | | | 01-03-235-45020-365-62388 CBIZ Expenses | \$ 19,860 | \$ 24,860 | \$ 34,860 |
| | | | 01-03-235-45020-365-62396 Mobile Phones / Pagers | \$ 1,200 | \$ 2,400 | \$ 2,400 |
| | | | 01-03-235-45020-365-62658 Public Relations | \$ - | \$ - | \$ 10,000 |
| | | Expense Total | | \$ 749,904 | \$ 756,680 | \$ 725,552 |
| | Economic Development Total | | | \$ 649,904 | \$ 656,680 | \$ 625,552 |
| | Human Resources | Expense | 01-06-325-48020-365-61510 Salaries-Permanent | \$ 704,227 | \$ 634,748 | \$ 655,834 |
| | | | 01-06-325-48020-365-61513 Benefits-Permanent | \$ 204,359 | \$ 184,835 | \$ 186,452 |
| | | | 01-06-325-48020-365-61520 Wages-Casual Temporary | \$ 64,400 | \$ 63,400 | \$ 62,300 |
| | | | 01-06-325-48020-365-61523 Benefits-Casual Temporary | \$ 12,172 | \$ 12,053 | \$ 11,725 |
| | | | 01-06-325-48020-365-62011 Office Supplies | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| | | | 01-06-325-48020-365-62018 Operating Supplies | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| | | | 01-06-325-48020-365-62114 Small Equip Repair/Purchase | \$ - | \$ - | \$ - |

TOWN OF CALEDON
2020 APPROVED OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

| Location/ Asset Type | Division | Revenue/ Expense | Account Number and Description | 2020 Budget | 2019 Budget | 2018 Budget |
|---|-----------------------|------------------|--|--------------|--------------|--------------|
| Town Hall | Human Resources | Expense | 01-06-325-48020-365-62223 Floral Tributes/In Memory | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| | | | 01-06-325-48020-365-62225 Staff Recog/Appreciation | \$ 15,825 | \$ 15,825 | \$ 15,825 |
| | | | 01-06-325-48020-365-62243 Health & Wlns Initiatives | \$ 14,500 | \$ 19,500 | \$ 19,500 |
| | | | 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 | \$ 8,250 |
| | | | 01-06-325-48020-365-62311 Memberships/Dues | \$ 4,010 | \$ 4,010 | \$ 3,010 |
| | | | 01-06-325-48020-365-62314 Mileage | \$ 1,800 | \$ 1,800 | \$ 1,800 |
| | | | 01-06-325-48020-365-62315 Printing & Advertising | \$ 1,845 | \$ 1,845 | \$ 1,845 |
| | | | 01-06-325-48020-365-62318 Legal Services | \$ 40,000 | \$ 40,000 | \$ 35,000 |
| | | | 01-06-325-48020-365-62334 Service Contracts | \$ 31,706 | \$ 31,706 | \$ 31,706 |
| | | | 01-06-325-48020-365-62396 Mobile Phones / Pagers | \$ 1,041 | \$ 1,041 | \$ 642 |
| | | | 01-06-325-48020-365-62412 Special Charges | \$ 43,030 | \$ 43,030 | \$ 43,030 |
| | | | 01-06-325-48020-365-62510 Corporate Training/Development | \$ 65,500 | \$ 50,500 | \$ 50,500 |
| | | | Expense Total | | \$ 1,225,015 | \$ 1,124,893 |
| | Human Resources Total | | \$ 1,225,015 | \$ 1,124,893 | \$ 1,139,769 | |
| Strategic Initiatives - Town Hall Total | | | \$ 6,022,939 | \$ 5,818,247 | \$ 5,401,199 | |
| Strategic Initiatives Total | | | \$ 7,778,523 | \$ 7,253,440 | \$ 6,619,698 | |

TOWN OF CALEDON
2020 CAPITAL BUDGETS - STRATEGIC INITIATIVES

| Department | Division | Project # | Project Name | Total Project Budget |
|-----------------------------|------------------|-----------|-----------------------------------|----------------------|
| Strategic Initiatives | Lending Services | 20-013 | Library Collections and Materials | \$ 450,000 |
| | | 20-014 | Library IT Equipment | \$ 125,485 |
| | | 20-015 | Library Furnishings | \$ 60,000 |
| | | 20-016 | Library Strategic Plan | \$ 25,000 |
| Strategic Initiatives Total | | | | \$ 660,485 |

Town of Caledon
2021-2030 Total Capital Projects Details and Funding Sources
Department Strategic Initiatives

| Baseline | Description | Term of Council | | Term of Council | | | | Term of Council | | | | Total 10 Year Funding Sources | | | | | | | Total Funding |
|----------------------|---|-----------------|--------------|-----------------|------------|------------|------------|-----------------|--------------|--------------|--------------|-------------------------------|---------------|----------|---------------------|---------|--------------|-------|---------------|
| | | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 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 |
| Baseline Total | | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 5,500,000 | \$ 5,500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,500,000 |
| Above Baseline | Alton Branch Refurbishment | | \$ 290,000 | | | | | | | | | \$ 290,000 | \$ 290,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 290,000 |
| | Caledon East Branch Relocation | \$ 2,681,093 | \$ 2,681,093 | | | | | | | | | \$ 5,362,187 | | \$ - | \$ 1,077,187 | \$ - | \$ 4,285,000 | \$ - | \$ 5,362,187 |
| | 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 | \$ 125,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 2,475,000 | \$ 2,475,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,475,000 |
| | Mayfield West Branch - Materials | | | | | | | \$ 800,000 | | | | \$ 800,000 | \$ 116,000 | \$ - | \$ 684,000 | \$ - | \$ - | \$ - | \$ 800,000 |
| | Mayfield West Library Branch - DC | | | | | | | \$ 2,988,500 | \$ 2,988,500 | | | \$ 5,977,000 | \$ - | \$ - | \$ 5,977,000 | \$ - | \$ - | \$ - | \$ 5,977,000 |
| | Mayfield West Library Branch - Tax Cashflow | | | | | | | \$ 243,250 | \$ 243,250 | \$ 243,250 | \$ 243,250 | \$ 973,000 | \$ 973,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 973,000 |
| | Service/Facility Review and Master Plan | | | | | | \$ 75,000 | | | | | \$ 75,000 | \$ 41,250 | \$ - | \$ 33,750 | \$ - | \$ - | \$ - | \$ 75,000 |
| | Strategic Plan | | | | \$ 25,000 | | | | \$ 25,000 | | | \$ 50,000 | \$ 27,500 | \$ - | \$ 22,500 | \$ - | \$ - | \$ - | \$ 50,000 |
| Above Baseline Total | | \$ 3,381,093 | \$ 3,096,093 | \$ 550,000 | \$ 275,000 | \$ 250,000 | \$ 375,000 | \$ 4,331,750 | \$ 3,556,750 | \$ 543,250 | \$ 543,250 | \$ 16,902,187 | \$ 4,822,750 | \$ - | \$ 7,794,437 | \$ - | \$ 4,285,000 | \$ - | \$ 16,902,187 |
| Grand Total | | \$ 3,931,093 | \$ 3,646,093 | \$ 1,100,000 | \$ 825,000 | \$ 800,000 | \$ 925,000 | \$ 4,881,750 | \$ 4,106,750 | \$ 1,093,250 | \$ 1,093,250 | \$ 22,402,187 | \$ 10,322,750 | \$ - | \$ 7,794,437 | \$ - | \$ 4,285,000 | \$ - | \$ 22,402,187 |

Assumptions:
Gas Tax 2021-2023 funding is based on the schedule payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.
Future Aggregate Levy is projected using 2019 funding.

2018-2022 Council Work Plan



Message from the Mayor & CAO

“One measure of an effective Council is how well it accomplishes what it says it will do.”



Allan Thompson
Mayor



Mike Galloway, MBA, CMO
Chief Administrative Officer

HOW DID WE GET HERE?

When this Council was inaugurated last December, our first priority was to consult with you about what our priorities should be over the four-year term of Council. Many of you responded to our online survey or participated in stakeholder discussions and Town staff provided detailed briefings. With that information we acquired a good understanding of the needs of this community – and that understanding was crucial as we deliberated the key priorities to address those needs.

To bring it all together, we agreed on an inspiring vision to guide our work: to make Caledon one of the most liveable and sustainable rural/urban communities in Canada.

To get there this Work Plan sets out an ambitious agenda built on four pillars:

- **Sustainable Growth** – Ensure that Caledon grows in a balanced and sustainable manner;
- **Connected Community** – Strengthen the bonds that connect the community;
- **Improved Service Delivery** – Improve service delivery to reflect the changing needs of the community;
- **Good Governance** – Steward resources through sensible, prudent budgeting and transparent, participatory decision-making

We invite you to read through this document and view the many and various projects and initiatives. The scale and scope of the Work Plan is large. Council and staff are excited to take up the challenge.

We hope you will come along with us on this journey. Your continued involvement is key to ensuring the Work Plan remains aligned with community needs.

Check back with us for updates at caledon.ca/workplan, follow @YourCaledon on social media or sign up for our email newsletter at caledon.ca/enews.

Thank you.

Allan Thompson
Mayor

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

Sustainable Growth Connected Community Improved Service Delivery Good Governance

*Our vision is to make the Town of Caledon
one of Canada's most liveable and sustainable
rural / urban communities.*

Sustainable Growth



- Continue to advocate for vital provincial highway infrastructure including HWY 427 Extension and HWY 413 (GTA West Corridor) construction
- Complete a renewed Economic Development Strategy with particular focus on employment land, small business support and the role of municipal staff
- Complete the Official Plan Review including designation areas for employment, residential area growth (Mayfield West and Bolton Residential Expansion Study) and Comprehensive Zoning By-law review
- Develop, in conjunction with the Region of Peel, a housing plan that allows for increased community diversity
- Continue the implementation of the Transportation Master Plan including transit, infrastructure, cycling, traffic management, traffic calming, liveable and walkable communities
- Advance policies to the Government of Ontario that aid in the repurposing of future de-commissioned aggregate land
- Continue, in partnership with Peel Public Health, the development of a Community Safety and Well-Being Plan

ADDITIONAL OPTIONS

- Enhanced civic campus including connecting paths
- Bolton downtown revitalization (including re-zoning to allow for more mixed-use buildings)
- Advance proactive infrastructure development solutions for growth management
- Pursue intensification in concert with accessibility and public transit, Bolton GO Station and other transit hubs

Connected Community



- Enhance high-speed internet connectivity
- Develop a five-year Corporate Greenhouse Gas Reduction Framework including energy consumption in facilities, corporate fleet and fuel use, water conservation strategies in facilities and parks and waste diversion strategies
- Actively promote tourism offerings including cultural and village main street assets
- Seek opportunities to connect Caledon villages to help bridge the rural/urban divide
- Support for agriculture and the agribusiness industry including advocating for natural gas service extension to agricultural properties
- Promote community enrichment through support of local groups, enhanced partnerships, and events
- Further explore arts and culture centre opportunities
- Promote an age-friendly community through the formation of youth and senior retention plans

ADDITIONAL OPTIONS

- Understand community needs and provide services based on urban/rural differences
- Discourage non-agricultural storage on rural land
- Increase quality of life through shared experiences
- Preserve heritage and natural areas
- Break down barriers for volunteers and local community groups to enable and help empower volunteer groups

Improved Service Delivery

- Improve roads and long-term planning to maintain roads to standard
- Plan for improved stormwater management to reduce drainage issues
- Build and maintain parks and green space
- Plan and fund recreation infrastructure that meets the changing needs of the community
- Explore community hub models for service delivery
- Provide options for an innovation hub for residents, entrepreneurs and small businesses

ADDITIONAL OPTIONS

- Apply a diversity lens (age, language, culture) throughout the Town's operations and services
- Develop a new brand for the Town of Caledon and enhance wayfinding
- Promote locally provided mental health services
- Significantly improve digital communication and digital service delivery
- Expand customer service across facilities (eg. one-stop shop)
- Increase education and awareness of available services and accessibility options
- Improve and innovate business processes for better customer service and service delivery
- Update and standardize by-laws, including implementation, to meet the best practices of other municipalities

Good Governance



- Balance financial planning for both operating and capital budgets:
 - Capital budget - balance aging infrastructure with growth-related infrastructure needs; and
 - Operating budget - balance current service levels with growth-related pressures
- Investigate increased social procurement criteria
- Review Council composition and ward boundaries
- Implement and clearly communicate to the community an asset management plan
- Push for policies that better cover the true cost of growth

ADDITIONAL OPTIONS

- Maintain an excellent financial position through healthy reserves and the ability to meet current liabilities with current assets
- Manage reasonable community expectations
- Introduce the Integrated Project Delivery (IDP) approach

2018-2022 Members of Council



Allan Thompson
Mayor



Ian Sinclair
Regional Councillor
Ward 1



Lynn Kiernan
Area Councillor
Ward 1



Johanna Downey
Regional Councillor
Ward 2



Christina Early
Area Councillor
Ward 2



Jennifer Innis
Regional Councillor
Ward 3 and 4



Nick deBoer
Area Councillor
Ward 3 and 4



Annette Groves
Regional Councillor
Ward 5



Tony Rosa
Area Councillor
Ward 5

For more information on the Council Work Plan:
caledon.ca/workplan

Town of Caledon
Long-Term Strategic Financial Plan

CALEDON LONG-TERM STRATEGIC FINANCIAL PLAN

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

- 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

- 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

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

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

- 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

- 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

- 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

- 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

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

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

- 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
2020 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

UNAVOIDABLE BUDGET INCREASES/(DECREASES)

| Revenue or Expense | 2019 Budget | 2019 Budget Changes | 2020 Base Budget | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2020 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 Efficiency | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2020 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)

% Increase/(Decrease)

\$0

Team Caledon Plan

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

The result of this feedback is Team Caledon.

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

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

It's built on four pillars:



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

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

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

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

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

| BUILDING SERVICES | | | | 2019 |
|--|---------------------------------|-----------------------------------|--|-------------------------------|
| What method does your municipality use to determine total construction value? | | Applicant's Declared Value | | |
| | | \$ | | |
| Total Value of Construction Activity based on permits issued | | \$341,367,079 | | |
| | | Number of Building Permits | Total Value of Building Permits | |
| Residential properties | | 685 | \$162,822,605 | |
| Multi-Residential properties | | 7 | \$475,000 | |
| All other property classes | | 176 | \$178,069,473 | |
| | | 868 | 341,367,079 | |
| Review of Complete Building Permit Applications: Median number of working days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal (by Category): | | | | Median Number of Working Days |
| a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres) Reference: provincial standard is 10 working days | | | | 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 | | | | 0 |
| | Number of Complete Applications | Number of Incomplete Applications | Total Number of Complete and Incomplete Applications | |
| a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres) | 796 | 63 | 859 | |
| b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres) | 49 | 1 | 50 | |
| c) Category 3: Large Buildings (large residential/commercial/industrial/institutional) | 92 | 7 | 99 | |
| d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications | 0 | 0 | 0 | |
| Subtotal | 937 | 71 | 1,008 | |

| 2018 | | |
|---------------------------------|-----------------------------------|--|
| Applicant's Declared Value | | |
| \$ | | |
| \$309,768,568 | | |
| Number of Building Permits | Total Value of Building Permits | |
| 903 | \$217,612,450 | |
| 2 | \$26,790,000 | |
| 173 | \$65,366,118 | |
| 1,078 | \$309,768,568 | |
| Median Number of Working Days | | |
| 10 | | |
| 14 | | |
| 18 | | |
| 15 | | |
| Number of Complete Applications | Number of Incomplete Applications | Total Number of Complete and Incomplete Applications |
| 795 | 178 | 973 |
| 34 | 0 | 34 |
| 77 | 3 | 80 |
| 1 | 0 | 1 |
| 907 | 181 | 1,088 |

2019 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

| PLANNING AND DEVELOPMENT | | | | 2019 |
|--|--|-------------------------------|-----------------------------|------|
| Land Use Planning | | | | |
| | RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS | TOTAL RESIDENTIAL UNITS | TOTAL SECONDARY UNITS | |
| Number of residential units in new detached houses (using building permit information) | 103 | 204 | | |
| Number of residential units in new semi-detached houses (using building permit information) | 0 | 0 | | |
| Number of residential units in row houses (using building permit information) | 140 | 169 | | |
| Number of residential units in new apartments/condo apartments (using building permit information) | 0 | 0 | | |
| Subtotal | 243 | 373 | 0 | |
| Land Designated for Agricultural Purposes | | DATA | UNITS | |
| Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2019 | | 36,930 | Hectares | |

| 2018 | | |
|--|-------------------------------|-----------------------------|
| RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS | TOTAL RESIDENTIAL UNITS | TOTAL SECONDARY UNITS |
| 290 | 347 | 1 |
| 12 | 19 | |
| 207 | 207 | |
| 144 | 144 | |
| 653 | 717 | 1 |
| DATA | UNITS | |
| 36,914 | Hectares | |

| RECREATION SERVICES | | | 2019 |
|--|---------|----------------|------|
| Trails | | | |
| | DATA | UNITS | |
| Total kilometres of trails (owned by municipality and third parties) | 104 | KM | |
| Indoor Recreation Facilities | | | |
| | DATA | UNITS | |
| Square metres of indoor recreation facilities (municipally owned) | 34,637 | m ² | |
| Outdoor Recreation Facilities | | | |
| | DATA | UNITS | |
| Square metres of outdoor recreation facility space (municipally owned) | 448,551 | m ² | |
| <i>Note 1: 2018 trail kilometers restated for greater accuracy</i> | | | |

| 2018 | | |
|---------|----------------|---------------|
| DATA | UNITS | |
| 104 | KM | <i>Note 1</i> |
| DATA | UNITS | |
| 34,637 | m ² | |
| DATA | UNITS | |
| 448,551 | m ² | |

2019 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

| TRANSPORTATION SERVICES | | 2019 | |
|--|-----------------|--|---------------------|
| Paved Roads | | | |
| Roads: Total Paved Lane KM | | 1,292 | 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 | |
| Unpaved Roads | | | |
| Roads: Total Unpaved Lane KM | | 241 | KM |
| Winter Control | | | |
| Total Lane KM maintained in winter | | 1,580 | KM |
| <i>Note 2: 2018 total lane KM maintained in winter restated for greater accuracy</i> | | | |
| Transit | | | |
| Total number of regular service passenger trips on conventional transit in service area | | 33,823 | |
| Population of service area | | 33,390 | |
| <i>Note 3: Town introduced transit system in Bolton and Mayfield West. Population is based on Census and ridership on Employee Survey.</i> | | | |
| Bridges and Culverts | | | |
| Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts | | 14,919 | m ² |
| Have all bridges and culverts in the municipal system been rated? | | Yes | |
| Indicate the rating system used and the year the rating was conducted | | MTO Bridge Condition Index - 2019 | |
| | | Number of structures where the condition of primary components is rated as good to very good, requiring only repair | Total Number |
| | Bridges | 75 | 81 |
| | Culverts | 24 | 59 |
| Subtotal | | 99 | 140 |
| <i>Note 4: 2018 numbers were restated for greater accuracy</i> | | | |

| 2018 | |
|--|---------------------|
| 1,263 KM | |
| 560 KM | |
| Yes | |
| Pavement Condition Index 2018 | |
| 241 KM | |
| 1,580 KM | <i>Note 2</i> |
| 8,671 | |
| 30 | <i>Note 3</i> |
| 14,463 m ² | |
| Yes | |
| MTO Bridge Condition Index - 2017 | |
| Number of structures where the condition of primary components is rated as good to very good, requiring only repair | Total Number |
| 48 | 81 |
| 29 | 59 |
| 77 | 140 |
| | <i>Note 4</i> |



2019 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

| ENVIRONMENTAL SERVICES | | 2019 |
|---|--|----------|
| Storm Water Management | | |
| Urban Storm Water Management: Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins) | | 249 KM |
| Rural Storm Water Management: Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins) | | 1,221 KM |
| | | |

| 2018 | | |
|--|--------|----------|
| <table> <tr> <td>240 KM</td></tr> <tr> <td>1,221 KM</td></tr> </table> | 240 KM | 1,221 KM |
| 240 KM | | |
| 1,221 KM | | |

Glossary

ABUCC – Albion Bolton Union Community Centre

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

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

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

AMANDA – A computerized document management system

AMO – Association of Municipalities of Ontario

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

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

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

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

ARL – Annual Repayment Limit

ARRASC – Arterial Roads Review Ad Hoc Steering Committee

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

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

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

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

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

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

SOLS– Southern Ontario Library Service

Surplus – means the excess of revenues over expenditures

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

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

TCA – Tangible Capital Assets

TMP – Transportation Master Plan

TRCA – Toronto and Region Conservation Authority

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

VCOM – Fire Department communications system