



# ANNUAL BUDGET

## FISCAL YEAR 2021



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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Caledon  
Ontario**

For the Fiscal Year Beginning

**January 1, 2020**

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 its Annual Budget for the fiscal year beginning January 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

### Message from the Mayor



In a year like no other, Town of Caledon Council approached the 2021 budget through the lens of community recovery and maintaining service levels. I am proud to share the budget details that will serve as our roadmap for that recovery and future sustainability.

Here are some of this year's budget highlights:

- An increase to the Municipal Agricultural and Community Grant Program to help support community recovery efforts
- An overall 1.13% tax increase, including Region of Peel and school board tax impacts, for homeowners. This represents an approximate \$59 property tax increase per typical household in 2021.
- \$30 million for investments and maintenance in Town roads, bridges and culverts.
- The continuation of the broadband levy to advance and enhance our efforts to provide Town-wide access to high speed internet service.
- \$3.1 million for parks improvements including playgrounds, a sports field and the rehabilitation of railway bridges.

I want to say a special thank you to Town staff and my Council colleagues for the hard work and deliberations that went into developing and approving the 2021 Budget. To the residents and businesses who have been through so much this past year, thank you for your efforts and your resilience.

Sincerely,



Mayor Allan Thompson

# Table of Contents

---

<b>CONTENTS</b>	<b>PAGE NO.</b>
2020 Distinguished Budget Presentation Award	2
Message from the Mayor	3
Table of Contents	4
Welcome to Caledon	6
Town of Caledon Organizational Chart	18
Town of Caledon Full-time Headcount	19
Overview of Budget Processes and Policies	21
2021 Operating Budget Summary	42
2021 Approved Change in Service Levels	43
2021 Operating Budget – Expenditures by Department (Chart)	46
2021 Operating Budget – Revenues by Department (Chart)	47
Major Revenue Sources and Trends	48
2021 Approved Capital Budget	50
Town of Caledon Details of Major Capital Projects for 2021	53
Town of Caledon 2021 Capital Budget Summary	60
2022 – 2031 Capital Forecast	61
Debt and Long-Term Debt Limit	64
Reserves and Reserve Funds	69
 <b>2021 BUSINESS PLANS BY DEPARTMENT</b>	
Building & Municipal Law Enforcement Services	74
Caledon Public Library	79
Community Services	88
Corporate Services	98
Corporate Strategy & Innovation	106
Customer Service & Communications	114
Engineering Services	120
Finance	129
Fire & Emergency Services	138
Office of the CAO	146
Operations	151
People Services	158
Planning	163

# Table of Contents

---

<b>APPENDICES</b>	<b>PAGE NO.</b>
A – Council Work Plan	174
B – Long-Term Strategic Financial Plan	182
C – Operating Budget Template	196
D – The Town of Caledon Financial Policies	197
E – Department-Fund Relationship	199
F – 2020 Municipal Performance Measurement Program	200
Glossary	204

## **BUDGET HIGHLIGHTS**

The 2021 budget highlights can be found at this link:

<https://www.caledon.ca/en/town-services/resources/Finance/2021-Approved-Budget-Highlights-March-17-2021.pdf>



# 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.

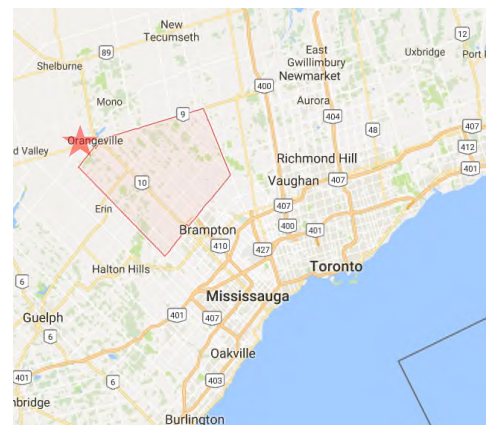
It was the rich water and mineral resources that attracted settlers and early industrialists. It has been said that the first European settlers came in search of gold and although gold was never found, our industrial development then began. In present day, we celebrate our golden hillsides, trails, parks,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

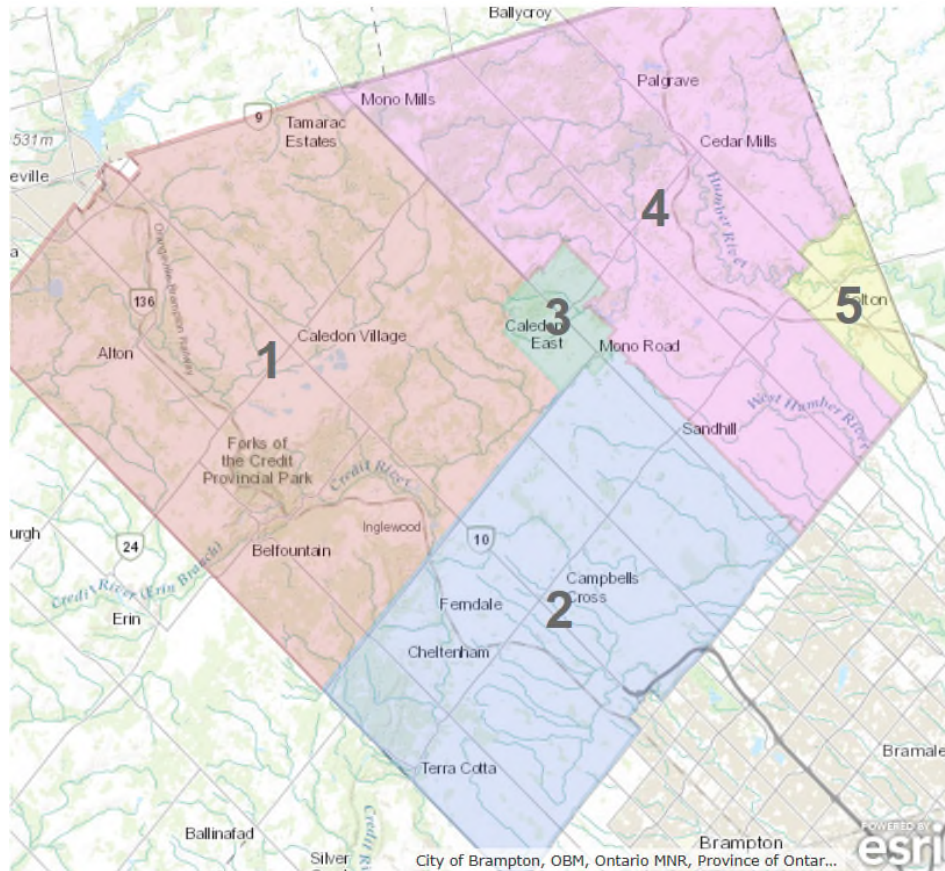
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

A vibrant community of 75,270 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.



# Welcome to Caledon

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



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

# Welcome to Caledon

---



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. The 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**

The mix of rural villages and urban centres is reflected in the 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.

## **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.

# Welcome to Caledon

---

## **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 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

## **Roads**

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

## **Rail**

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

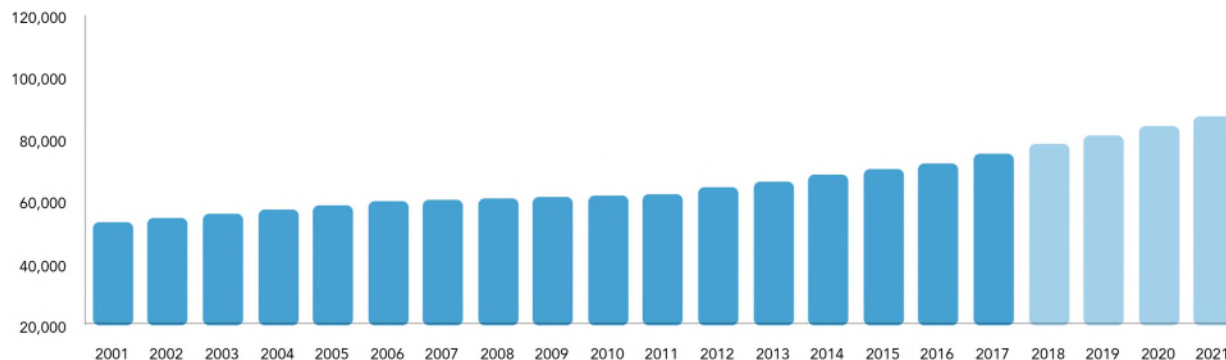
## **Air**

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

# Welcome to Caledon

## Demographics

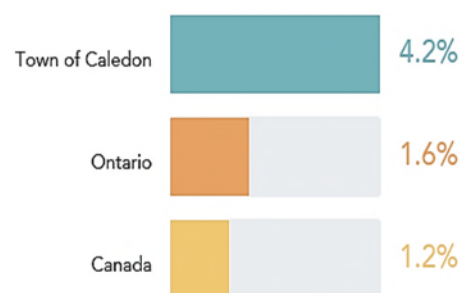
Town of Caledon Population



Source: Peel Region Open Data 2017

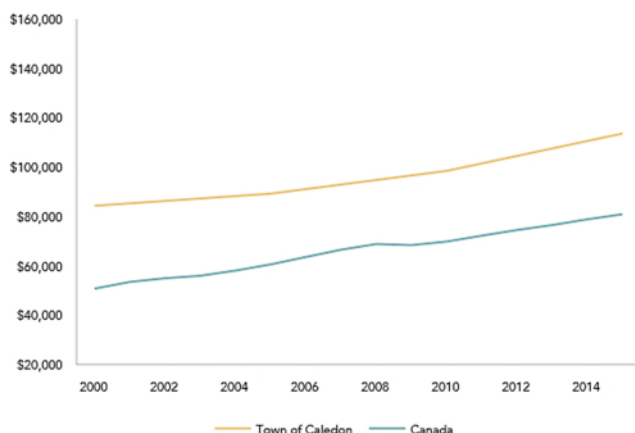
Over the last decade, the Town's population has significantly increased by 19.3%. At this rate of growth, the population is expected to exceed 87,000 people in 2021. By 2041 Caledon will have a population of 160,000 people and 80,000 new jobs, as prescribed by the Province of Ontario Places to Grow Plan.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

Population Growth Rates  
2016-2017



Source: Statistics Canada 2016

Median Household Income



Source: Statistics Canada 2018

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

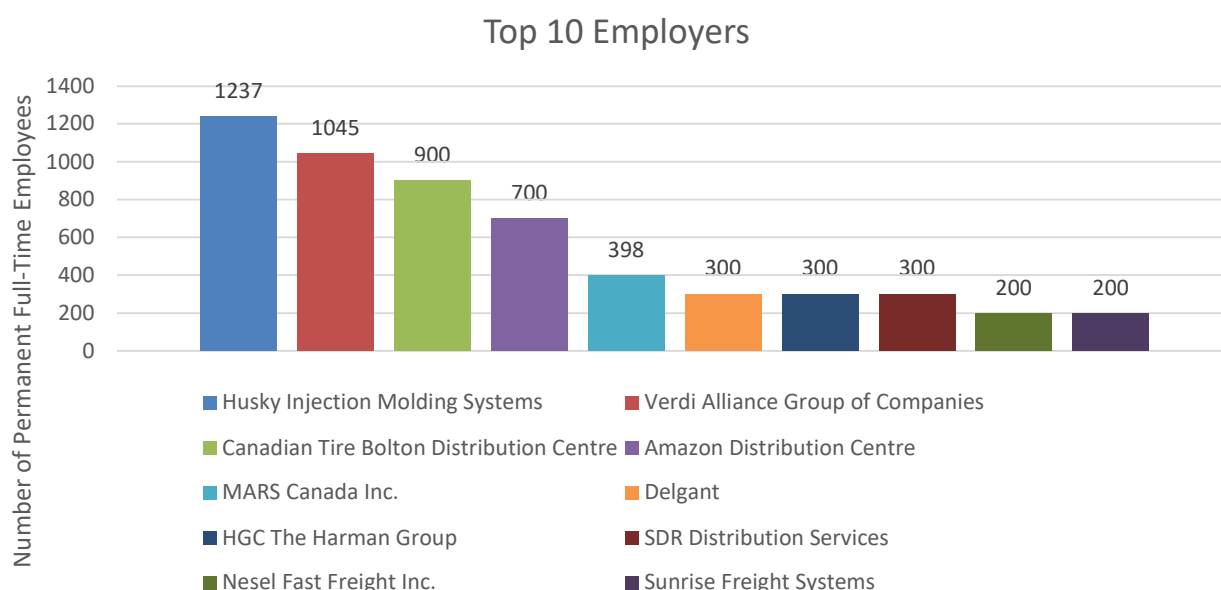
# Welcome to Caledon

## Business Climate

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

Top 10 Corporate Taxpayers
CANADIAN TIRE PROPERTIES INC
AMB AIRPORT ROAD CANCO INC
GREYCAN 4 PROPERTIES GP INC, GREYPAN EQUITIES INC
CALLOWAY REIT (BOLTON) INC
12333 AIRPORT RD HOLDINGS ULC
PIRET (86 PILLSWORTH) HOLDING INC
2281140 ONTARIO INC, 2278372 ONTARIO INC, NF REAL ESTATE LIMITED
DESJARDINS FINANCIAL SECURITY LIFE ASSURANCE COMPANY
ACKLANDS-GRAINGER INC
HUSKY INJECTION MOLDING SYSTEMS LTD

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.



# Welcome to Caledon

## Town of Caledon Corporate Structure

On October 29, 2020, the Town of the Caledon completed a corporate restructure known as Reimagine Caledon. The new structure will help the organization meet Council's priorities of economic development, customer service and innovation. Previously broad departments led by General Managers were re-organized to smaller departments with Directors that are experts in the departments that they lead.

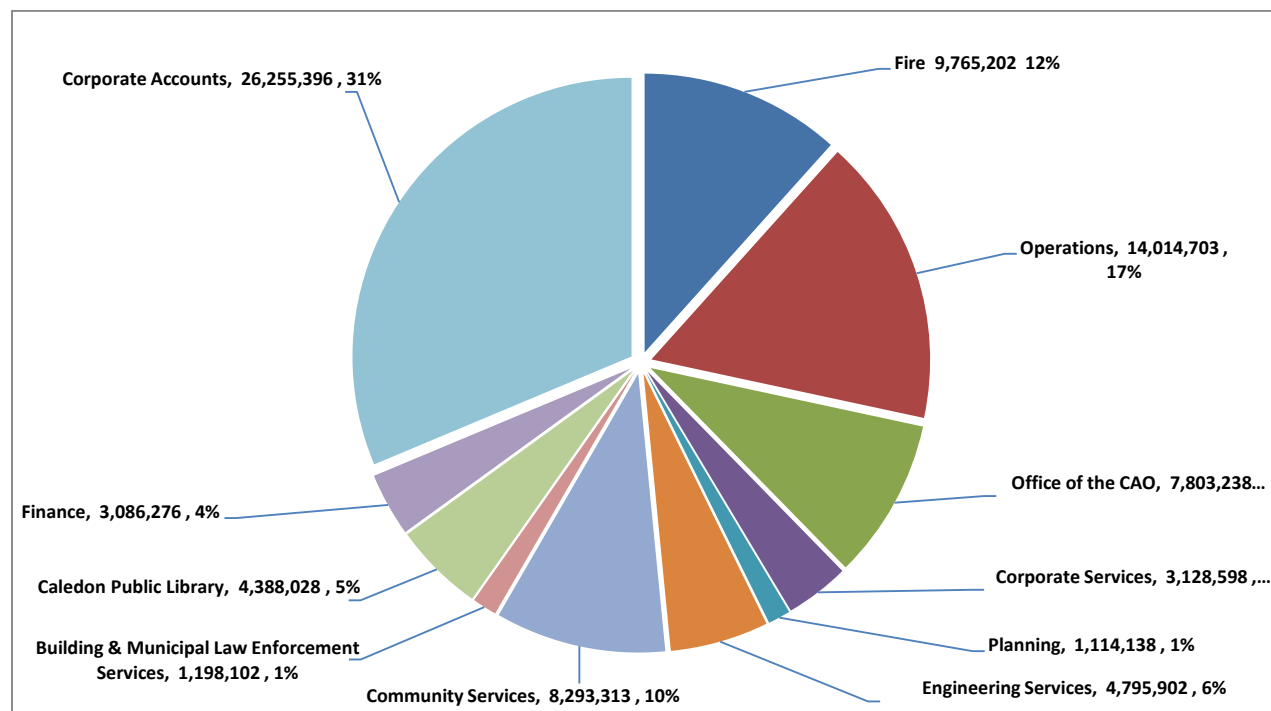
The goal of the shift to the Director leadership model is to provide better support to the CAO as the Town builds the foundation to grow. The public, Council, and the CAO have greater connection to every area across the organization, and Directors and Managers now have more opportunities to ensure teams are focused and can act quickly to move the vision forward.



*An inspired team leading a modern, resident focused organization, positioned for future growth.*

The Reimagine Caledon corporate structure is reflected in the Town of Caledon's budget and financial documents for 2021 forward.

The Town of Caledon's budget is divided into the following areas:



*Chart is based on the 2021 Net Budget per Department and excludes Taxation Revenue*



# Welcome to Caledon

---

## 1) Building & Municipal Law Enforcement Services Department

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. Bill 124 amended the *Building Code Act* by requiring that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act which is why the Building Service's budget overall nets to zero. That is, Building Services operate on a full cost recovery from building permit fees and does not have a property tax subsidy. Municipal Law Enforcement Services is responsible in assisting residents with concerns related to various property matters and to foster a safe and welcoming community for residents, business owners and visitors.

## 2) Caledon Public Library

The Caledon Public Library (CPL) offers services, collections and programs through seven branches located across Caledon. Acting as a community hub to both suburban neighborhoods and rural villages, CPL serves as a cornerstone of the community, connecting people to each other and the world beyond. As a community-led organization, the Library serves and benefits Caledon by meeting the informational, educational and recreational needs of residents and businesses, promoting lifelong learning and bridging the digital divide.



## 3) Community Services Department

The Community Services Department is responsible for the overall operations and administration of the Town's community and corporate facilities, recreation programs, events and indoor and outdoor rental spaces. The Department is focused on meeting and exceeding the needs of the community through active engagement, strengthening partnerships, managing agreements, implementing policies, all with a collaborative goal of delivering quality services and amenities for the community to enjoy.

The department comprised of three divisions: Community Facilities, Corporate Facilities and Community Development-Recreation. Community Facilities strives to advance proactive infrastructure development solutions for growth management; to seek opportunities to connect Caledon villages to help bridge the rural/urban divide; to plan and fund recreation infrastructure that meets the changing needs of the community and to explore community hub models for service delivery. Corporate Facilities main functions are to enhance civic campus; to balance financial planning for operating and capital budgets and to manage reasonable community expectations. Community Development-Recreation is responsible in the development of a Community Safety and Well-Being Plan in partnership with Peel Public Health; promoting community enrichment through support of local groups, enhanced partnerships, and events and Applying a diverse lens throughout the Town's operations and services.

## 4) 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: Animal Services, Legal Services, Legislative Services, Mayor & Council Support and the Provincial Offences Court.

# Welcome to Caledon

---

## **5) Corporate Strategy & Innovation**

Corporate Strategy and Innovation includes Information Technology, Project Management Office and Energy and Environment. Information Technology (IT) focuses on digital solutions and improving systems to reduce our reliance on paper-based processes. The central Project Management Office ensures all departments stay strategically aligned with our vision and support large Corporate projects from process improvements to capital project oversight. Energy and Environment is responsible for coordinating the Town's response to the global challenge related to climate change and looking for solutions to be more energy efficient.

## **6) Customer Service and Communications**

Customer Service and Communications department's mission is to facilitate connection to address challenges and create opportunities both internally and externally, through service excellence. The department is comprised of the following teams: Service Caledon, Communications and Adult 55+, Diversity, Equity and Inclusion. Service Caledon is providing centralized service offerings to residents and stakeholders enhancing the effectiveness and efficiency of the service experience with the Town. Communications educates, inspires and informs through collaboration, consistency and innovative internal and external outreach. Adult 55+, Diversity, Equity and Inclusion is responsible in addressing the various needs of the 55+ population in Caledon and to foster a diverse and inclusive environment.

## **7) Economic Development**

Economic development supports, promotes and enables business development and investment to enhance community prosperity, including tourism and culture.

## **8) Engineering Services**

The department is responsible for the design and construction of Town-owned infrastructure. 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. It is also responsible for the planning and design of traffic operations and proactively strategize improvements for all modes of transportation. Its four divisions are Development Engineering, Development Inspection and Transportation Engineering.

## **9) Finance Department**

The department serves internal and external clients and helps to shape the future of the community by providing professional corporate-based financial, procurement, risk management, property tax/Town revenue services and advice.

The Finance Department includes the Purchasing & Risk Management, and Finance divisions responsible for:

- Public procurement and vendor payments;
- Insurance and risk management;
- Financial planning and reporting;
- Property tax collection and other revenues;
- Investments and debentures;
- Asset Management Planning

# Welcome to Caledon

---

## 10) Fire Department

The department 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 department 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.



## 11) Operations Department

The Operations Department is responsible to maintain all of the road, park and fleet assets throughout the Town. It comprised of Roads and Fleet Services and Parks Operations divisions.

Road and Fleet Services is focused on ensuring that infrastructure within the Town's right-of-way is safe and meets Provincially mandated minimum maintenance standards or service levels, that all aspects of roads operations, vehicles and equipment are operated in a safe and compliant manner, that Town's fleet is sourced and acquired to meet energy efficiency targets. It also manages a winter maintenance program to ensure public safety on Town Roads during the winter months and a summer maintenance program to ensure public safety on Town Roads during the summer months.

Parks Operations 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. It also ensures public safety regarding parks, sports fields and their amenities and public safety regarding sidewalk winter control in accordance with Council directed and approved service levels.



# Welcome to Caledon

---



## **12) People Services Department**

People Services Department supports organizational capability and effectiveness, delivers HR value-added programs and service excellence and strives to create a positive and enriching employee experience.

## **13) Planning Department**

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

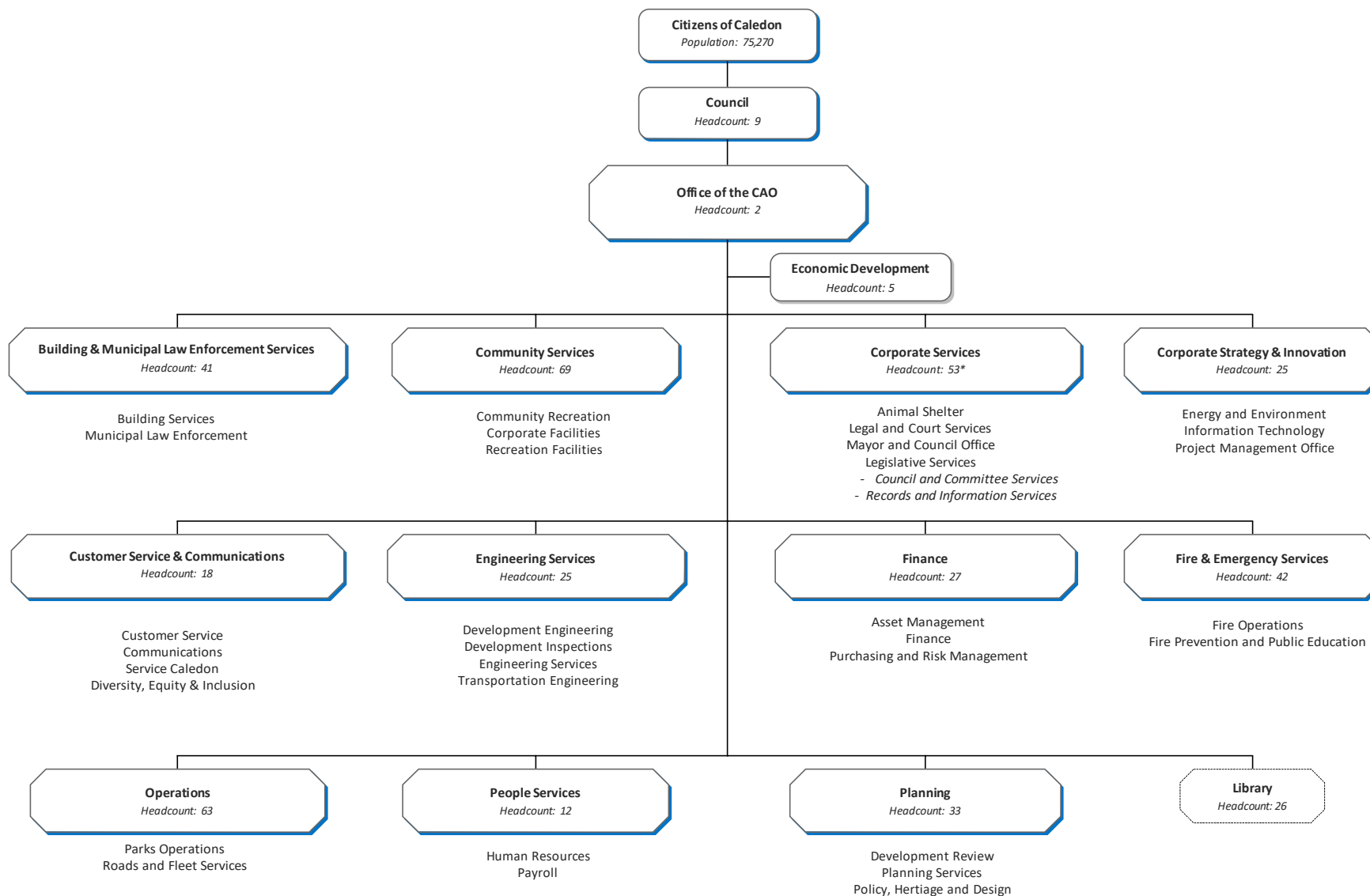
- Providing professional planning advice and legal support to Town Council regarding appropriate current and future land use planning and development of the Town.
- Representing the municipality and its interests regarding such land use planning to the public, the development industry and other government 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.

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.





# Town of Caledon Organizational Chart



Total 2021 Approved Headcount 441 (includes two (2) full-time positions for knowledge transfer of retirees  
Population taken from the Peel Data Centre (2020 population)  
Police Services are provided contractually through the Ontario Provincial Police and are not shown above  
\* Corporate Services Headcount includes Mayor and Council headcount



**Town of Caledon Permanent Full-Time Headcount**

<b>DEPARTMENT</b>	<b>2019 Approved</b>	<b>2020 Approved</b>	<b>2021 Approved</b>
<b>Building &amp; Municipal Law Enforcement Services</b>	<b>35</b>	<b>37</b>	<b>41</b>
Director, Building Services/CBO	1	1	1
Building Services	23	23	25
Municipal Law Enforcement	11	13	15
<b>Community Services</b>	<b>64</b>	<b>67</b>	<b>69</b>
Director, Community Services	1	1	1
Admin Coordinator, Community Services	1	1	1
Community Recreation	24	25	26
Corporate Facilities	10	12	13
Community Facilities	28	28	28
<b>Corporate Services</b>	<b>48</b>	<b>51</b>	<b>53</b>
Director, Corporate Services/Town Clerk	1	1	1
Legislative Coordinator	1	1	1
Animal Shelter	3	3	3
Legal & Court Services	23	26	28
Mayor & Council Office	12	12	12
Legislative Services -			
Council and Committee Services	3	3	3
Records and Information Services	5	5	5
<b>Engineering Services</b>	<b>21</b>	<b>23</b>	<b>25</b>
Director, Engineering Services	1	1	1
Admin Coordinator, Engineering Services	1	1	1
Development Engineering	4	6	7
Development Inspection	5	5	5
Engineering Services	6	6	7
Transportation Engineering	4	4	4
<b>Finance</b>	<b>26</b>	<b>26</b>	<b>27</b>
Director, Finance/CFO	1	1	1
Administrative Assistant, Finance	1	1	1
Asset Management	2	2	3
Finance	15	15	15
Purchasing & Risk Management	7	7	7
<b>Fire &amp; Emergency Services</b>	<b>34</b>	<b>36</b>	<b>42</b>
Fire Chief	1	1	1
Administration, Fire	4	4	4
Fire Prevention and Public Education	4	4	4
Fire Operations	25	27	33
<b>Library</b>	<b>25</b>	<b>25</b>	<b>26</b>
CEO / Chief Librarian	1	1	1
Administrative Assistant-Library	0	1	1
Library-Public Services	10	9	9
Library-Information Services	5	5	5
Library-Information Technology	2	2	3
Library-Youth Services	4	4	4
Communications & Community Development	3	3	3

DEPARTMENT	2019 Approved	2020 Approved	2021 Approved
<b>Operations</b>	<b>58</b>	<b>60</b>	<b>63</b>
Director, Operations	1	1	1
Administration, Operations	2	3	3
Parks - Operations	13	13	13
Road Operations & Fleet	42	43	46
<b>Planning</b>	<b>29</b>	<b>30</b>	<b>33</b>
Chief Planner/Director	1	1	1
Coordinator, Planning	1	1	1
Development Review	9	9	10
Planning Services	10	11	11
Policy, Heritage & Design	8	8	10
<b>Records and Information Services</b>	<b>7</b>	<b>7</b>	<b>7</b>
Chief Administrative Officer	1	1	1
Executive Office Administrator	1	1	1
Economic Development	5	5	5
<b>Corporate Strategy &amp; Innovation</b>	<b>24</b>	<b>24</b>	<b>25</b>
Director, Corporate Strategy & Innovation	1	1	1
Administrative Assistant	1	1	1
Energy & Environment	3	3	3
Information Technology	13	13	13
Project Management	6	6	7
<b>Customer Service &amp; Communications</b>	<b>16</b>	<b>17</b>	<b>18</b>
Director, Customer Service & Communication	1	1	1
Adult 55+, Diversity, Equity and Inclusion	0	1	1
Communications	4	4	5
Service Caledon	11	11	11
<b>People Services</b>	<b>11</b>	<b>12</b>	<b>12</b>
Director, Human Resources	1	1	1
Human Resources	8	9	9
Payroll	2	2	2
<b>Total Headcount</b>	<b>398</b>	<b>415</b>	<b>441</b>

# 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 2020. For the 2021 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 2021 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 2021 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 2021 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.

## 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.

# Overview of Budget Processes and Policies

All 2021 base operating budget increases and decreases are categorized into one of the following sub-categories by department (see table below). All departmental base budget increases/decreases are rolled-up for the Town, as a whole, to communicate the overall impact to the Town's Operating Budget in the same categories and sub-categories:

## Unavoidable Budget Changes

<b>Mandatory Legislation</b>	Includes new or a change in legislation that requires the department to incur additional costs to start a new service or change service levels.
<b>Employee Compensation</b>	This is directly linked to existing staffing and includes negotiated union contract adjustments for union staff, economic adjustments for non-union staff, job rate progression, and benefit adjustments such as statutory deductions (Canada Pension Plan, Employment Insurance) and pension rate adjustments related to the Ontario Municipal Employees Retirement System (OMERS).
<b>Annualization of New Staff</b>	If partial-year funding for a new hire was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
<b>Annualization of New Services</b>	If partial-year funding for new services was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
<b>Inflationary</b>	This section is used to identify budget increases due to rate increases for items such as maintenance supplies/services, insurance, winter maintenance salt. This section excludes utilities, which is specifically identified below.
<b>Utilities</b>	This section is used to identify utility changes; projected rate changes are provided from Finance and the volume changes are determined by the department responsible for the facility.
<b>Revenues</b>	This section is for departments to identify revenue adjustments based on volume only.
<b>Previously Approved Council Initiatives</b>	Council reports that have 2021 budget implications are included in the base 2021 budget as an unavoidable budget increase in this section.

## Recommended Budget Reductions

<b>Service Delivery Efficiencies</b>	Departments are required to find base operating budget reductions without a reduction to service levels. That is, the same level of service as in 2020 but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.)
<b>New Fees/Revenues</b>	Incremental revenue impact of new fees or charges for a product, service or program that the Town has not charged for in the past.
<b>Fee Rate Increases</b>	Incremental revenue impact of proposed increases to existing fees in the fees by-law.

# Overview of Budget Processes and Policies

---

## Short-term Inflationary Factors

Each year major items are reviewed and data is gathered on factors that could potentially influence the next year's budget. Short-term inflationary factors, such as rate changes for Town purchases, are projected and communicated to cost centre managers for incorporate into the 2021 budget, if applicable

## Budget Assumptions

Consumer Price Index used for the 2021 budget is 2.0% based on Bank of Canada statement release on April 2020.

Insurance = 15% increase on 2020 Actuals

### Utilities:

Natural Gas = 6% rate increase

Staff were asked to adjust the budget up or down based on projected volume for 2021 for factors like historical actuals, new energy efficient equipment recently installed and building changes;

Water = 6% 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): 9.5% average increase, as these are Class B accounts and are exposed to higher level of variability in global adjustment costs.
- Time of Use Accounts (smaller facilities and most fire halls): 4.4% average increase, rates are tied to inflation and estimated CPI increase and delivery costs
- Spot Market Accounts (Yards, Animal Shelter etc): 10% average increase due to the influence of natural gas rate increases and Class A electricity accounts putting more pressure on these facilities and will be impacted by global adjustment rate increases in 2021.
- Streetlights: Increase of 8.7%, as streetlights are regular Class B accounts that do not receive any rebates.

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 2020 actual and projected costs.

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2020, new improved energy efficient equipment replacements in 2020 that will lower consumption/utility volumes in 2021, 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 Town's Energy and Environment team using consumption history from the energy management software to project future costs. The projections for 2021 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.

On November 5, 2020 the Province of Ontario released Bill 229 which contains a proposal to reduce global adjustment costs for consumers on electricity rates. If passed, Bill 229 could have significant savings for the Town's 2021 electricity budget; the Town's energy markets consultant has estimated the Town could realize overall electricity budget savings of 12% (or an estimated \$250,000) in 2021.



# Overview of Budget Processes and Policies

---

## **Impact of the 2021 Pandemic**

As part of the 2021 budget process, Staff were directed to identify spending directly related to the 2021 pandemic that would occur with the assumption the pandemic will continue in 2021. Staff have assumed the Vaccine will not be widely available in 2021 therefore the same precautions will need to be in effect in 2021. One-time budget adjustments caused by the pandemic were not made in order to ensure 2021 property taxes were not increased due to the pandemic. With these assumptions below is a list of additional spending that is expected to occur that will be funded from the Safe Restart (Phase 1) funding the Town received in the amount of \$1,458,100. These funds will be contributed to the Tax Funded Operating Contingency Reserve in 2020, which will be used to fund any temporary budget impacts caused by the pandemic on Town budgets.

# Overview of Budget Processes and Policies

Department	Description	Proposed Change in Service Levels related to pandemic	Budgeted approved draws for COVID Expenditures	Waived Revenue Commitments
Library	For 2021, Town's Fees By-law will be updated to reflect no library fines will be charged.			30,000
Community Services	Per Staff Report 2020-0268- That affiliate rental rates for indoor pool and arena usage be discounted by fifty percent for the period of January 1, 2021 to April 12, 2021 for affiliate groups only with the 2021 loss of \$150,220 to be funded from the operating contingency reserve			150,220
Library	Operating costs of Community Connection Kits as per Staff Report 2020-0268 Covid 19 Community Recovery		6,360	
Library	Operating supplies for COVID		2,550	
Fire & Emergency Services	PPE/cleaning and Clean Air Systems		132,000	
Corporate Accounts	Update of the Town's Business Continuity Plans to reflect changes required due to the pandemic, new business processes and the organizational structure		25,000	
Customer Service & Communications	Part time wages for greeter position at Service Caledon to coordinate appointments and complete active screening		22,494	
Corporate Accounts	Softphones for the remaining users to work remotely		40,000	
Corporate Accounts	Continued Webex for online Council meetings		36,000	
Corporate Accounts	Continued Hotspot lending for staff to work remotely		24,000	
Corporate Accounts	Additional funding for 2021 Municipal Agriculture and Community Grants Program		100,000	
Community Services	Caledon Yards additional cleanings		36,018	
Community Services	Increase facility maintenance wages for Covid cleaning and support safety measures		207,424	
Community Services	Increase operating supplies for Covid cleaning, PPE requirements and support safety measures at recreation centres		90,000	
Operations	Additional Vehicle Cleaning and Sanitization for Yard Fleet		40,000	
Building and Municipal Law Enforcement	Additional Vehicle Cleaning and Sanitization for Building and Municipal Law Vehicles		20,000	
Office of the CAO - Economic Development	See Cisl #41 Hire a one year contract Marketing Coordinator to assist the Economic Development team with marketing and promotion needs to assist local businesses during the pandemic.	68,145		
Corporate Strategy and Innovation	COVID-19 has rapidly changed how organizations view their workspaces, in particular the use of technology to work in different locations (home or otherwise) and still be able to work. It has also changed the need for workplaces and their employees to be resilient to external events such as pandemics, where the spaces can react to the needs of the people to keep business running. A consultant will be hired to create options for Caledon's future workplace to allow us to be resilient and support our staff effectively.		200,000	
Corporate Services	Provincial Offences Virtual Court Costs - Increase in Adjudication (\$84,600) & Security cost (\$5,400) to operate a virtual court due to an increase in the amount of resources to ensure court operates safely		90,000	
Town-Wide Corporate Accounts	Masks/PPE		169,125	
		68,145	1,240,971	180,220
<b>2021 Commitments from Reserves</b>				<b>1,489,336</b>

# Overview of Budget Processes and Policies

It is expected there will be an impact from the pandemic on Town Revenues in 2021 in particular Recreation and Parks user fees, Provincial Offences Fine Revenue and Penalty and Interest on Property taxes due to the Town's COVID-19 Tax deferral and Pre-authorized Payment plans being offered. Staff will endeavor to mitigate these budget impacts as much as possible and will continue to update Council in 2021 on the impact the pandemic has had on the Town budget. The Town in addition to the Safe Restart funding has \$7.5 million in the Tax Funded Operating Contingency Reserve to assist with funding these budget pressures.

## Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2021 budget implications are identified during the year and the 2021 budget implications are included in the base 2021 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2020 budget that now should be removed from the base in the 2021 operating budget.
3. Annualization of items approved in the 2020 budget.

The list below identifies previously approved council initiatives that have an impact on the 2021 budget:

### UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2021 BASE OPERATING BUDGET

Department	Description	Annualized Amount (\$)
<b>Unavoidable Costs</b>		<b>95,440</b>
Corporate Services	Increase in honorariums of Appeal Board and Property Standards - Staff Report 2020-0336 Appeal Board and Property Standards By-law Amendments	6,240
Corporate Accounts	Municipal Agricultural and Community Grants (\$24,000 pre-approved plus \$100,000 pre-approved one-time) - Staff Report 2020-0194	124,000
Corporate Accounts	Municipal Agricultural and Community Grants Draw from Reserve to be phased out over 2022 and 2023 - Staff Report 2020-0194	(100,000)
Corporate Accounts	2020 OMPF (Ontario Municipal Partnership Fund) projected Grant reduction - Staff Report 2017-138	15,200
Planning	2021 Heritage Tax Rebate - Staff Report 2020-0299	50,000
<b>Annualized Salaries and Benefits</b>		<b>182,842</b>
Building & Municipal Law Enforcement Services/Corporate Services/Planning	Annualized costs of Additional Staff needed for Proactive Land Use Enforcement to Address Illegal Parking and Storage of Tractor Trailers and Commercial Vehicles - 2020 Change in Service Level#26	144,022
Customer Service and Communications	Annualized costs of conversion of Coordinator, Adult 55+ role from Permanent Part Time to Permanent Full Time - 2020 Change in Service Level#23	20,391
Engineering Services	Annualized costs of Project Manager - Development Inspections - 2020 Change in Service Level#17	18,429

# Overview of Budget Processes and Policies

## UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2021 BASE OPERATING BUDGET (continued)

Department	Description	Annualized Amount (\$)
<b>Removal of One-time Costs</b>		<b>(389,745)</b>
Customer Service and Communications	Removal of one-time cost for Proactive Land Use Enforcement to Address Illegal Parking and Storage of Tractor Trailers and Commercial Vehicles - 2020 Change in Service Level#26	(25,000)
Corporate Accounts	Removal of one-time computer maintenance & license cost - Recreation Programmer - Specialty Programs - Permanent Part-Time Position - 2020 Change in Service Level#16	(550)
Community Services	Removal of one-time furniture purchases for new staff under 2020 Changes in Service Levels	(22,500)
Corporate Accounts	Removal of one-time computer purchases for new staff under 2020 Changes in Service Levels	(50,800)
Engineering Services	Council Resolution 2020-0372 for one year Contract Project Manager - Stormwater position funded from Operating Contingency Reserve	105,000
Engineering Services	Draw from Reserve - Utilizing 2020 Surplus contribution to Operating reserve Council Resolution #2020-0372	(175,000)
Fire & Emergency Services	Removal of one-time purchase of Protective Clothing - Full-Time Firefighters (2) - 2020 Change in Service Level#22	(8,000)
Fire & Emergency Services	Removal of one-time training costs and purchase of equipment - Delivery of Technical Rescue Services - 2020 Change in Service Level#14	(56,000)
Corporate Accounts/ Community Services	Removal of one-time computer & furniture purchases for new staff under 2020 CSL#3 offsets by Dufferin chargeback - Dufferin Management Fee	6,900
Planning	Removal of salaries, benefits and other operating costs of Landscape Architect with 2-year contract starting 2019 - 2019 Change in Service Level#17	(96,766)
Planning	Removal of one-time salaries & benefits costs - Mayfield West Phase 2 Engineering Support - 2020 Change in Service Level#17	(52,029)
Planning	Removal of Promotional Costs - Bi-Centennial Event Celebrations for Town Settlements in 2020 - 2020 Change in Service Level#19	(15,000)
<b>Annualized Services</b>		<b>123,842</b>
Corporate Services	Annualized operating costs for Proactive Land Use Enforcement to Address Illegal Parking and Storage of Tractor Trailers and Commercial Vehicles - 2020 Change in Service Level#26	99,400
Community Services	Annualized lease revenue - Inglewood Community Centre Expansion - Operating Budget Increases - 2020 Change in Service Level #21	(10,125)
Community Services	Annualized Operating Costs - Inglewood Community Centre Expansion - Operating Budget Increases - 2020 Change in Service Level #21	28,027
Customer Service and Communications	Annualized costs of operating costs of conversion of Coordinator, Adult 55+ role from Permanent Part Time to Permanent Full Time - 2020 Change in Service Level#23	1,000
Corporate Accounts	Annualized computer maintenance/licenses/mobile phone charges for new staff - 2020 Changes in Service Level	5,540

# Overview of Budget Processes and Policies

## UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2021 BASE OPERATING BUDGET (continued)

Department	Description	Annualized Amount (\$)
<b>Operating Impact of Council Approved Capital Projects</b>		<b>804,704</b>
Community Services	Year Two of a three-year phase in of Caledon East Community Centre Expansion Phase 3 - 2020 Change in Service Level #18	110,361
Community Services	Operating Impact of Capital Project 19-036 - Albion Bolton Branch Refurbishment/Improvements	(4,500)
Corporate Accounts	Operating Impact of Capital Project 18-067 IT - Infrastructure Maintenance and Upgrades	18,375
Corporate Accounts	Operating Impact of Capital Project 20-145 - Council Chamber Cameras	23,303
Corporate Accounts	Operating Impact of Capital Project 18-073 IT - Application Maintenance and Upgrades	12,920
Corporate Accounts	Operating impact of Capital Project 20-054 IT - Infrastructure Upgrades and Security Enhancements	80,000
Corporate Accounts	Operating impact of Capital Project 20-055 IT - Application Upgrades and Enhancements	10,500
Corporate Accounts	Operating impact of Capital Project 20-056 - Council Chambers IT Upgrade	25,700
Engineering Services	Phase in of funding required for the Debt Servicing costs of 2017/2019 Enhanced Roads Program - Capital Project #17-038	450,000
Library	Operating impact of Capital Project 20-014 - Library IT Equipment	13,045
Library	Operating Impact of Capital Project 20-012 IT - Broadband Internet	65,000
<b>Net result of Unavoidable Budget Increases to be included in 2021 Budget</b>		<b>817,083</b>

## BUDGET PROCESS

In June 2020, in preparation for the 2021 Budget, budget templates were available on the Town's Corporate Intranet and parameters were provided to the departments with instructions of how to complete the templates. A Financial Analyst was assigned to each department to provide budget assistance, including researching historical actuals beyond what was provided in templates and to provide general financial/budget advice for new managers. The instructions included discussion of Town-wide goals and objectives, budgeting guidelines for the operating and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The budget directives and instructions distributed were designed to assist the departments in preparing all budget requests and forms.

The budget templates provided to the departments include the following:



# Overview of Budget Processes and Policies

## Operating Budget Template

The Operating Budget worksheet is intended to develop the Town's Base Operating Budget in a focused, transparent and understandable manner. The worksheet is pre-populated with 2019 actuals, 2019 budget, current year 2020 budget which is considered the base budget, as well as 2020 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 2021 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 2021 Budget.

A sample of the 2021 Operating Budget template is shown below and is also available in Appendix C.

### TOWN OF CALEDON 2021 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

Revenue or Expense	2020 Budget	2020 Budget Changes	2021 Base Budget	UNAVOIDABLE BUDGET INCREASES/(DECREASES)									2021 Adjusted Base Budget
				Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives		
	(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 (M)	New Fees/Revenues (N)	Fee Rate Increases (O)	Total Base Budget Reductions (P) = (M) to (O)	2021 Budget to be presented to Council (excl. Unmet Needs) (Q) = (L)+(P)
			\$0	\$0
			\$0	\$0
			\$0	\$0
\$0	\$0	\$0	\$0	\$0

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

## Change in Service Levels Template

Increase in service levels, additional staffing, or new programs that are not part of the base operating budget from the previous year are documented on the 2021 Service Level Changes template. The Senior Leadership Team (SLT) reviews all service level change requests and then categorizes the requests between Urgent Service Level changes and Other Service Level changes. All proposed service level changes are presented for Council consideration, however, given other budget pressures only Urgent Service Level changes are recommended to be approved by Council. Other Service Level changes are presented for Council review and consideration for inclusion in the budget should there be sufficient funds. Council, upon reviewing all service level changes, may direct staff to move a submission from the funded list to the unfunded service level change list or vice versa.

Below is a sample of the form used by staff:

# Overview of Budget Processes and Policies

---

Change in Service Level Business Case																	
<div style="text-align: right;">Request Number: <input style="width: 100px;" type="text"/> Priority Number: <input style="width: 100px;" type="text"/></div> <div>Request/Project Name: <input style="width: 800px;" type="text"/></div> <div>Department: <input style="width: 250px;" type="text"/> Division: <input style="width: 250px;" type="text"/></div>																	
<b>I. Executive Summary</b>																	
<b>Overview of Proposal (How/Why)</b>																	
<b>II. Background</b>																	
<b>Current Service Level</b> (Describe the existing level of service provided)																	
<b>Risks</b> (What are the risks of not implementing this change? Is there urgency? What are the consequences?)																	
<b>III. Recommendation</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"><thead><tr><th style="width: 30%;">Net Tax Impact</th><th style="width: 35%;">2021</th><th style="width: 35%;">Annualized</th></tr></thead><tbody><tr><td>Re-occurring</td><td style="text-align: center;">\$ -</td><td style="text-align: center;">\$ -</td></tr><tr><td>One-Time</td><td style="text-align: center;">\$ -</td><td style="text-align: center;">\$ -</td></tr><tr><td>Total Net Tax Impact</td><td style="text-align: center;">\$ -</td><td style="text-align: center;">\$ -</td></tr><tr><td>Total Full-time Equivalent(s) (FTEs)</td><td></td><td></td></tr></tbody></table>			Net Tax Impact	2021	Annualized	Re-occurring	\$ -	\$ -	One-Time	\$ -	\$ -	Total Net Tax Impact	\$ -	\$ -	Total Full-time Equivalent(s) (FTEs)		
Net Tax Impact	2021	Annualized															
Re-occurring	\$ -	\$ -															
One-Time	\$ -	\$ -															
Total Net Tax Impact	\$ -	\$ -															
Total Full-time Equivalent(s) (FTEs)																	
<b>Proposed Service Level Impact (Recommendation)</b>																	

# Overview of Budget Processes and Policies

**IV. Impact Analysis**

**How does this align with Council's Work Plan?**

**Implementation Plan** (Likelihood; list any assumptions, constraints, timing)

**Dependencies/Synergies/Capacity Impacts**

Does the proposal depend on other projects? Is there enough capacity? Are other departments impacted?

**Operating Revenue - Incremental**

Description		Duration (# Months)	One-time / Re-occurring	2021	Annualized	GL Account
		Re-occurring		\$ -	\$ -	
		One-Time		\$ -	\$ -	
<b>Total Incremental Operating Revenue</b>				\$ -	\$ -	

**Operating Expenditures - Incremental**

Description	# of Staff	Duration (# Months)	One-time / Re-occurring	2021	Annualized	GL Account
Salary						
Benefits						
Training/Seminars						
Uniform/Protective Clothing						
Mileage						
Furniture/Fixtures			One-time			01-09-155-43050-365-62378
Computer			One-time			01-10-175-42030-365-62303
Computer Maintenance/Licenses			Re-occurring			01-10-175-42030-365-62554
Mobile Phone (Hardware)			One-time			01-10-175-42030-365-62303
Vehicle			One-time			Capital project to be created
		Re-occurring		\$ -	\$ -	
		One-Time		\$ -	\$ -	
<b>Total Incremental Operating Expenditures</b>				\$ -	\$ -	

**Full-time Equivalent Table**

Position	Salary Grade	Permanent / Contract / PT	Duration (# Months)	# Employee(s)
			Permanent FTE(s)	
			PT Hours	

**V. Alternatives**

**Alternatives Considered**

Solution Options	Advantages/Disadvantages	Financial Impact

# Overview of Budget Processes and Policies

---

## Fee By-law Template

A Town-wide user fees review was conducted in 2015 to better align fees with the Town's cost associated with each fee. The objective was to set fees at a level that recovers direct (e.g. labour time, copies, courier costs and materials) and indirect costs (e.g. training, mileage, and other costs associated with the department). The review excluded Parks and Recreation, Library Services and Building Services. For Recreation a subsidy level calculation and benchmarking was conducted. Further, Building Services Division fees were reviewed to ensure full cost recovery including corporate overhead costs, as required by the Ontario *Building Code Act*. The *Building Code Act* requires that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act. All fees were then further reviewed by staff for any needed adjustment as part of the 2021 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 2021 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2021 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 2021 such as the operating budget for the new Southfields Community Centre along with the 2021 proposed recreation Changes in Service Levels have resulted in a Recreation Subsidy of 49%.

The current approved 2021 subsidy level for Recreation is 53%. Just over half of the increase relates to the restructure that occurred in 2020 as more resources were allocated to increase community support. The Community Services department experienced 2021 inflationary impacts mainly relating to a new cleaning contract, cost of living increases, phase in of previously approved council initiatives and increasing utility and insurance costs. In addition, staff are recommending that 2021 recreation user fees rates do not increase due to the pandemic and to assist with pandemic recovery. User fees are the main tool used to decrease the Recreation Tax Subsidy in a given year. The 2021 Community Services change in service levels had minimal impact on the 2021 recreation subsidy.

Staff recommend a post-pandemic recreation subsidy be brought forward for approval in a future budget once the impacts of the pandemic have subsided and Recreation operations have normalized. Recreation user fees have been frozen to provide relief and attract residents to enjoying the Town facilities when it is safe to do so. Staff will re-assess the Recreation Subsidy level once the pandemic has ended and operations have returned to normal.

# Overview of Budget Processes and Policies

## Headcount Information

Departments are provided with the current year (2020) employee information to be reviewed for the 2021 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.

## Capital Budget Template

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.

TOWN OF CALEDON						
Capital Projects						
Project	21-XXX					
Department						
Version		Year	2021			
Description						
PROJECT DESCRIPTION (BACKGROUND INFORMATION, SCOPE, IMPLEMENTATION PLAN)						
REASON FOR PROJECT (BENEFITS/SERVICE DELIVERY IMPROVEMENTS, RISK IF NOT IMPLEMENTED)						
Budget						
	Total	2021	2022	2023	2024	2025
Expenditures						
Expenditures Total						
Funding						
Tax Levy Funding/Other Funding						
Funding Total						
Operating Impact						
	2021	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						
Director						
Council Work Plan Priorities						

# Overview of Budget Processes and Policies

## Assessment Growth

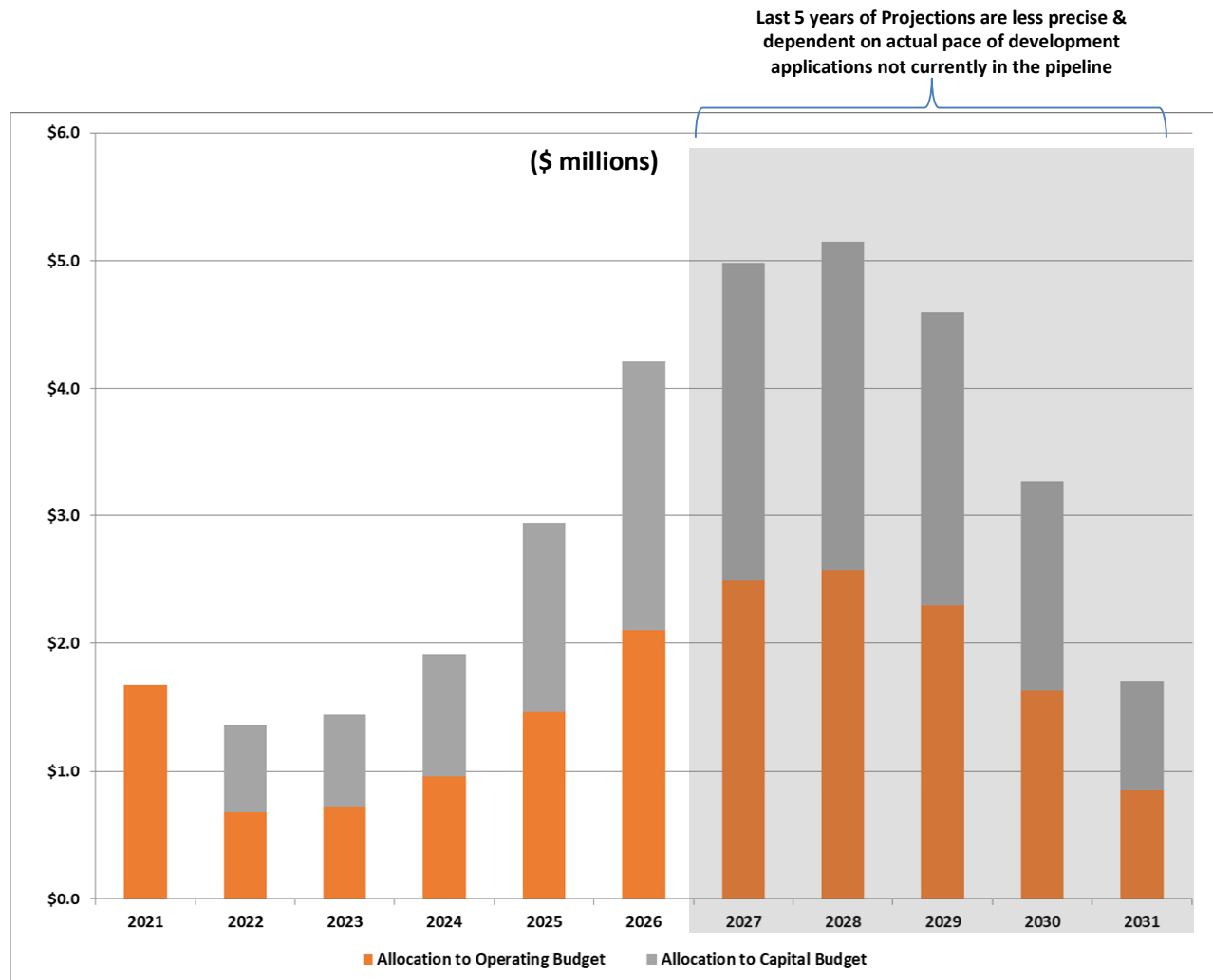
In 2012, as the Town began long-term planning of capital expenditures and tax funding to support the increased annual expenditures, Council approved the following commitment to increase the Town's tax funded capital program (a sustainable source to fund capital):

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 2021 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:





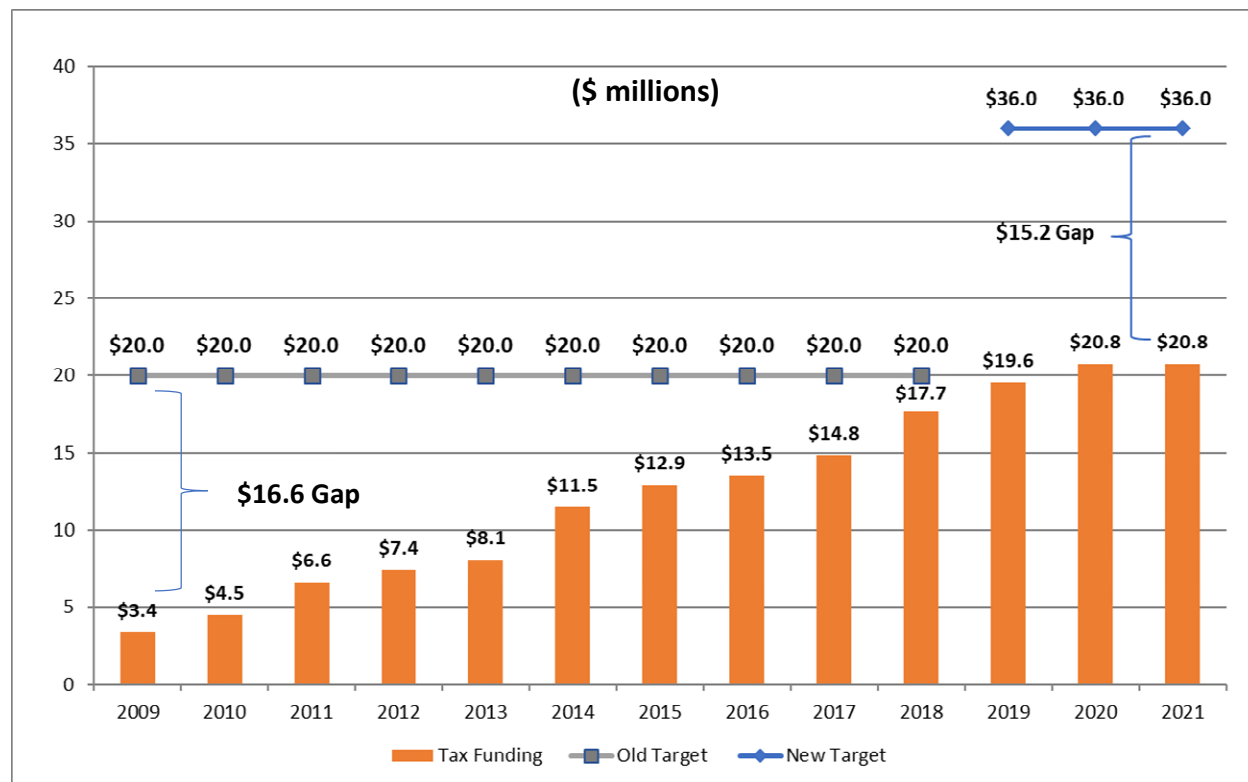
# Overview of Budget Processes and Policies

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 proposed 2021 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

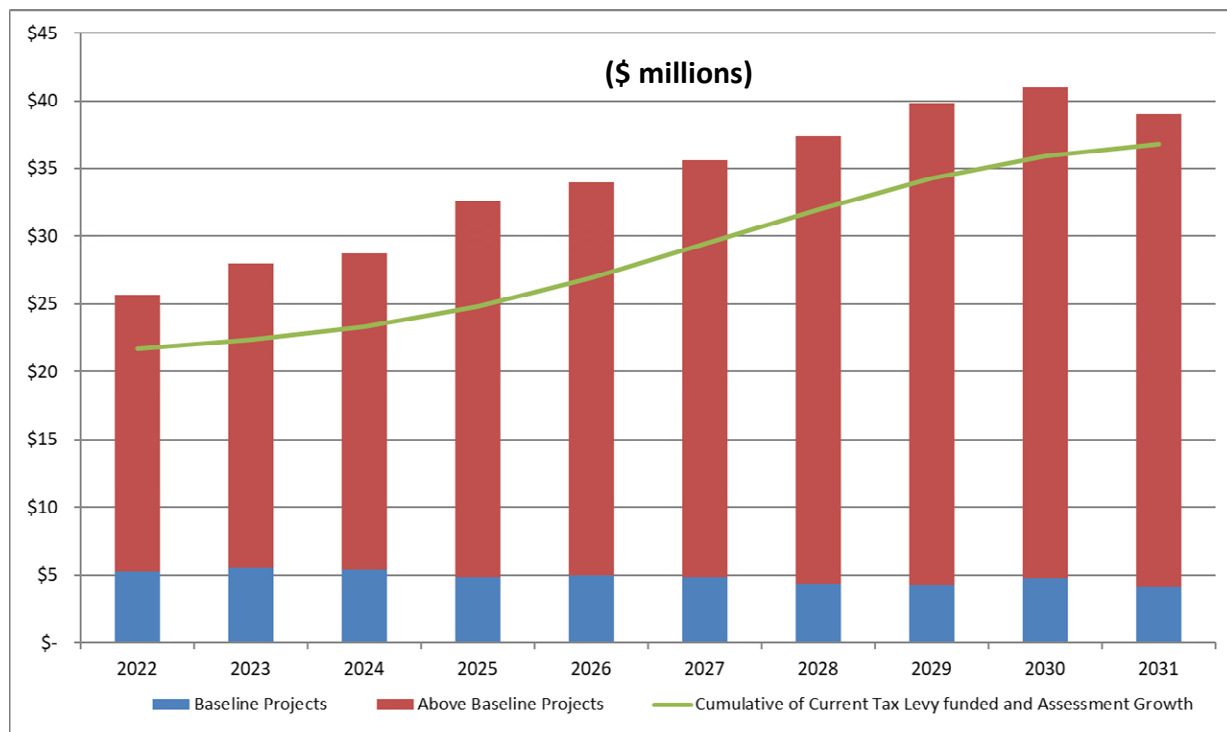
## 10-Year Capital Forecast Template

Departments were also provided the 10-year Capital forecast used in the proposed 2021 Budget to:

- Update their capital requirements for an additional year (e.g. 10<sup>th</sup> year of the capital projection needs to be added annually);
- Update based on changes in priorities, new costing information;
- Obtain preliminary information to prepare the 2021 Capital Budget templates (e.g. capital requests for 2021)

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.
- 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.

# Overview of Budget Processes and Policies

---

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

## 2021 Budget Timelines

In June, the 2021 Operating and Capital templates were available on our budget software with a final deadline for input by departments set for October 9, 2020. Over a period of four weeks the budgets requests were reviewed by the Chief Financial Officer, the Treasurer and departmental Directors 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 Leadership Team to suggest additional strategies for the 2021 Operating Budget and other recommended target reductions.

The 2021 proposed Operating and Capital Budgets were presented to Council for review on January 19, 2021. The schedule of the Town's 2021 Budget process for Council following Town staff's internal budget preparation is outlined below:

<b>Nov 30<sup>th</sup> – Dec 11<sup>th</sup></b>	<b>Online Budget Survey ~ Have your Say!</b>
<b>Jan 4<sup>th</sup></b>	<b>2021 Budget Binders distributed to Council and highlight information posted on <a href="http://caledon.ca/budget">caledon.ca/budget</a></b>
<b>Jan 19<sup>th</sup> 9:30AM</b>	<b>Budget Introduction and Presentation, Department Presentations</b>
<b>Jan 20<sup>th</sup> 7:00PM</b>	<b>Virtual Budget Open House ~ Have your Say!</b>
<b>Feb 9<sup>th</sup> 7:00PM</b>	<b>General Committee Meeting 2021 Proposed Budget Deliberations</b>
<b>Feb 16<sup>th</sup> 7:00PM</b>	<b>Council Budget Meeting Final Consideration of 2021 Proposed Budget and 2021 Proposed Fees By-Law</b>

A virtual Town Council meeting was scheduled for January 19, 2021. 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. A Virtual Public Open House was held on January 20<sup>th</sup> for the public to meet with staff and ask questions regarding the 2021 Budget. Budget deliberations were held at the General Committee meeting on February 9<sup>th</sup> and the 2021 Budget was adopted by Council on February 16<sup>th</sup>, 2021.

# Overview of Budget Processes and Policies

---

## Communications and Engagement in the 2021 Budget Process

### **Social Media used to engage the Public**

Social Media was used to engage and inform the public on the budget process; budget information was relayed and short on-line polls were piloted this year.

### **Feedback from Taxpayers**

A Virtual Open House regarding the 2021 budget at Town Hall is scheduled for January 20<sup>th</sup>, 2021 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 priorities 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 Leadership Team (SLT), 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:

- SLT is responsible for reviewing, modifying and assembling their cost data into a departmental request package and a departmental business plan;
- SLT 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 SLT 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 Director and the Treasurer may jointly approve increases to such authorized amounts provided that the total amount of the increase:

- a) Does not exceed the lesser of 10% of the applicable capital budget or \$10,000.00; and
- b) Such increases are offset by corresponding decreases in other capital projects; and
- c) These re-allocations between capital projects are reported to Council in the report(s) prepared by the Treasurer on the status of capital projects; and
- d) Capital budget increases requiring additional funding that cannot be accounted through transfers from other capital projects (e.g. additional reserve funding) are approved individually by Council via an in-year report.

### **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 directors 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 director 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 2021 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 2021 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2021 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2021 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 \$64.9 million surplus which will increase to the Town's accumulated surplus when preparing the 2021 financial statements in accordance with PSAB.

	\$ Millions	
<b>2021 Proposed Budget - Fund Accounting</b>		
2021 Proposed Operating Budget Revenues	\$114.1	
2021 Proposed Operating Budget Expenses	(\$114.1)	
2021 Operating Budget Surplus/(Shortfall) - Fund Accounting		\$0.0
Proposed 2021 Tangible Capital Asset Amortization	(\$21.5)	
2021 Proposed Budget Tax Levy Funded Capital Program	\$20.8	
2021 Proposed Capital Budget Items not considered TCA	(\$3.0)	
2021 Proposed Budget Transfer from Reserves considered		
Deferred Revenue & Other external Funding (e.g. grants)	\$61.7	
		\$58.0
<b>Revised surplus after accounting for TCA</b>		<b>\$58.0</b>
<b>Other Full Accrual Adjustments</b>		
Net 2021 Budget Transfers to Reserves not considered as		
Expenses	\$4.7	
Long Term debt Principal Payment (External)	\$2.2	
		\$6.9
<b>Estimated Impact on the ending 2021 Accumulated Surplus</b>		<b>\$64.9</b>

As shown in the table above, the Tax Levy Funded Capital and Transfers from Reserves are the main drivers of the projected full accrual surplus. TCA amortization, at \$21.5 million is a significant full accrual adjustment that historically has resulted in a full accrual budget deficit. For 2021 we have more transfers from reserves/grant funding which is causing a \$64.9 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 2021 Operating Budget Summary

A summary of the 2021 Net Operating Budget Expense (Expenses less Revenue) by department is listed below with a comparison to the 2019 and 2020 Budget.

DEPARTMENT	2021 BUDGET	2020 BUDGET	2019 BUDGET
<b>Building &amp; Municipal Law Enforcement Services</b>	\$ 1,198,102	\$ 994,085	\$ 821,087
<b>Caledon Public Library</b>	\$ 4,388,028	\$ 3,998,688	\$ 3,709,688
<b>Community Services</b>	\$ 8,293,313	\$ 8,672,124	\$ 8,079,403
<b>Corporate Services</b>	\$ 3,128,598	\$ 3,365,061	\$ 3,101,395
<b>Corporate Strategy &amp; Innovation</b>	\$ 2,884,906	\$ 2,934,191	\$ 2,690,940
<b>Customer Service &amp; Communications</b>	\$ 2,687,741	\$ 1,307,998	\$ 1,222,736
<b>Engineering Services</b>	\$ 4,795,902	\$ 4,830,379	\$ 4,172,700
<b>Finance</b>	\$ 3,086,276	\$ 3,310,683	\$ 3,243,697
<b>Fire &amp; Emergency Services</b>	\$ 9,765,202	\$ 9,023,596	\$ 8,667,185
<b>Office of the CAO</b>	\$ 779,446	\$ 649,904	\$ 656,680
<b>Operations</b>	\$ 14,014,703	\$ 12,732,494	\$ 12,207,585
<b>People Services</b>	\$ 1,451,145	\$ 1,225,015	\$ 1,124,893
<b>Planning</b>	\$ 1,114,138	\$ 1,791,863	\$ 1,489,851
<b>Corporate Accounts</b>	\$ (57,587,500)	\$ (54,836,081)	\$ (51,187,840)
<b>Total</b>	\$ -	\$ -	\$ -















\*In 2020, there was a corporate restructure that resulted in significant budget transfers in 2021. 2020 and 2019 comparatives have not been restated to reflect the change in structure.

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 2021.

A summary of the 2021 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.







## 2021 Approved 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	Ref #	Description	2021 Gross Budget \$	2021 Net Tax Funded Budget \$	% Funded by Tax	% Funded by Reserve	Full Time Headcount	Annualized Tax Funded Budget \$
	Corporate Strategy & Innovation	1	Capital Project Coordinator to undertake administrative functions currently done by existing Project Managers	\$58,249	\$58,249	100%			\$75,791
	Corporate Strategy & Innovation	2	Contract Project Manager, Facilities to support currently approved 2020 and anticipated 2021 projects	\$33,521	\$33,521	100%			\$51,598
	Engineering Services	16	Senior Project Manager, Structures to address increasing number of capital projects in the future as well as a backlog of existing projects	\$44,504	\$44,504	100%			\$48,458
	Finance	19	The Asset Management Group requires one additional analyst for core Town assets to address a shortfall in staff resources to assist with meeting provincial regulatory requirements (Ontario - O. Reg. 588/17), maintain the AM database with the most recent data, and address any gaps within the existing AM database.	\$60,684	\$60,684	100%			\$92,095
	Fire and Emergency Services	27	Increase Fire Apparatus Fleet Maintenance Program to achieve full compliance to National Fire Protection Association (NFPA) Standard 1911 and 1915	\$80,000	\$80,000	100%			\$80,000
	Building and Municipal Law Enforcement Services	35	To hire two (2) additional Inspectors to help increase the mandatory inspection response levels as prescribed in the Ontario Building Code and help facilitate the timely completion of new houses in MW2.	\$61,482	\$0		100%		\$0
	Building and Municipal Law Enforcement Services	36	To hire two (2) additional Officers to help increase the response capacity and help facilitate timely resolution of service requests and compliance with Municipal By-laws.	\$110,988	\$110,988	100%			\$204,627
	Operations	20	The purchase of a growth related Tandem Axle Plow Truck in 2020 requires an Operator 1 in Roads to utilize the vehicle.	\$38,878	\$38,878	100%			\$74,556
	Engineering Services	15	To support the 2021 planned increase in the number of development applications along with the grade and fill permit processes transferring to Development Engineering, a permanent Senior Development Engineering Coordinator is required	\$91,630	\$0		100%		\$0
	Engineering Services	43	Implementation of Automated Speed Enforcement on Town Roads Program	\$106,962	\$106,962	100%			\$195,574
	Fire and Emergency Services	28	To hire an Assistant Deputy Fire Chief per the recommendation in the Fire Master Plan Interim Report	\$91,790	\$91,790	100%			\$152,366
	Fire and Emergency Services	29	To hire Full-Time Firefighters (5) for the Valleywood Fire Station per the recommendation in the Fire Master Plan Interim Report	\$242,113	\$242,113	100%			\$436,726
	Community Services	30	Conversion of Facility Maintenance staff at Town hall Campus related to the expansion of CECC	\$7,567	\$7,567	100%			\$12,311
	Planning	37	To hire a new, full-time permanent Intermediate Development Planner to process the amount of new development applications and processing of existing development application backlog.	\$85,622	\$0		100%		\$0
	Planning	38	To hire a new, full-time permanent Senior Planner, Urban Design within Policy, Heritage and Design Section. Currently the Town does not have an urban designer and the review of development application design briefs are being outsourced.	\$103,186	\$45,415	40%	60%		\$50,826





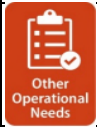
## 2021 Approved Funded Changes in Service Levels

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	Ref #	Description	2021 Gross Budget \$	2021 Net Tax Funded Budget \$	% Funded by Tax	% Funded by Reserve	Full Time Headcount	Annualized Tax Funded Budget \$
 Connected Community	Corporate Strategy & Innovation	4	Hire IT Student to manage increased demand for IT service with work from home and enhanced number of digital services.	\$24,828	\$24,828	100%			\$37,242
	Office of the CAO	11	To provide support as part of the Caledon Employer Survey partnership with the Region of Peel and Planning & Development Services and participate in the 2021 Employer Survey.	\$17,850	\$0		100%		\$0
	Office of the CAO	12	Contract out services to assist with the Business Retention & Expansion Program to compile the data, complete an analysis and provide a report on the results from the survey responses.	\$10,000	\$10,000	100%			\$10,000
	Office of the CAO	41	Use Safe Restart funding to hire a contract Marketing Coordinator to assist the Economic Development team with marketing and promotion needs to assist local businesses and promote tourism during the pandemic.	\$68,145	\$0		100%		\$0
	Library Services	17	Creation of one (1) Permanent Full-Time position, Coordinator - Information Technology, within the Library's IT Department to ensure that the Library is able to maintain existing service levels and respond to new technologies as demand requires.	\$67,677	\$67,677	100%			\$91,285
	Library Services	18	Expanded Digital Library Resources to support the Library's efforts to grow its digital collections to meet the needs of the Town's growing community.	\$22,500	\$22,500	100%			\$27,000
 Improved Service Delivery	Corporate Services	5	Hire a Supervisor, Prosecutions with experience to manage the more complex Part III files as well as provide leadership for advancing the Town's response to new technological opportunities.	\$35,895	\$35,895	100%			\$82,625
	Corporate Services	6	To convert the Court Clerk Monitor from permanent part time (PPT) to permanent full time (PFT) to ensure a staff member is dedicated to providing Court Clerk duties to the public as well as to enforcement, prosecution and judiciary	\$5,272	\$5,272	100%			\$5,272
	Customer Service and Communications	7	Implement a 311 Program to improve service delivery as well as be consistent with other contact centres in Region of Peel and bordering municipalities.	\$8,050	\$8,050	100%			\$13,800
	Customer Service and Communications	8	Hire a Manager, Communications to oversee the day to day operation so that time and effort can be dedicated to communications across the Town of Caledon.	\$105,657	\$105,657	100%			\$131,826
	Customer Service and Communications	9	Hire a DEI Consultant to support staff building a DEI framework and strategy for the Town of Caledon.	\$50,000	\$0		100%		\$0
	Customer Service and Communications	10	Implement a Public Engagement Platform to bring more consistency and awareness to engagement opportunities and provide a central location for engagement to occur.	\$25,000	\$25,000	100%			\$25,000
	Operations	21	Students in Roads to assist with summer maintenance activities	\$27,285	\$27,285	100%			\$27,285
	Operations	22	Implementation of a robust Roads Rural Roadside Tree Management Program delivered by utilizing contracted services	\$100,000	\$100,000	100%			\$100,000
	Operations	23	Implementation of a Roads Street Sweeping Expanded Service through contracted services	\$100,000	\$100,000	100%			\$100,000

## 2021 Approved 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	Ref #	Description	2021 Gross Budget \$	2021 Net Tax Funded Budget \$	% Funded by Tax	% Funded by Reserve	Full Time Headcount	Annualized Tax Funded Budget \$
	Operations	24	Conversion of Temporary Full time Staff to Regular Full time in Roads to improve staff retention in Roads and Parks due to the seasonal nature of work, effective April 2021	\$32,225	\$32,225	100%			\$41,899
	Operations	48	Contracting out Winter Parking Lot Plowing/Maintenance for Facilities currently performed in-house	\$70,000	\$70,000	100%			\$175,000
	Fire and Emergency Services	25	Funding for a dedicated Incident Command System to be utilized across the Town during emergency operations to provide for firefighter safety and efficiency on the fireground.	\$20,600	\$20,600	100%			\$61,800
	Community Services	31	Operating budget impact associated with capital project to complete the John Clarkson Park Ice Track to operate the ice track.	\$38,707	\$38,707	100%			\$95,266
	Community Services	33	To hire an Operations Coordinator - Bolton Family to meet the increasing need for additional operational support to oversee the day to day operations, the increasing capital project portfolio, operational coordination, staff supervision, training and development, risk mitigation, facility safety and oversight.	\$57,832	\$57,832	100%			\$103,255
	Planning	40	To hire a new, full-time permanent Landscape Architect (inspections) within Policy, Heritage, Design section. To meet significant revenue increase expected in 2021, resulting from increase number of new development applications and processing of existing development application backlog.	\$94,234	\$0		100%		\$0
	People Services	14	Hire a consultant to undertake a total compensation comprehensive review for nonunion & management.	\$30,000	\$0		100%		\$0
<b>Total Proposed Funded Changes in Service Levels</b>				<b>\$2,228,933</b>	<b>\$1,672,199</b>				<b>\$2,603,483</b>

New Full-Time Headcount

 22

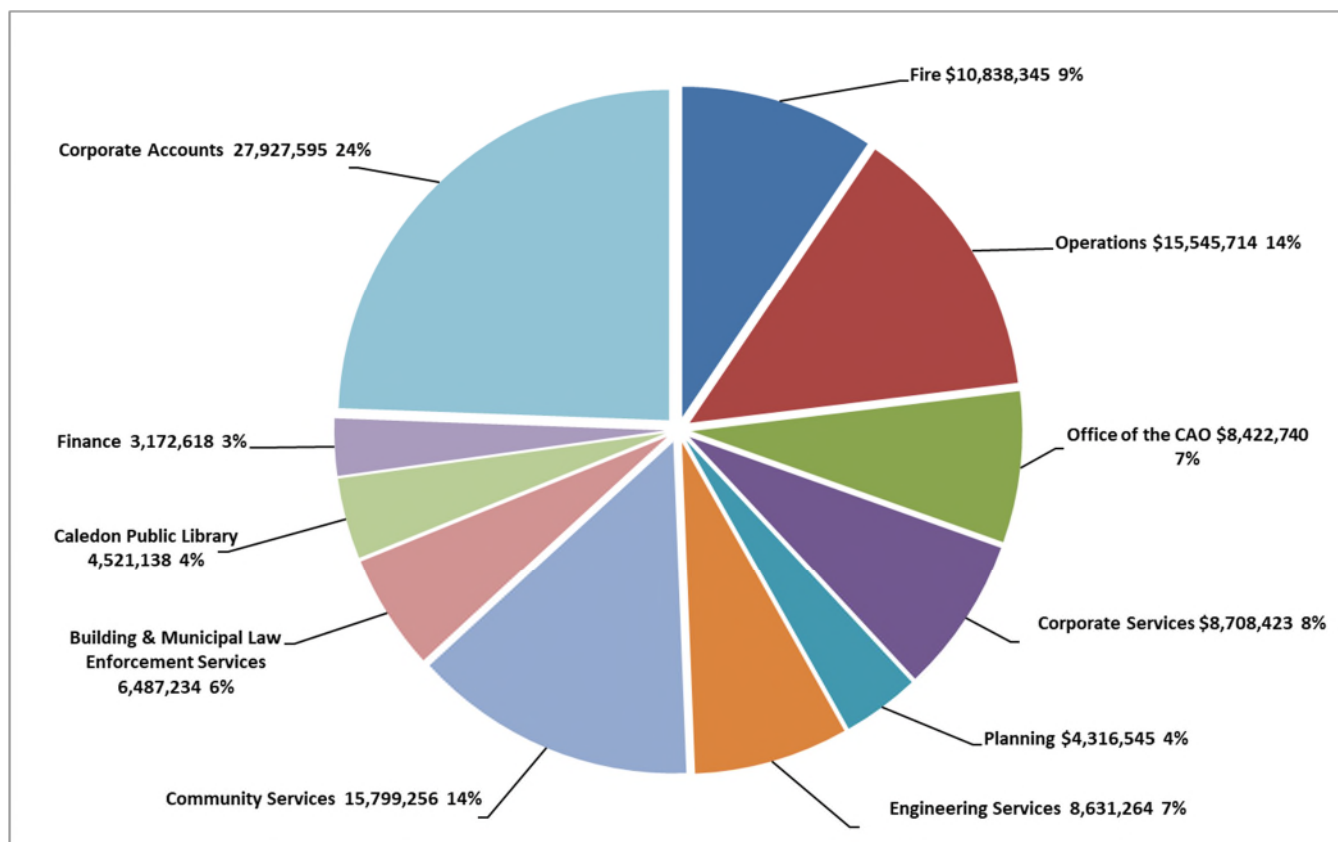
Conversion from Contract or Part-Time to Full-Time Headcount

 4

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

# 2021 Operating Budget

## Expenditures by Department\*



### Expenditures by Category

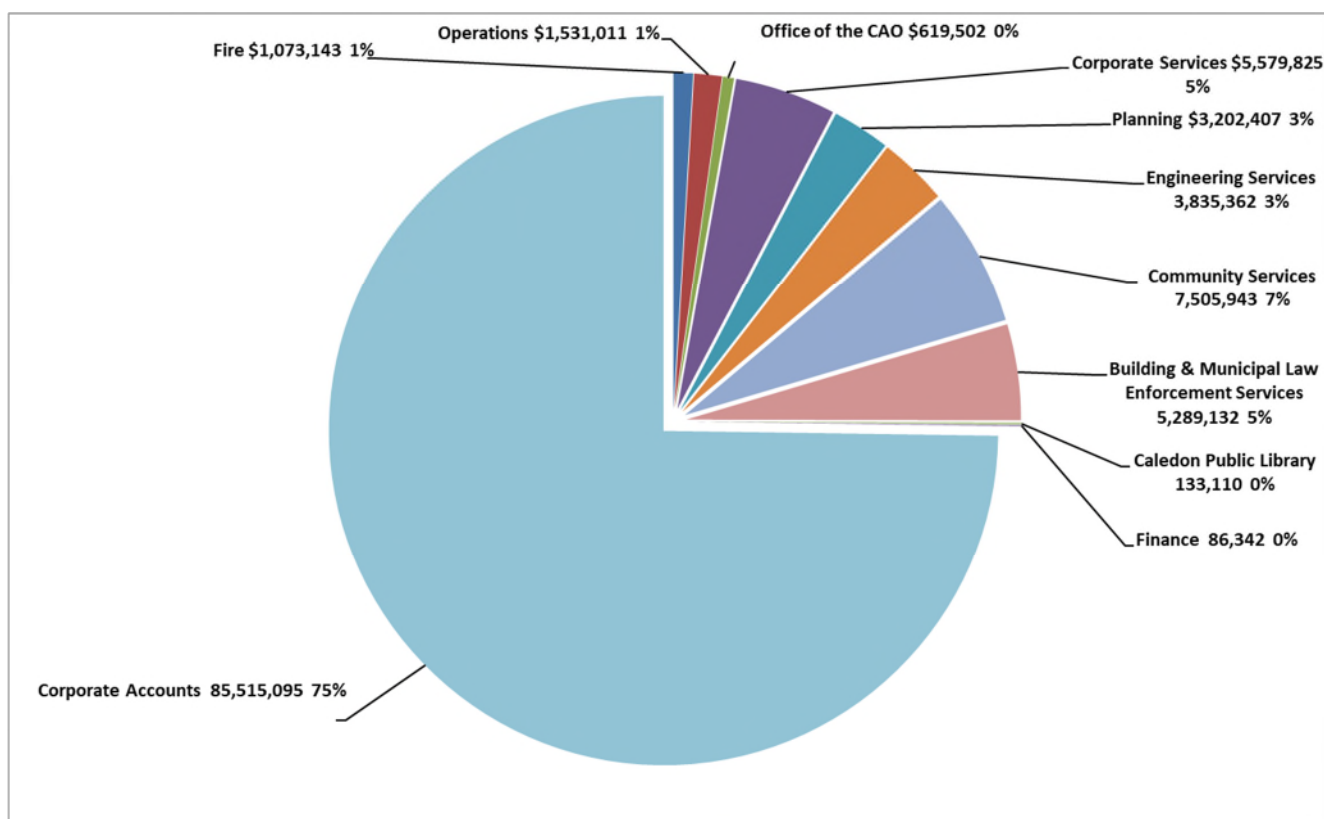
	2019 Approved Budget	2020 Approved Budget	2021 Approved Budget
Salaries, Wages & Benefits	48,990,981	52,037,613	54,428,692
Transfer to Reserves/Capital	22,577,514	24,072,895	27,198,304
Services and Rents	8,828,678	9,283,282	11,255,044
Materials, Equipment & Supplies	5,452,976	5,662,506	6,503,360
Utilities	2,660,251	2,794,566	2,983,773
Other	12,030,197	10,550,127	12,001,699
<b>Expenditures Total</b>	<b>\$100,540,597</b>	<b>\$104,400,989</b>	<b>\$114,370,872</b>

\*Corporate Accounts consist of revenue and expenditures that are managed mainly by finance and consist of corporate functions such as taxation, salary gapping, grants, centralized charges etc., that are not assigned to a specific department.



# 2021 Operating Budget

## Revenues by Department\*



Revenue By Source	2019 Approved Budget	2020 Approved Budget	2021 Approved Budget
Tax Revenue	70,315,958	74,818,785	77,578,376
Fines and Penalties	5,422,340	5,680,539	6,366,911
User Fees/Rentals	14,271,578	14,680,593	19,304,011
Transfer from Reserves	3,048,406	272,059	2,138,274
Interest	2,518,143	3,915,143	3,915,143
Grants	1,069,341	976,602	974,939
Sales	201,550	206,465	206,465
Other	3,693,281	3,850,803	3,886,753
<b>Revenue Total</b>	<b>\$100,540,597</b>	<b>\$104,400,989</b>	<b>\$114,370,872</b>

\*Corporate Accounts consist of revenue and expenditures that are managed mainly by finance and consist of corporate functions such as taxation, salary gapping, grants, centralized charges etc., that are not assigned to a specific department.

# Major Revenue Sources and Trends

---

## **Tax Revenue - \$77,578,376**

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 2021 is projected to increase by approximately 2.26%. The estimated projection added to the tax base is \$1,677,475 of assessment growth which will fund the Town's capital program. The proposed 2021 Budget requires an additional \$1.0 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 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 - \$6,366,911**

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

## **User Fees/Rentals - \$19,304,011**

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

## **Transfer from Reserves - \$2,138,274**

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 2021 due to the adoption of proactive cash management and investment strategies. Incremental interest earned from higher cash balances in recent years related to obligatory reserve funds are allocated to those reserve funds.

# Major Revenue Sources and Trends

---

## **Grants - \$974,939**

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 – \$3,886,753**

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.

**2021 APPROVED CAPITAL BUDGET**

The total approved capital budget for 2021 is \$73,006,269. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division/Service Area	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
Caledon Public Library	Lending Services	21-007	Library Collections and Materials	\$ 450,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-008	Library IT equipment	\$ 73,000	\$ -	\$ -	\$ -	\$ -	\$ 73,000	\$ -	\$ -	Tax Funded Capital Contingency Reserve
		21-009	Library Hotspot Replacements	\$ 10,200	\$ -	\$ -	\$ -	\$ -	\$ 10,200	\$ -	\$ -	Tax Funded Capital Contingency Reserve
		21-011	Library Furniture Replacement	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	Tax Funded Capital Contingency Reserve
		21-013	Caledon Public Library Branch Renovation to Create a Maker, Media, and Innovation Lab	\$ 304,680	\$ -	\$ -	\$ -	\$ -	\$ 81,259	\$ -	\$ 223,421	Investing in Canada Infrastructure Program (ICIP) Grant
Caledon Public Library Total				\$ 877,880	\$ 450,000	\$ -	\$ -	\$ -	\$ 204,459	\$ -	\$ 223,421	
Community Services	Recreation Facilities	21-015	Mayfield Recreation Complex - Infrastructure Improvements	\$ 507,750	\$ 135,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 372,333	Investing in Canada Infrastructure Program (ICIP) Grant
		21-057	Caledon East Community Complex Pad 1 Arena Roof Insulation Repl and Repairs	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-058	Caledon East Community Complex Pad 2 Arena Rubber Flooring	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-079	Rotary Place (Bolton) - Seniors Centre Expansion	\$ 1,466,667	\$ -	\$ -	\$ -	\$ -	\$ 73,334	\$ 1,393,333	\$ -	Cash in Lieu of Parkland Reserve, DC Recreation
		21-080	Recreation - Large Equipment Replacement	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-081	Caledon Village Place - Exterior Restoration	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-085	Mayfield Recreation Complex - Exterior Wall Restoration	\$ 165,000	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-086	Mayfield Recreation Complex - Pool Heater	\$ 57,850	\$ 57,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-087	Mayfield Recreation Complex - Pool User Equipment Replacement	\$ 32,500	\$ 32,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-088	Mayfield Recreation Complex - Additional Arena Change Room	\$ 27,950	\$ 27,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-089	Albion Bolton Union Community Centre - Library Windows	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-090	Caledon Centre for Recreation and Wellness - HVAC Repl and Roof Repl and Repair	\$ 292,453	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 292,453	Investing in Canada Infrastructure Program (ICIP) Grant
		21-094	Mayfield West 2 Future Community Infrastructure Fit Plan	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 20,658	\$ 39,342	\$ -	Cash in Lieu of Parkland Reserve, DC Recreation
		21-095	Caledon East Community Complex Phase 3 and 4 Expansion	\$ 10,725,000	\$ -	\$ -	\$ -	\$ -	\$ 131,562	\$ 8,218,438	\$ 2,375,000	Cash in Lieu of Parkland Reserve, DC Recreation, Debenture
	Capital Project & Prprty Mgmt	21-005	Ancillary OPP Building	\$ 1,104,675	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,104,675	Region of Peel
		21-006	Bolton OPP Satellite Office	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	Region of Peel
		21-020	Building Envelope and Parking Lot Improvements	\$ 1,354,800	\$ 1,232,714	\$ -	\$ -	\$ -	\$ 122,086	\$ -	\$ -	Facility Repairs and Reinvestment
		21-024	Salt Dome Replacement	\$ 365,000	\$ 365,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-025	Back Flow Prevention Repairs	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-026	Sustainable Energy Project	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-106	Works Yard 1 and 2 Strategic Growth Plan	\$ 3,768,026	\$ 1,906,323	\$ -	\$ -	\$ -	\$ -	\$ 1,861,703	\$ -	DC Public Works
		21-119	Dog Park Caledon East	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Community Services Total				\$ 20,727,671	\$ 4,322,754	\$ -	\$ -	\$ -	\$ 347,640	\$ 11,512,816	\$ 4,544,461	
Corporate Strategy & Innovation	IT Operations	21-016	Broadband Expansion	\$ 306,524	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 306,524	Broadband Levy
		21-017	2021 Technology Replacement	\$ 420,000	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-018	2021 Software Upgrades and Improvements	\$ 339,280	\$ 299,280	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	Building Permit Stabilization Reserve
		21-019	IT Strategic Plan Implementation	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-029	Time Entry Management/Human Resource Information System Repl - Addtl Funding	\$ 300,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 280,000	\$ -	\$ -	
	Energy & Environment	21-076	Energy & Environment Projects	\$ 116,000	\$ 116,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Corporate Strategy & Innovation Total				\$ 1,521,804	\$ 895,280	\$ -	\$ -	\$ -	\$ 320,000	\$ -	\$ 306,524	
Corporate Services	Animal Shelter Reserve	21-023	Animal Shelter Sanitary Renovation	\$ 32,900	\$ -	\$ -	\$ -	\$ -	\$ 32,900	\$ -	\$ -	Animal Shelter Reserve
Corporate Services Total				\$ 32,900	\$ -	\$ -	\$ -	\$ -	\$ 32,900	\$ -	\$ -	

**2021 APPROVED CAPITAL BUDGET**

The total approved capital budget for 2021 is \$73,006,269. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division/Service Area	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
Engineering Services	Engineering Services	21-047	Roads Rehabilitation Construction Program (Debt Funded)	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	Debtenture
		21-048	Roads Engineering Design & EA	\$ 4,557,847	\$ 2,942,273	\$ -	\$ -	\$ -	\$ -	\$ 1,615,574	\$ -	DC Roads
		21-049	Bridge & Culvert Design Program	\$ 311,734	\$ 311,734	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-050	Bridge & Culvert Construction Program	\$ 1,461,315	\$ 637,321	\$ -	\$ -	\$ 823,994	\$ -	\$ -	\$ -	
		21-051	Roads Rehabilitation Construction Program (Tax, OCIF Funded)	\$ 646,685	\$ 11,425	\$ -	\$ -	\$ 635,260	\$ -	\$ -	\$ -	
		21-052	Growth-Related Roads Construction Program	\$ 17,006,305	\$ 289,087	\$ 4,029,314	\$ -	\$ -	\$ -	\$ 12,687,904	\$ -	DC Roads
		21-053	New Sidewalks Construction Program	\$ 1,516,054	\$ 1,166,345	\$ -	\$ -	\$ -	\$ -	\$ 349,709	\$ -	DC Roads
		21-077	Stormwater Management Program	\$ 2,205,000	\$ 2,205,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-078	Mayfield West (C.A.M.P.)	\$ 51,024	\$ 1,000	\$ -	\$ -	\$ -	\$ 50,024	\$ -	\$ -	Comprehensive Adaptive Management Plan (C.A.M.P.) Reserve
		21-122	Storm Sewer Repair - Sherin Court to Humber River	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	Tax Funded Capital Contingency Reserve
	Parks	21-014	Rehabilitation of Caledon Trailway Bridges	\$ 600,000	\$ 160,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 199,980	Investing in Canada Infrastructure Program (ICIP) Grant
		21-035	Playground Improvements	\$ 351,000	\$ 351,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-038	Park Asphalt Path Replacements	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-040	Bolton Tennis Court Rehabilitation	\$ 80,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	Bolton Tennis Club
		21-041	John Clarkson Park Ice Track Completion	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 400,000	\$ -	Cash in Lieu of Parkland Reserve, DC Parkland
		21-046	Ball Diamond Construction on Emil Kolb Parkway	\$ 1,480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,480,000	\$ -	Cash in Lieu of Parkland Reserve, DC Parkland Development
		21-092	RJA Potts Park Parking Lot	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Transportation	21-001	Traffic Signal at Healey Road and Simpson Road	\$ 298,900	\$ 29,890	\$ -	\$ -	\$ -	\$ -	\$ 269,010	\$ -	DC Roads
		21-002	Traffic Signal at Nixon Road and McEwan Drive	\$ 298,900	\$ 29,890	\$ -	\$ -	\$ -	\$ -	\$ 269,010	\$ -	DC Roads
		21-033	New Streetlights Requests	\$ 78,500	\$ 78,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-084	Traffic Calming Program	\$ 56,000	\$ 56,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-112	Road Safety Program	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Engineering Services Total				\$ 36,629,264	\$ 8,909,485	\$ 4,029,314	\$ -	\$ 1,459,254	\$ 580,024	\$ 17,071,207	\$ 4,339,980	
Finance	Asset Management	21-032	Corporate Asset Management	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Finance Total				\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire & Emergency Services	Emergency Operations & Fire Suppression	21-022	Fire Station Generator Replacement	\$ 208,000	\$ 208,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-030	Palgrave, Mono Mills and Alton Fire Station Expansions	\$ 837,500	\$ 209,375	\$ -	\$ -	\$ -	\$ -	\$ 628,125	\$ -	DC Fire
		21-097	VCOM Future LTE Enhancements Project	\$ 36,000	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-098	Fire Hose Replacement	\$ 84,000	\$ 84,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-099	Particulate Firefighting Protective Hood - Upgrade	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-100	Auto Extrication - 3 Year Upgrade	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-102	Personal Protective Equipment	\$ 135,000	\$ 44,000	\$ -	\$ -	\$ -	\$ 91,000	\$ -	\$ -	Fire Equipment Reserve
		21-103	Large Fire Apparatus Replacement (6)	\$ 2,850,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ 1,250,000	\$ -	\$ -	Capital Asset Replacement Reserve
		21-104	Fire Training Facility - Final Phase	\$ 656,250	\$ 468,750	\$ -	\$ -	\$ -	\$ -	\$ 187,500	\$ -	DC Fire
		21-107	Large Fire Equipment Replacement	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-114	Senior Officer Vehicle	\$ 55,000	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ 49,500	\$ -	DC Fire
Fire & Emergency Services Total				\$ 5,056,750	\$ 2,850,625	\$ -	\$ -	\$ -	\$ 1,341,000	\$ 865,125	\$ -	
Office of the CAO	Economic Development	21-113	Bolton Downtown Revitalization Plan	\$ 175,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	DC Studies

**2021 APPROVED CAPITAL BUDGET**

The total approved capital budget for 2021 is \$73,006,269. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division/Service Area	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
Office of the CAO Total				\$ 175,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	
Operations	Parks Operations	21-039	Street Tree Replacements	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Road & Fleet Services	21-042	Surface Treatment Program	\$ 500,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -	Tax Funded Capital Contingency Reserve
		21-044	Replacement of Sign Shop Printer	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-045	Crack Sealing Program	\$ 200,000	\$ 138,000	\$ -	\$ 62,000	\$ -	\$ -	\$ -	\$ -	
		21-054	Sidewalk and Curb Rehabilitation Program	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-055	Asphalt Walkways Program	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 6,183	\$ -	\$ 18,763	Investing in Canada Infrastructure Program (ICIP) Grant
		21-056	Asphalt Roads Program	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	
		21-060	Post-Winter Roads Program	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	Tax Funded Capital Contingency Reserve
		21-061	Gravel Resurfacing Program	\$ 1,200,000	\$ 900,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	
		21-063	Replace Two Tandem Axle Snowplow Trucks	\$ 740,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -	Fleet Equipment Reserve, Capital Asset Replacement Reserve
		21-064	Replace Seven (7) Fleet Trucks	\$ 650,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-065	Replace Six (6) Parks Fleet Mowers and Trailers	\$ 148,000	\$ 148,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-073	Replace Two (2) Trackless Units, Two (2) Hot Box Asphalt Patch Units Two (2) Slide in Water Tanks	\$ 452,000	\$ 452,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-083	DC - Four (4) Light Duty Pick up Trucks	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ -	DC Public Works
		21-111	Building Staff Fleet Vehicle Acquisition	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	Building Permit Stabilization Reserve
		21-120	Municipal Law Enforcement Fleet Vehicle Acquisition	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Operations Total				\$ 6,415,000	\$ 2,888,000	\$ -	\$ 362,000	\$ 1,000,000	\$ 1,426,183	\$ 180,000	\$ 18,763	
Planning	Planning Services	21-105	Comprehensive Zoning By-law 2006-50 Update	\$ 150,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	
	Policy, Heritage & Design Services	21-108	Official Plan Review - Provincial Conformity Exercise and Standards Guidelines	\$ 240,000	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ -	
		21-109	Heritage Signage	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		21-117	Bolton Residential Expansion Secondary Plan Study	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 167,500	\$ 332,500	\$ -	
		21-121	Employment Land Use Study/Secondary Plan	\$ 570,000	\$ -	\$ -	\$ -	\$ -	\$ 285,000	\$ 285,000	\$ -	
Planning Total				\$ 1,470,000	\$ 180,000	\$ -	\$ -	\$ -	\$ 452,500	\$ 837,500	\$ -	
Grand Total Town of Caledon - 2021				\$ 73,006,269	\$ 20,751,144	\$ 4,029,314	\$ 362,000	\$ 2,459,254	\$ 4,704,706	\$ 30,486,648	\$ 9,433,149	



## Town of Caledon Details of Major Capital Projects for 2021

The total 2021 capital budget for the Town of Caledon is \$73,006,269. Additional details regarding some of the significant projects to be undertaken are as follows:

### Caledon Public Library

#### **Project 21-007 Library Collections and Materials** **Budget \$450,000**

Project funding supports the purchase of Library books (both print and electronic), magazine subscriptions and audiovisual materials for lending to and streaming by the public.

#### **Project 21-013 Renovation to Create Maker, Media, & Innovation Lab** **Budget \$304,680**

Maker, creativity and innovation spaces are a means of addressing a core library mandate – to bridge the digital divide. By providing access to technologies that most cannot afford, these spaces encourage discovery and foster innovation. The availability of technologies such as 3D printers, laser cutters, and audio and video production, provide opportunities for skill development as well as supports for artists and entrepreneurs. The Library's Master Plan Survey (2016) found that 66% of respondents considered these services to be an important element of a new or renovated library building.

This reimagined branch will continue to function as a location for area residents to pick up requested materials and will house a collection of books and media curated to support resident's discovery and use of available technologies and services.

### Community Services

#### **Project 21-005 Ancillary OPP Building** **Budget \$1,104,675**

OPP has identified a need for secured, indoor storage for larger items considered as evidence and other policing items. Often OPP take possession of large items that need to be stored inside but are too large to be brought into the OPP detachment. This new facility will be a garage type structure that will be able to accommodate vehicles and large items that are required to be stored inside. There will also be an adjacent outdoor secured area for other items in the possession of the OPP, such as trailers.

#### **Project 21-020 Building Envelope and Parking Lot Improvements** **Budget \$1,354,800**

Buildings in need of replacement or repairs this year are yard 1, 2 and 3, Fire Stations 303, 304, 305, 309, the Animal Shelter and the Old Caledon Theater. This project is a multi-year program to work through the back log of roof system replacements. The roof systems are integral to the building, as such annual surveys are completed.

The Town has been improving parking lots over the past few years, including the Palgrave and Alton Fire Station and sections of Town Hall. This project is to continue this work at the other Fire Stations, east and south section of Town Hall and other facilities as the building condition assessments dictate.

#### **Project 21-106 Works Yard 1 and 2 Strategic Growth Plan** **Budget \$3,768,026**

Council has approved the redesign and construction of Yard 1 and Yard 2 which is now complete. Request for Proposal has been released for the improvements at Yard 2. This project is the continuation of the multiyear funding term of council project approved by Council in 2020.

Yard 2 facility redesign will 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 21-015 Mayfield Recreation Complex - Infrastructure Improvements** **Budget \$507,750**

The project will involve the excavation, repair and upgrade of the foundation arena surrounding the aquatics facility at this shared use complex. A digital control system will be added to the pool heater to allow temperature setbacks and energy savings on off hours. The arena change room showers will be improved and expanded. Benches and equipment hangers will be added to the arena and pool. Flooring will be replaced in main lobby.

## Town of Caledon Details of Major Capital Projects for 2021

### **Project 21-079 Rotary Place (Bolton) - Seniors Centre Expansion** **Budget \$1,466,667**

The Rotary Place Seniors Centre in Bolton was proposed to increase in size by approximately 8,000 square feet to increase services and footprint in the community. This funding request is the second installment of the phased in capital costs scheduled over three years and will contribute to the advancement of the construction of this project. The proposed addition is to include additional multi-purpose space divided into 3 rooms that will be used for programming and rental functions. It has been identified that there will be additional funding of approximately \$1.5 million required to successfully deliver this project.

### **Project 21-095 Caledon East Community Complex Phase 3 & 4 Expansion** **Budget \$10,725,000**

Phase 3 Expansion projects were approved in 2018. As part of the 2020 budget this project grew to include both Phase 3 and 4 of the CECC Expansion along with the Expansion and Relocation of the Robert F. Hall library branch. This request is for the phase-in of funding for the combined phases of the expansion of the Caledon East Community Complex as a term of council project. The main components of this expansion could include a gymnasium, fitness centre, walking track, swimming pool, community and/or program rooms and a library.

## **Corporate Strategy & Innovation**

### **Various Projects – Information Technology Capital Request** **Budget \$1,405,804**

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 2021 are:

- Broadband Expansion
- Technology Replacement
- Software Upgrades and Improvements
- Strategic Plan Implementation
- Time Entry Management/Human Resource Information System Replacement

## **Engineering Services**

### **Project 21-014 Rehabilitation of Caledon Trailway Bridges** **Budget \$600,000**

The scope of the project involves rehabilitation of four pedestrian bridges along the Caledon Trailway.

- Olde Base Line: Repair concrete walls, replace bearing seats, timber framing, decking, and railings.
- Hurontario Street: Repairs and preventative maintenance.
- Mill Lane: Replace all timber framing, decking, and railings.
- Duffy's Lane: Replace all timber framing, decking, and railings.

### **Project 21-046 Ball Diamond Construction on Emil Kolb Parkway** **Budget \$1,480,000**

Approved project 20-070 provides for the planning and design of two hardball diamonds on TRCA property at Emil Kolb Parkway and Duffy's Lane together with a gravel driveway and gravel parking area. The design process is underway and is expected to be completed by summer, 2021.

### **Project 21-047 Roads Rehabilitation Construction Program (Debt Funded)** **Budget \$4,100,000**

This project provides for the rehabilitation of existing Town roads to be constructed during the 2021 construction season. The specific road segments included in the 2021 road rehabilitation program are listed below:

## Town of Caledon Details of Major Capital Projects for 2021

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Acquisition (if required)	Anticipated Construction
Matson Drive	Clarkson Court	Robb Road	4	EA A+ Ongoing	Design ongoing at 60%	2021
Matson Drive	Mt. Hope Road	Matson Drive	4	EA A+ Ongoing	Design ongoing at 60%	2021
Matson Drive	Matson Drive	Wolf Crescent	4	EA A+ Ongoing	Design ongoing at 60%	2021
Matson Drive	Steele Home Court	Robb Road	4	EA A+ Ongoing	Design ongoing at 60%	2021
Matson Drive	Matson Drive	Johnson Bush Road	4	EA A+ Ongoing	Design ongoing at 60%	2021
Matson Drive	Johnson Bush Road	Steele Home Court	4	EA A+ Ongoing	Design ongoing at 60%	2021
Matson Drive	Wolf Crescent (W)	Wolf Crescent (E)	4	EA A+ Ongoing	Design ongoing at 60%	2021
Matson Drive	Wolf Crescent	Clarkson Court	4	EA A+ Ongoing	Design ongoing at 60%	2021
Humber Station Road	Bartley Drive	Old Church Road	4	EA A+ Ongoing	Design ongoing at 60%	2021
Humber Station Road	Patterson Sideroad	Private Road	4	EA A+ Ongoing	Design ongoing at 60%	2021
Humber Station Road	Mill Lane	Bartley Drive	4	EA A+ Ongoing	Design ongoing at 60%	2021
Humber Station Road	Private Road	Mill Lane	4	EA A+ Ongoing	Design ongoing at 60%	2021
Arlow Road	Holmes Drive	Holmes Drive	4	EA A+ Ongoing	Design ongoing at 60%	2021
Palace Street	Richmond Street	End	4	EA A+ Ongoing	Design ongoing at 60%	2021
Emeline Street	Queen Street (W)	Davis Drive	1	EA A+ Ongoing	Design ongoing at 60%	2021
Emeline Street	Davis Drive	Dods Drive	1	EA A+ Ongoing	Design ongoing at 60%	2021
Emeline Street	McClellan Road	End	1	EA A+ Ongoing	Design ongoing at 60%	2021
Emeline Street	McClellan Road	Dods Drive	1	EA A+ Ongoing	Design ongoing at 60%	2021

### Project 21-048 Roads Engineering Design & EA

**Budget \$4,557,847**

This project provides for the completion of the pre-construction engineering phase for future road improvement projects for the following segments:

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Acquisition (if required)	Anticipated Construction
The Grange Sideroad	Hurontario Road	Kennedy Road	1	Anticipated B 2021/2022	Detailed Design/Land Acquisition 2022	2023
The Grange Sideroad	Horseshoe Hill Road	Saint Andrews Road	1	Anticipated B 2021/2022	Detailed Design/Land Acquisition 2022	2023
Winston Churchill Boulevard	Highpoint Sideroad	Beech Grove Sideroad	1	Anticipated B 2021/2022	Detailed Design/Land Acquisition 2022	2023
Winston Churchill Boulevard	Highpoint Sideroad	Erin Garafraxa Townline	1	Anticipated B 2021/2022	Detailed Design/Land Acquisition 2022/2023	2024
Winston Churchill Boulevard	Caledon East Garafraxa Town Line	520m South of Caledon East Garafraxa Townline (Erin Garafraxa Townline)	1	Anticipated B 2021/2022	Detailed Design/Land Acquisition 2022/2023	2024
McLaren	Quarry Drive	Puckering Lane	1	Anticipated B 2021/2022	Detailed Design/Land Acquisition 2022/2023	2024
Mount Pleasant Road	Castlederg Sideroad	Caledon King Townline	4	Anticipated A+ 2021	Detailed Design/Land Acquisition 2022/2023	2024
Mount Pleasant Road	Mulloy Court	Castlederg Sideroad	4	Anticipated A+ 2021	Detailed Design/Land Acquisition 2022/2023	2024
Torbram Road	King Street	Olde Base Line Road	2	Anticipated B 2021/2022	Detailed Design/Land Acquisition 2022/2023	2024
Willoughby Road	Beech Grove Sideroad	0.4km South of Highpoint Side Road	1	Anticipated A+ 2021	Detailed Design/Land Acquisition 2022/2023	2024
Willoughby Road	Highpoint Sideroad	0.4km South of Highpoint Side Road	1	Anticipated A+ 2021	Detailed Design/Land Acquisition 2022/2023	2024
Chinguacousy Road	King Street	Old School Road	2	Anticipated A+ 2021	Detailed Design/Land Acquisition 2022/2023	2024
David Street	Willow Street	Louisa Street	5	N/A	Preliminary Design 2021/2022	2024
Louisa Street	David Street	James Street	5	N/A	Preliminary Design 2021/2022	2024
John Street	Victoria Street	Albert Street	5	N/A	Preliminary Design 2021/2022	2024
John Street	Victoria Street	Hemlock Street	5	N/A	Preliminary Design 2021/2022	2024
*Patterson Side Road	Duffys Lane	Highway 50	4	N/A	90% to Tender Ready and Land Acquisition	2024
*Mississauga Road	Charleston Sideroad	1.8km North of Forks of the Credit Road	1	N/A	90% to Tender Ready	TBD

\*Top up funds

## Town of Caledon Details of Major Capital Projects for 2021

### **Project 21-050 Bridge & Culvert Construction Program**

**Budget \$1,461,315**

The objective of the Bridge & Culvert Construction Program is to ensure that the Town's bridges and culverts (Ontario Structures Inspection Manual/Non-Ontario Structures Inspection Manual) are maintained and operating in a state of good repair so as to uphold usability and safety for all users for the following structures:

Street Name	Location	Ward	EA Anticipated	Detailed Design/ Land Acquisition (If required)	Anticipated Construction
Heritage Road Culvert (5989)	0.61km North of Mayfield Road	2	EA A+ Ongoing	Design ongoing at 100%	2021
McLaughlin Road Culvert (1994)	0.7km south of the Grange Sideroad	1	EA A+ Ongoing	Design ongoing at 100%	2021
Castlederg Sideroad Culvert (C22144016)	0.5km West of Mt. Pleasant Road	4	EA A+ Ongoing	Design ongoing at 100%	2021
*Grange Sideroad	0.4km west Mountainview Road	3	EA A+ Ongoing	Design ongoing at 100%	2021

\*Top up funds

### **Project 21-051 Roads Rehabilitation Construction Program (Tax, OCIF Funded)**

**Budget \$646,685**

This project provides for the rehabilitation or reconstruction of certain road segments that were designed in the previous year as follows:

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Acquisition (If required)	Anticipated Construction
Holmes Drive	Arlow Road (W)	Arlow Road (E )	4	EA A+ Ongoing	Design ongoing at 60%	2021
Holmes Drive	Holmes Drive	Arlow Road (E)	4	EA A+ Ongoing	Design ongoing at 60%	2021
Holmes Drive	Simcoe Street	Holmes Drive	4	EA A+ Ongoing	Design ongoing at 60%	2021
Holmes Drive	Holmes Drive	Arlow Road	4	EA A+ Ongoing	Design ongoing at 60%	2021

### **Project 21-052 Growth-Related Roads Construction Program**

**Budget \$17,006,305**

This program provides for the upgrading of certain road segments in support of growth. The engineering design of these road segments was completed in previous years and the projects will be shovel ready in Q1-2021.

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Acquisition (If required)	Anticipated Construction
Old School Road	Hurontario	Kennedy Road	2	EA A+ Complete	Design ongoing at 100%	2021
Old School Road	Kennedy Road	Heart Lake Road	2	EA A+ Complete	Design Ongoing at 100% - Potential Daylight Triangle	2021
Old School Road	Heart Lake Road	Dixie Road	2	EA A+ Complete	Design ongoing at 100%	2021
McLaughlin Road	Olde Base Line Road	Boston Mills Road	2	EA A+ Complete	Design ongoing at 100%	2021
McLaughlin Road	Boston Mills Road	980m S of Boston Mills Road	2	EA A+ Complete	Design ongoing at 100%	2021
McLaughlin Road	King Street	2100m N of King Street	2	EA A+ Complete	Design ongoing at 100%	2021
Centerville Creek Road	Castlederg Side Road	King Street	4	EA A+ Complete	Design ongoing at 100%	2021

## Town of Caledon Details of Major Capital Projects for 2021

### **Project 21-053 New Sidewalks Construction Program**

**Budget \$1,516,054**

This project is to construct new sections of sidewalk to enhance pedestrian safety and connectivity. The locations of sidewalk to be constructed.

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Acquisition (If required)	Anticipated Construction
Creditview Road	Fire Station 304	Kennedy Road	2	EA A+ Ongoing	Design ongoing at 100%	2021
Simpson Road	150m south of George Bolton Parkway	210m south of George Bolton Parkway	5	EA A+ Ongoing	Design to be completed 2021	2021

### **Project 21-077 Stormwater Management Program**

**Budget \$2,205,000**

The Stormwater Management Program consists of rehabilitating stormwater facilities, particularly ponds to ensure that they will operate as designed. Items such as removal of sediment and vegetation controls are primary maintenance activities for ponds to ensure that stormwater is managed and reduces risk of flooding in areas of installation. Required rehabilitations for the locations:

Project	Budget	Division/Category	Scope
Hemlets of Cataract	\$50,000	Capital - Drainage Study	Drainage Study and Preliminary Design Report
Gibson Lake Drive (Palgrave)	\$450,000	Capital Construction	Construction of Gibson lake Drive to resolve the flooding issue at Gibson lake drive and Albion hills.
Pond Clean-out Detail Design for 2022 Construction	\$75,000	Capital Pond Clean out Program	Detailed design and permitting for clean-out of Pond #33 (Borland Crescent Caledon East), # 17 (Bolton South Hill Pond 4)
Clean outs - #14 Bolton South hill Development Pond 3 (Queensgate Blvd East)	\$330,000	Capital Pond Clean out Program	Requested budget will be used for cleaning out and restoring Pond #14
Clean outs - #7 Castelli Court - Bolton	\$575,000	Capital Pond Clean out Program	Requested budget will be used for cleaning out and restoring Pond #7
Stormwater Management Practices Inventory	\$50,000	Regulation Compliance	Establish Town wide inventory for Stormwater Infrastructure
Updating Stormwater Development Standards	\$25,000	Development	Updating Guidance
Underground Stormwater Infrastructure Inventory and Condition Assessment	\$200,000	Capital + Asset Management	Stormwater Infrastructure Inventory and Condition Assessment
Operations	\$350,000	Solely used by operations	Driveway culvert Cleanout/Replacement and Roadside Ditching
Project Management fees	\$100,000		
<b>Total</b>	<b>\$2,205,000</b>		

## Town of Caledon Details of Major Capital Projects for 2021

### Fire and Emergency Services

#### **Project 21-030 Palgrave, Mono Mills and Alton Fire Station Expansions** **Budget \$837,500**

Complete the architectural design and site plan approvals and Construction for the expansion of Palgrave Fire Station 306, Mono Mills Fire Station 308 and Alton Fire Station 301. The project will include a full design of the buildings, permits and the start of the addition of the Palgrave Fire Station in 2021.

#### **Project 21-103 Large Fire Apparatus Replacement (6)** **Budget \$2,850,000**

Replacement of six (6) Large Fire Apparatus over two years that have reached the end of their 20-year life cycle.

This replacement apparatus is a modern piece of multi-role capability or operating effectively and efficiently at fires, rescues and medical emergencies. Ensures timely retirement and replacement of obsolete apparatus.

#### **Project 21-104 Fire Training Facility - Final Phase** **Budget \$656,250**

Complete the final phase of the multi-disciplined Fire Training Facility. The remaining work consists of:

- Complete site grading, site servicing, gravel base for remaining roads and training prop pads.
- Fire hydrant
- Construct a training pavilion
- Concrete pads for training props
- Purchase, constructed and/or relocate training props
- Remainder of asphalt

### Operations

#### **Project 21-042 Surface Treatment Program** **Budget \$500,000**

Surface Treatment program includes a pilot project to micro-surface two roads that were tar and chipped in 2019 to provide a better wear course surface and evaluate its performance against the other tar and chip roads recently paved with hot-mix asphalt:

- Willoughby Road from Highpoint Sideroad to Townline (CR109)
- Torbram Road from Mayfield Road to King Street

#### **Project 21-056 Asphalt Roads Program** **Budget \$1,000,000**

To provide a rehabilitated road surface for hard top roads (surface treated or asphalt) in poor condition that are primarily in the Engineering Capital Program for years 2023 and 2024. The work is to include a combination of Operations staff and a paving contractor to supply, place, grade and compact hot-mix asphalt to address road edges and sections of lanes that have deteriorated to the point that it is challenging to maintain the road with conventional cold patch. The following segments are:

Road Name	From	To
Willoughby Road	Highpoint SR	Charleston SR
St. Andrew's Road	Beech Grove SR	Escarpment Road
Mountainview Road	Charleston SR	Olde Base Line Road
Mill Lane	Humber Station Road	The Gore
McLaren Road	Charleston SR	Forks of the Credit

## Town of Caledon Details of Major Capital Projects for 2021

### **Project 21-060 Post-Winter Roads Program**

**Budget \$750,000**

Winter weather and freeze/thaw cycles accelerate the deterioration of Town roads in various locations from year to year. Locations result in sub-grade soil pushing through gravel roads and soft areas under tar/chip or asphalt roads. Road repairs can include full road base excavation, placement of new gravel and surface restoration in isolated locations. Actual locations are determined in the spring by completing the worst impacted locations first to the least impacted locations.

### **Project 21-061 Gravel Resurfacing Program**

**Budget \$1,200,000**

Based on MTO guidelines, gravel roads in Ontario typically lose 25mm of granular A on an annual basis due to snow plowing, traffic and washouts. Gravel roads require additional gravel be spread typically on a 4-year cycle. Roads staff advised that past practices did not include an annual maintenance gravel replacement program for 10 plus continuous years before the current program was started in 2018.

#### **Planned work for 2021:**

Road Name	From	To
Highpoint SR	Winston Churchill Blvd	Main Street
Highpoint SR	Hwy 10	Heart Lake Rd
Mississauga Road	Queen Street	Highpoint SR
Beechgrove SR	Main Street	Porterfield Rd
Beechgrove SR	Porterfield Rd	Willoughby Rd
Beechgrove SR	Willoughby Rd	Hwy 10
McLaughlin Rd	Forks of the Credit Rd	The Grange SR
Kennedy Rd	Charleston SR	Escarpment SR
Kennedy Rd	Escarpment SR	The Grange SR
Kennedy Rd	The Grange SR	Olde Base Line
Coolihans SR	Airport Rd	Hwy 9
Finnerty SR	Airport Rd	Hwy 50

### **Project 21-063 Replace Two Tandem Axle Snowplow Trucks**

**Budget \$740,000**

To purchase two (2) new Freightliner Tandem Axle snowplow trucks to replace two existing 2009 tandem axle trucks. The new trucks are to be equipped with new snowplow, wing, sand/salt spreader equipment.

### **Project 21-064 Replace Seven (7) Fleet Trucks**

**Budget \$650,000**

To replace Three (3) Freightliner Landscape trucks, three (3) Pickup trucks, one (1) Plow/Sander.

## **Planning**

### **Project 21-117 Bolton Residential Expansion Secondary Plan Study**

**Budget \$500,000**

To implement Regional Official Plan Amendment (ROPA) 30 the Bolton Residential Expansion Study (BRES), Secondary Plan(s) are required to identify land use locations/distribution, density targets, community facilities, protection of environmental lands, etc., to achieve the 2031 Bolton growth targets of 11,000 people and over 3,600 jobs.

### **Project 21-121 Employment Land Use Study/Secondary Plan**

**Budget \$570,000**

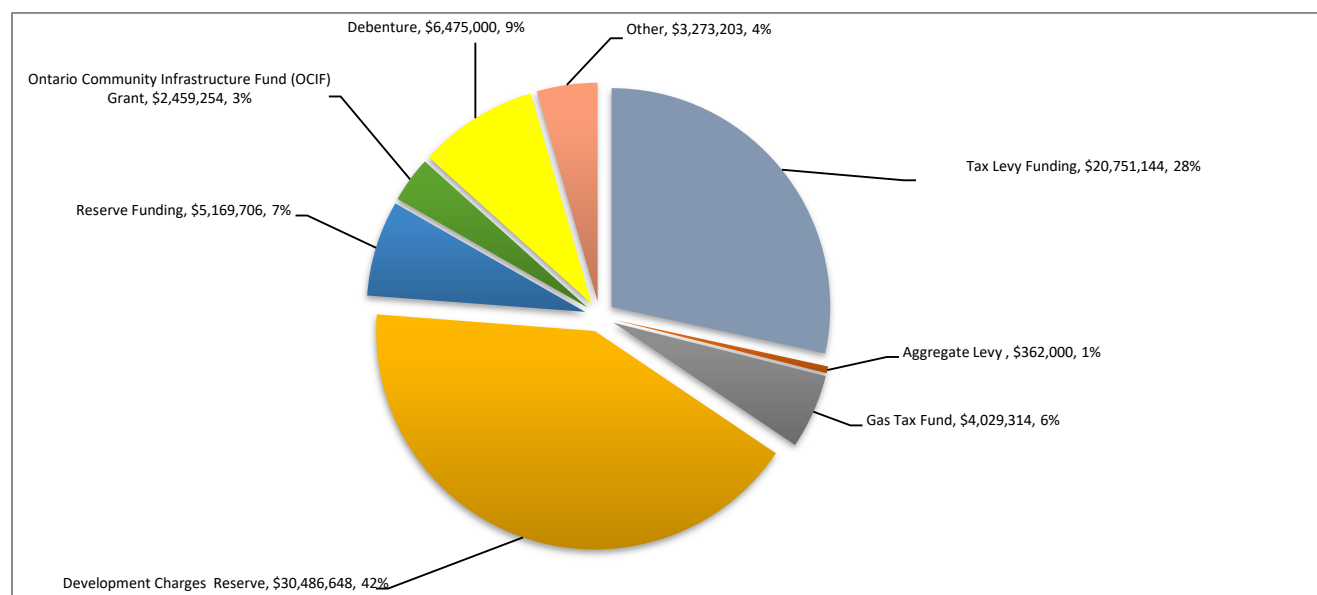
To commence a secondary plan/land use study for the Employment Lands as identified in the 5 year official plan conformity review by the Region of Peel 2041+ project. These lands may include the employment area around Tullamore/Sandhill and Airport Road, Victoria and Mayfield West and the Bolton Expansion Lands. As noted in the 2020-2030: An Economic Development Strategy for the Town of Caledon there is a critical need for additional land for employment uses to provide a range of lot sizes, servicing and higher density development. The availability and quality of Caledon's employment lands are an integral part of economic development success and employment growth.



# Town of Caledon 2021 Capital Budget Summary

The 2021 Capital budget totals \$73,006,269 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	\$362,000	\$4,029,314	\$30,486,648	\$5,169,706	\$2,459,254	\$6,475,000	\$3,273,203	\$73,006,269



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

## 2022 Projected Unavoidable Operating Budget Increases/ (Decreases) related to Proposed 2021 Capital Projects

Projects	Project Details	Expense Type	2022 \$
21-079	Rotary Place (Bolton) - Seniors Centre Expansion	License and Maintenance Cost	75,000
21-079	Rotary Place (Bolton) - Seniors Centre Expansion	Salary and Benefits	29,000
21-095	Caledon East Community Centre Complex Phase 3 and 4 Expansion	Debt Repayment	425,000
21-030	Palgrave, Mono Mills and Alton Fire Station Expansions	Operating Cost; utilities, insurance and maintenance	10,500
21-104	Fire Training Facility - Final Phase	Operating Cost; utilities, insurance and maintenance	24,000
21-111	Building Staff Fleet Vehicle Acquisition	Mileage Savings	(15,000)
21-111	Building Staff Fleet Vehicle Acquisition	Fuel, maintenance and insurance	5,850
21-083	DC - Four (4) Light Duty Pickup Trucks	Fuel, maintenance and insurance	20,600
21-120	Municipal Law Enforcement Fleet Vehicle Acquisition	Fuel, maintenance and insurance	1,950
21-018	2021 Software Upgrades and Improvements	License and Maintenance Cost	15,180
21-029	Time Entry Management/Human Resource Information System Replacement - Additional Funding	License and Maintenance Cost	44,500
21-047	Roads Rehabilitation Construction Program (Debt Funded)	Debt Repayment	500,000
21-046	Ball Diamond Construction on Emil Kolb Parkway	Utilities and Maintenance	30,000
21-008	Library IT equipment	License and Maintenance Cost	1,360
<b>Total</b>			<b>\$ 1,167,940</b>

Town of Caledon  
2022-2031 Total Capital Projects Details - Tax Funded

		Term of Council	Term of Council				Term of Council				Term of Council	
Baseline	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Grand Total
Baseline	Caledon Public Library	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 5,500,000.00
	Community Services	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 5,000,000.00
	Corporate Strategy & Innovation	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 10,000,000.00
	Engineering Services	\$ 1,186,992.00	\$ 1,519,180.00	\$ 1,519,180.00	\$ 1,019,180.00	\$ 1,019,180.00	\$ 1,019,180.00	\$ 1,019,180.00	\$ 1,019,180.00	\$ 960,000.00	\$ 960,000.00	\$ 11,241,252.00
	Finance	\$ 350,000.00	\$ 300,000.00	\$ 165,000.00	\$ 100,000.00	\$ 200,000.00	\$ 100,000.00	\$ 325,000.00	\$ 210,000.00	\$ 50,000.00	\$ 135,000.00	\$ 1,935,000.00
	Fire	\$ 1,105,000.00	\$ 1,105,000.00	\$ 1,105,000.00	\$ 1,130,000.00	\$ 1,130,000.00	\$ 1,130,000.00	\$ 405,000.00	\$ 405,000.00	\$ 1,130,000.00	\$ 405,000.00	\$ 9,050,000.00
	Operations	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 535,000.00	\$ 5,350,000.00
	Planning	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 19,750.00	\$ 19,750.00	\$ 19,750.00	\$ 19,750.00	\$ 19,750.00	\$ 16,500.00	\$ 181,250.00
Baseline Total		\$ 5,243,492	\$ 5,525,680	\$ 5,390,680	\$ 4,850,680	\$ 4,953,930	\$ 4,853,930	\$ 4,353,930	\$ 4,238,930	\$ 4,744,750	\$ 4,101,500	\$ 48,257,502
Above Baseline	Caledon Public Library	\$ 425,000.00	\$ 1,199,250.00	\$ 507,000.00	\$ 493,250.00	\$ 584,500.00	\$ 300,000.00	\$ 313,750.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 4,722,750.00
	Community Services	\$ 4,904,608.57	\$ 5,452,111.80	\$ 6,141,904.80	\$ 6,380,364.80	\$ 6,678,454.80	\$ 3,760,000.00	\$ 3,314,000.00	\$ 5,705,718.00	\$ 2,785,975.00	\$ 570,000.00	\$ 45,693,137.77
	Corporate Services	\$ 6,000.00	\$ 1,627,937.50	\$ 1,458,537.50	\$ 1,458,537.50	\$ 1,458,537.50						\$ 6,009,550.00
	Corporate Strategy & Innovation	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 116,000.00	\$ 1,160,000.00
	Engineering Services	\$ 7,435,326.50	\$ 7,097,315.00	\$ 7,283,765.00	\$ 10,358,500.00	\$ 10,609,765.00	\$ 18,074,000.00	\$ 21,361,000.00	\$ 22,036,000.00	\$ 25,036,000.00	\$ 26,036,000.00	\$ 155,327,671.50
	Finance		\$ 22,500.00					\$ 25,000.00				\$ 47,500.00
	Fire	\$ 2,680,125.00	\$ 1,352,500.00	\$ 1,997,500.00	\$ 2,503,500.00	\$ 2,326,250.00	\$ 1,268,500.00	\$ 593,500.00	\$ 317,500.00	\$ 447,500.00	\$ 45,000.00	\$ 13,531,875.00
	Operations	\$ 4,542,000.00	\$ 4,934,000.00	\$ 5,276,000.00	\$ 5,668,000.00	\$ 6,010,000.00	\$ 6,377,000.00	\$ 6,669,000.00	\$ 7,086,000.00	\$ 7,553,000.00	\$ 7,845,000.00	\$ 61,960,000.00
	Planning	\$ 542,869.75	\$ 624,872.37	\$ 594,872.37	\$ 780,497.37	\$ 1,251,247.37	\$ 843,497.37	\$ 617,393.38	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 5,315,250.00
Above Baseline Total		\$ 20,651,930	\$ 22,426,487	\$ 23,375,580	\$ 27,758,650	\$ 29,034,755	\$ 30,738,997	\$ 33,009,643	\$ 35,581,218	\$ 36,258,475	\$ 34,932,000	\$ 293,767,734
Grand Total		\$ 25,895,421.82	\$ 27,952,166.67	\$ 28,766,259.67	\$ 32,609,329.67	\$ 33,988,684.67	\$ 35,592,927.37	\$ 37,363,573.38	\$ 39,820,148.00	\$ 41,003,225.00	\$ 39,033,500.00	\$ 342,025,236.27

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

**TOWN OF CALEDON**  
**2022-2031 Total Capital Forecast**

	Row Labels	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Grand Total
Caledon Public Library	Tax Levy	\$ 975,000	\$ 1,749,250	\$ 1,057,000	\$ 1,043,250	\$ 1,134,500	\$ 850,000	\$ 863,750	\$ 850,000	\$ 850,000	\$ 850,000	\$ 10,222,750
	DC	\$ 538,593	\$ 2,178,250	\$ 1,505,500	\$ 1,494,250	\$ 1,528,000	\$ -	\$ 11,250	\$ -	\$ -	\$ -	\$ 7,255,843
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ 2,142,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,142,500
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Caledon Public Library Total		\$ 3,656,093	\$ 3,927,500	\$ 2,562,500	\$ 2,537,500	\$ 2,662,500	\$ 850,000	\$ 875,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 19,621,093
Community Services	Tax Levy	\$ 5,404,609	\$ 5,952,112	\$ 6,641,905	\$ 6,880,365	\$ 7,178,455	\$ 4,260,000	\$ 3,814,000	\$ 6,205,718	\$ 3,285,975	\$ 1,070,000	\$ 50,693,138
	DC	\$ 10,347,210	\$ 10,821,560	\$ 10,821,560	\$ 11,037,560	\$ 10,821,560	\$ 10,692,000	\$ 10,692,000	\$ -	\$ -	\$ -	\$ 75,233,451
	Reserves	\$ -	\$ 1,305,000	\$ 1,105,000	\$ 1,705,000	\$ 1,865,000	\$ 240,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 6,940,000
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ 870,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 870,000
	Other	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000
Community Services Total		\$ 16,771,819	\$ 18,228,672	\$ 18,718,465	\$ 19,772,925	\$ 20,015,015	\$ 15,342,000	\$ 14,836,000	\$ 6,535,718	\$ 3,615,975	\$ 1,400,000	\$ 135,236,589
Corporate Strategy & Innovation	Tax Levy	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 11,160,000
	DC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Strategy & Innovation Total		\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 11,160,000
Corporate Services	Tax Levy	\$ 6,000	\$ 1,627,938	\$ 1,458,538	\$ 1,458,538	\$ 1,458,538						\$ 6,009,550
	DC	\$ 54,000	\$ 954,563	\$ 923,963	\$ 923,963	\$ 923,963						\$ 3,780,450
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -						\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -						\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -						\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -						\$ -
Corporate Services Total		\$ 60,000	\$ 2,582,500	\$ 2,382,500	\$ 2,382,500	\$ 2,382,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,790,000
Finance	Tax Levy	\$ 350,000	\$ 322,500	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 350,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 1,982,500
	DC	\$ -	\$ 202,500	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ 427,500
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Finance Total		\$ 350,000	\$ 525,000	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 575,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 2,410,000
Operations	Tax Levy	\$ 5,077,000	\$ 5,469,000	\$ 5,811,000	\$ 6,203,000	\$ 6,545,000	\$ 6,912,000	\$ 7,204,000	\$ 7,621,000	\$ 8,088,000	\$ 8,380,000	\$ 67,310,000
	DC	\$ 509,429	\$ 559,429	\$ 486,758	\$ 418,658	\$ 414,900	\$ 539,329	\$ 564,900	\$ 327,000	\$ 327,000	\$ -	\$ 4,147,403
	Reserves	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 4,650,000
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ 300,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,100,000
Operations Total		\$ 6,351,429	\$ 6,693,429	\$ 6,962,758	\$ 7,286,658	\$ 7,624,900	\$ 8,116,329	\$ 8,433,900	\$ 8,613,000	\$ 9,080,000	\$ 9,045,000	\$ 78,207,403

Fire	Tax Levy	\$ 3,785,125	\$ 2,457,500	\$ 3,102,500	\$ 3,633,500	\$ 3,456,250	\$ 2,398,500	\$ 998,500	\$ 722,500	\$ 1,577,500	\$ 450,000	\$ 22,581,875
	DC	\$ 3,253,125	\$ 3,892,500	\$ 3,937,500	\$ 1,867,500	\$ 1,923,750	\$ 1,462,500	\$ 3,172,500	\$ 1,462,500	\$ 1,462,500	\$ -	\$ 22,434,375
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Total		\$ 7,038,250	\$ 6,350,000	\$ 7,040,000	\$ 5,501,000	\$ 7,180,000	\$ 3,861,000	\$ 4,171,000	\$ 2,185,000	\$ 3,040,000	\$ 450,000	\$ 46,816,250
Engineering Services	Tax Levy	\$ 8,622,319	\$ 8,616,495	\$ 8,802,945	\$ 11,377,680	\$ 11,628,945	\$ 19,093,180	\$ 22,380,180	\$ 23,055,180	\$ 25,996,000	\$ 26,996,000	\$ 166,568,924
	DC	\$ 8,426,559	\$ 9,531,971	\$ 8,145,521	\$ 12,993,214	\$ 13,590,949	\$ 20,156,286	\$ 26,330,714	\$ 26,612,857	\$ 32,184,286	\$ 34,041,429	\$ 192,013,786
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ 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	\$ 4,091,879	\$ 40,235,978
	Debenture	\$ 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	\$ 1,413,316	\$ 1,413,316	\$ 1,413,316	\$ 1,413,316	\$ 1,413,316	\$ 1,413,316	\$ 1,413,316	\$ 1,413,316	\$ 1,408,121	\$ 1,408,121	\$ 14,122,770
Engineering Services Total		\$ 26,421,886	\$ 27,689,286	\$ 26,489,286	\$ 33,911,714	\$ 34,760,714	\$ 48,790,286	\$ 58,251,714	\$ 59,208,857	\$ 67,780,286	\$ 70,637,429	\$ 453,941,457
Planning	Tax Levy	\$ 559,370	\$ 641,372	\$ 611,372	\$ 796,997	\$ 1,270,997	\$ 863,247	\$ 637,143	\$ 39,750	\$ 39,750	\$ 36,500	\$ 5,496,500
	DC	\$ 1,044,130	\$ 1,292,128	\$ 1,395,628	\$ 1,003,003	\$ 1,489,003	\$ 946,753	\$ 392,857	\$ 20,250	\$ 20,250	\$ 13,500	\$ 7,617,500
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ 224,000	\$ 224,000	\$ 238,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 686,000
Planning Total		\$ 1,827,500	\$ 2,157,500	\$ 2,245,000	\$ 1,800,000	\$ 2,760,000	\$ 1,810,000	\$ 1,030,000	\$ 60,000	\$ 60,000	\$ 50,000	\$ 13,800,000
Grand Total		\$ 63,592,977	\$ 69,269,887	\$ 67,681,509	\$ 74,408,297	\$ 78,701,629	\$ 79,985,615	\$ 89,288,614	\$ 78,778,575	\$ 85,592,261	\$ 83,683,429	\$ 770,982,792
Total Tax Funding		\$ 25,895,422	\$ 27,952,167	\$ 28,766,260	\$ 32,609,330	\$ 33,988,685	\$ 35,592,927	\$ 37,363,573	\$ 39,820,148	\$ 41,003,225	\$ 39,033,500	\$ 342,025,236
Total Development Charges		\$ 24,173,047	\$ 29,432,900	\$ 27,216,429	\$ 29,738,148	\$ 30,692,125	\$ 33,796,867	\$ 41,389,221	\$ 28,422,607	\$ 33,994,036	\$ 34,054,929	\$ 312,910,308
Total Reserve Funds		\$ 465,000	\$ 1,770,000	\$ 1,570,000	\$ 2,170,000	\$ 4,130,000	\$ 705,000	\$ 645,000	\$ 645,000	\$ 645,000	\$ 645,000	\$ 13,390,000
Total Gas Tax		\$ 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	\$ 4,091,879	\$ 40,235,978
Total Debentures		\$ 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	\$ 4,100,000	\$ 44,012,500
Total Other		\$ 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	\$ 1,758,121	\$ 18,408,770
Grand Total		\$ 63,592,977	\$ 69,269,887	\$ 67,681,509	\$ 74,408,297	\$ 78,701,629	\$ 79,985,615	\$ 89,288,614	\$ 78,778,575	\$ 85,592,261	\$ 83,683,429	\$ 770,982,792

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

# 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 2020 Annual Repayment Limit statement from the Province states that the Town is utilizing 3.99% of net revenues to service debt.

The Town of Caledon's debt servicing costs, as a percentage of net revenues, are projected not to exceed the provincial 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 completion of the Bolton Arterial Route (BAR) – Phase 3 on Coleraine Drive;
2. Caledon East Concrete Road;
3. The 2011 Fire Aerial Apparatus purchase;
4. The completion of the 2014-2016 and 2018 Enhanced Road Programs.

The chart below shows the balance of outstanding debt:

	2020 estimated	2019
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:	4,212,149	4,343,999
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:	384,291	415,211
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:	1,860,000	2,170,000
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:	5,735,000	6,376,000
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:	3,249,000	3,610,000
<b>Net long-term liabilities</b>	<b>15,440,440</b>	<b>16,915,210</b>

# Town of Caledon Debt and Long-Term Debt Limit

---

## **Bolton Arterial Route Debenture (2010)**

This external debenture was issued in 2010 for the completion of the Bolton Arterial Route (BAR) on Coleraine Drive. The thirty-year, \$5.4 million debenture issued is known as a “sinker”, where interest payments are made semi-annually and the full amount of the \$5.4 million principal is due at the end of 30 years. In addition to annual internal payments the Town contributes annually to a sinking fund is held and managed by the Region of Peel, for the purposes of extinguishing the debt at maturity.

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

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

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

## **Fire Aerial Apparatus (2011)**

In 2011, Council approved additional external debt to be issued, through the Region of Peel, for the purchase of a Fire Aerial truck. The ten-year, \$0.6 million debenture issued in 2011 is also a “sinker”, described above where interest payments are made semi-annually and the full amount of the \$0.6 million principal is due at the end of 10 years. The sinking fund is held and managed by the Region of Peel, for the purposes of extinguishing the debt at maturity. The annual sinking fund contributions and the interest income to be earned on the investments of the sinking fund over 10 years are projected to fully cover the principal payment due at maturity.

## **Road Enhancement Program (2016)**

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

## **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.

## **Enhanced Roads Programs (2020)**

In 2019, Council approved capital projects for the reconstruction and rehabilitation of roads in Caledon funded by external debt, through the Region of Peel of \$4.1 million. The ten-year debenture was planned to be issued

# Town of Caledon Debt and Long-Term Debt Limit

---

in 2020 but due to a lack of opportunity to debenture due to the pandemic this was delayed to February 2021. Staff will report back to Council with the repayment terms, once the debenture has been issued.

## **Non-Material Leases**

These are fixed payments over a term that the Town has agreements with which includes OPP Property lease costs and photocopiers. These are financing agreements that the Town has entered into which are calculated as part of the ARL.

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

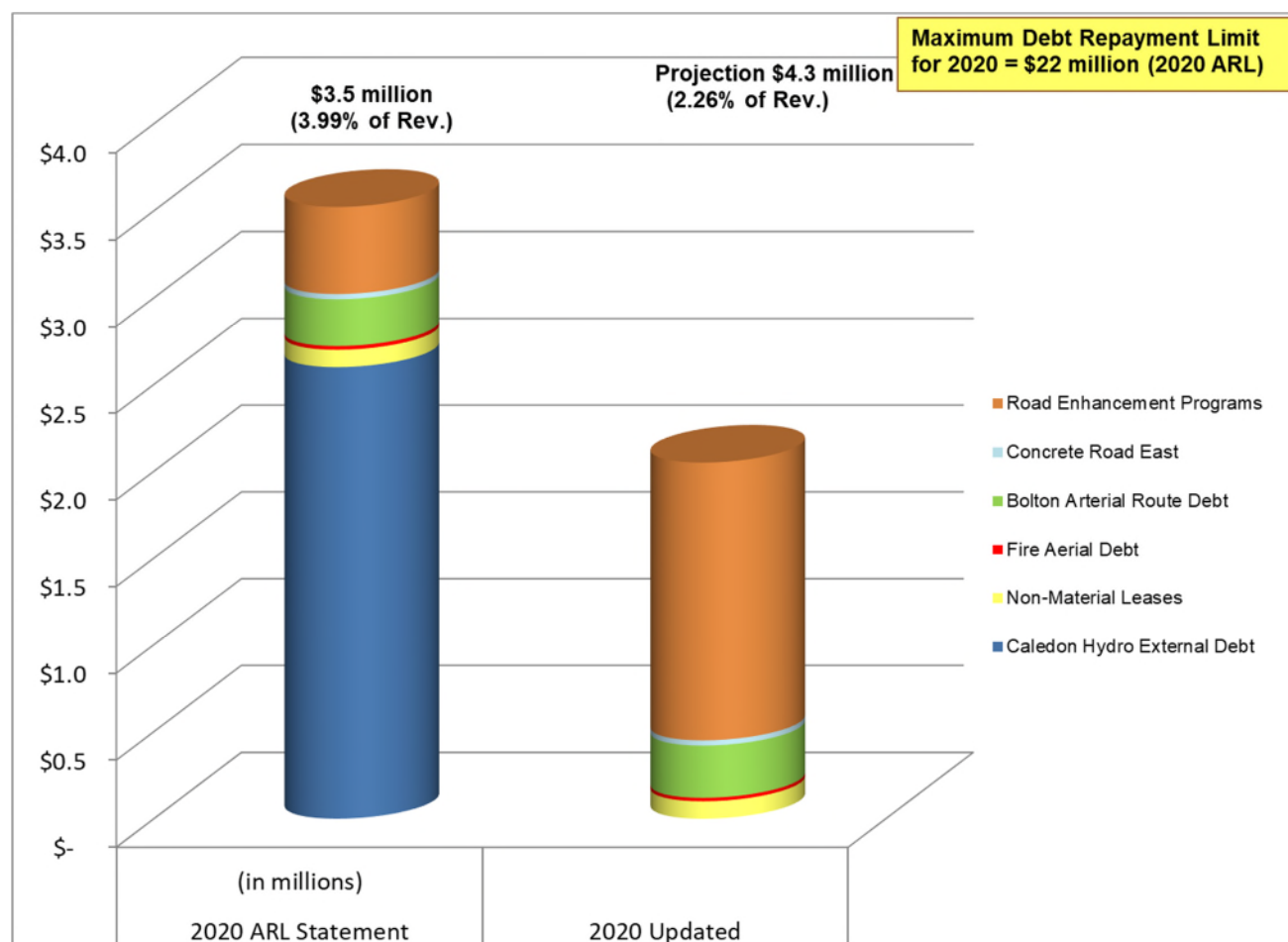
Provincial policy allows municipalities to incur debt charges equivalent to 25% of their net revenues without prior approval of the Ontario Municipal Board. On an annual basis, the Province provides each municipality with an Annual Repayment Limit (ARL) statement that outlines the maximum debt charges 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 2020 is based on its analysis of data contained in the 2018 Financial Information Return (FIR). The Town of Caledon's 2020 ARL statement report indicates that the Town has net debt charges of \$3.5 million or approximately 3.99% of the Town's net revenues. This leaves a balance of 21% (25% - 3.99%) or approximately \$22 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:



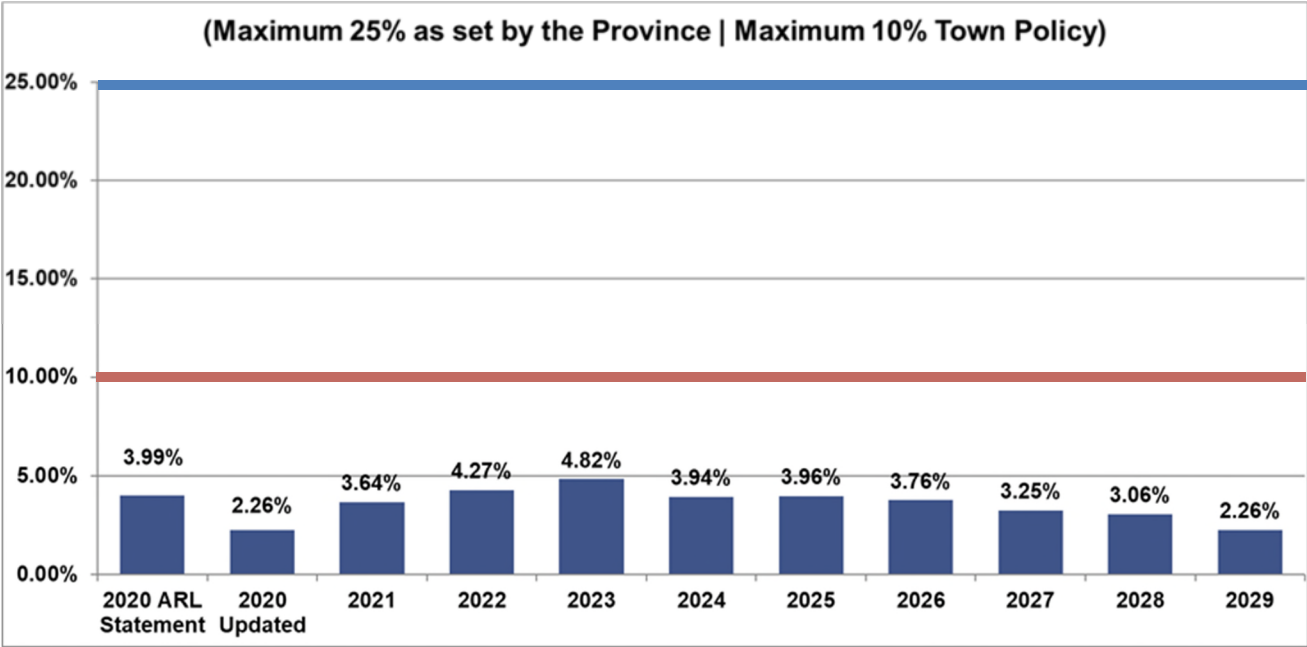
# Town of Caledon Debt and Long-Term Debt Limit



The chart below shows an updated 2020 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;
- Future debentures assumed:
  - 2017 and 2019 Enhanced Road Project of \$8.2 million to be debentured in 2021;
  - 2021 proposed Enhanced Roads Project of \$4.1 million to be debentured in 2022;
  - 2020 Streetlight Program - \$3.4 million in 2022;
  - CECC phase 4 - \$5.4 million in 2023;
  - As outlined in Staff Report 2021-0026 if approved the Southwestern Ontario Integrated Fibre Technology (SWIFT) loan guarantee of \$955,000 is required to be included in the ARL update as of 2021. Repayments have also been added for 2022 and 2023, based on anticipated timing of completion for the Town's portion of the SWIFT project. This commitment will continue to be reflected in the Annual Repayment Limit until the Town is removed from the loan guarantee;
- Assessment growth revenue projections for 2021 to 2030 based on the same assumptions used in the 2021 budget

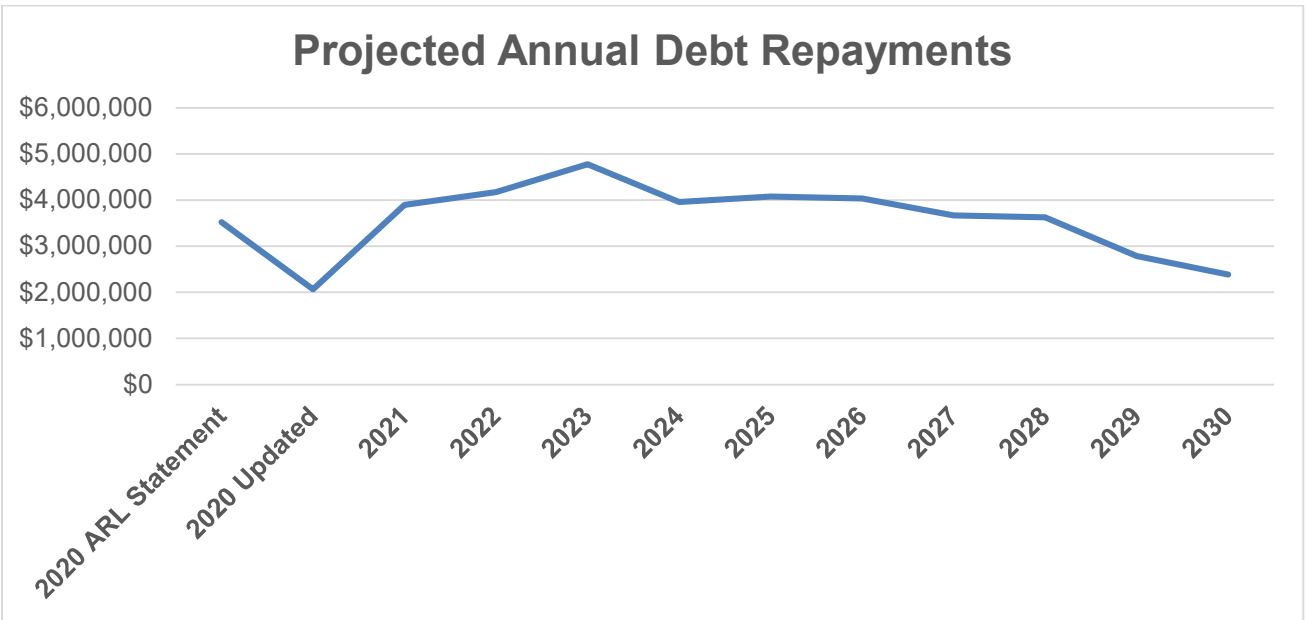
# Town of Caledon Debt and Long-Term Debt Limit



As shown in the chart above, the Town's updated 2020 ARL shows the 2019 maturity of the Town's Caledon Hydro debenture. There is a gradual increase in debt servicing costs from 2020 to 2024 due to projected debt related to the Town's enhanced road program of \$4.1 million per year, a planned 20 year debenture for the expansion of the Caledon East Community Centre. In 2025 onwards we show a projected decrease in debt as previously issued 10 year debt issuances are repaid. 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.

## Future Projected Debt Repayments

The following chart outlines the projected annual debt repayments used for the Annual Repayment Limit calculation.

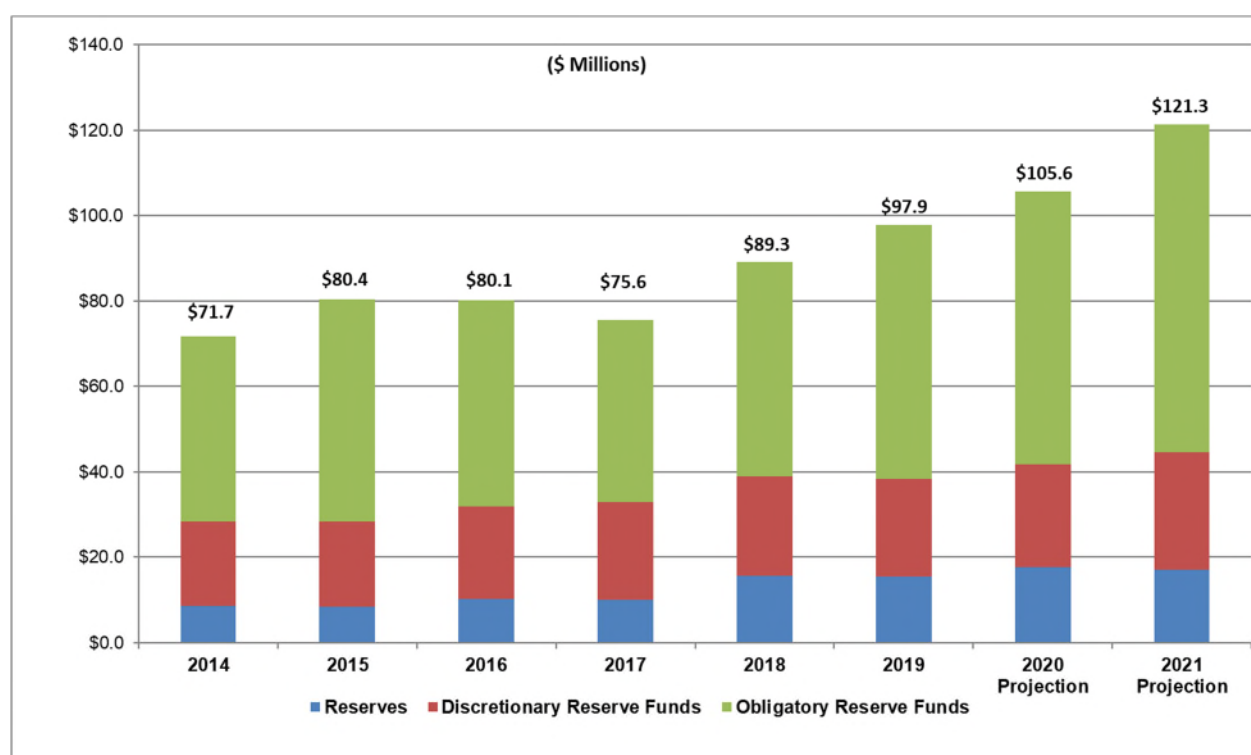


# Reserves and Reserve Funds

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 2020 and 2021 to be used for budgeting purposes. 2021 Projection includes all the commitments pertaining to the 2021 Proposed Budget as well as revenue forecast.



## 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 **November 30, 2020**, the Town had available the following reserves for operating and Infrastructure purposes. Staff then took the proposed use of reserves in the 2021 budget and the expected development activity that is expected in 2021 to provide an estimate of the 2021 reserve balances.

### Projected Reserve Balances

Reserve	2020 Uncommitted Balance	2021 Proposed Uncommitted Projected Balance
<b><u>Reserves for Operating Purposes</u></b>		
<b>Reserves</b>		
Tax Funded Operating Contingency Reserve	\$ 8,935,662	\$ 7,819,820
Fire Equipment Reserve	\$ 6,414	\$ 448
Building & Equipment Reserve	\$ 38,434	\$ 24,864
Land Sale Reserve	\$ 2,268,688	\$ 2,329,803
Ice Resurfacer Reserve	\$ 45,147	\$ 80,974
Information Systems and Technology Reserve	\$ 55,338	\$ 60,916
Election Reserve	\$ 325,013	\$ 408,664
Firefighter Post-Retirement Benefits Reserve	\$ 142,327	\$ 143,750
Caledon Public Library Board Donation and Bequests Reserve Fund	\$ -	\$ -
<b>Discretionary</b>		
Winter Maintenance	\$ 1,324,377	\$ 1,407,971
Group Benefit Stabilization	\$ 653,624	\$ 660,160
Community Improvement Plan	\$ 149,822	\$ 151,554
Development Approvals Stabilization	\$ 4,844,232	\$ 7,535,454
Development Charge Exemptions & Discounts	\$ 47,429	\$ 47,903
<b>Obligatory</b>		
Building Permit Stabilization	\$ 4,047,313	\$ 4,797,448
Heritage Property	\$ 2,861	\$ 2,890
Deferred Grant Funds	\$ -	\$ -
<b><u>Reserves for Infrastructure Purposes</u></b>		
<b>Reserves</b>		
Equipment	\$ 3,814	\$ 370,273
Accessibility (previously tax rate stabilization)	\$ 93,603	\$ 120,669
Animal Shelter	\$ 139,393	\$ 118,053
Transit	\$ 73,668	\$ 74,405
Corporate Energy	\$ 142,379	\$ 203,478
Fitness Equipment Replacement	\$ 84,668	\$ 129,652
Tax Funded Capital Contingency Reserve	\$ 6,900,752	\$ 5,275,090
<b>Discretionary</b>		
Capital Asset Replacement Fund (previously Caledon Hydro)	\$ 15,437,496	\$ 15,952,559
Northwest Caledon Indoor Recreation Facility	\$ 915,797	\$ 1,050,378
Cash in Lieu of Parking	\$ 478,116	\$ 482,897
Roads Capital	\$ 64,847	\$ 68,559
Broadband	\$ 22,601	\$ 22,827
Comprehensive Adaptive Management Plan (CAMP) Agreement	\$ 51,911	\$ 1,887
<b>Obligatory</b>		
Federal Gas Tax	\$ 264,084	\$ 1,443,050
Provincial Gas Tax - Transit	\$ 286,864	\$ 289,732
Payment In Lieu of Parkland	\$ 9,824,319	\$ 10,670,731
Development Charges	\$ 47,973,829	\$ 59,578,098
<b>Total</b>	<b>\$ 105,644,822</b>	<b>\$ 121,324,960</b>

## Reserves and Reserve Funds

Reserve	Purpose
<b><u>Reserves for Operating Purposes</u></b>	
<b>Reserves</b>	
<b>Tax Funded Operating Contingency Reserve</b>	To be used to meet cash flow requirements and unforeseen contingencies throughout the year. Reserve will also be used to stabilize tax rate increase.
<b>Fire Equipment Reserve</b>	To be used for Fire Equipment in order to mitigate impact on tax base.
<b>Building &amp; Equipment Reserve</b>	Reserve will be used to provide funding for Building and equipment to mitigate impact on Tax base as estimated by Town's Asset Management Plan
<b>Land Sales Reserve</b>	For the Purchase of Town properties, the acquisition of lands, including an interest in lands other than the fee simple interest, for the provision of municipal capital facilities for Caledon and to assist Council in determining whether it is in the public interest to declare Caledon lands as surplus, and to prepare Caledon lands for sale where Council determines that it is in the public interest that the lands be declared to be surplus.
<b>Ice Resurfacer Reserve</b>	To provide funding for Recreation Equipment
<b>Information Systems and Technology Reserve</b>	For software and technology purchases
<b>Election Reserve</b>	To finance future Town costs to administer municipal election
<b>Firefighter Post-Retirement Benefits Reserve</b>	This reserve fund has been set up as per Staff Report 2018-025 to award post-retirement employment benefits to eligible full-time firefighters up-to age 65.
<b>Caledon Public Library Board Donation and Bequests Reserve Fund</b>	The Reserve Fund was established to receive and hold donations and bequests received by the Caledon Public Library until utilized to support special programs or initiatives outside of the annual operating budget.
<b><u>Discretionary</u></b>	
<b>Winter Maintenance</b>	This reserve has been set up per Council direction to provide winter maintenance funding as needed to offset unusual/severe winter maintenance costs.
<b>Group Benefit Stabilization</b>	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.

## Reserves and Reserve Funds

<b>Community Improvement Plan</b>	Established in 2009 to carry forward unexpended Community Improvement Plan funding. To be used for the Caledon East and Bolton Community Improvement Plan areas.
<b>Development Approvals Stabilization</b>	Established in 2011 for the purpose of providing funds for the processing of residential and non-residential subdivisions and condominiums by the municipal development staff.
<b>Development Charge Exemptions &amp; Discounts</b>	Established as part of the 2014 operating budget for the Town's top-up of development charge reserves for future exemptions and discounts.
<b>Obligatory</b>	
<b>Building Permit Stabilization</b>	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.
<b>Heritage Property</b>	Established in 2010 for the purpose of accumulating unspent grant monies in annual budgets relating to 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.
<b>Deferred Grant Funds</b>	The Reserve Fund was established to receive and hold unspent grant funds received by the Town until utilized to according to the provisions of the applicable grant.
<b><u>Reserves for Infrastructure Purposes</u></b>	
<b>Reserves</b>	
<b>Equipment</b>	Established in 1980 for equipment replacement related to capital fleet equipment.
<b>Accessibility (previously tax rate stabilization)</b>	The balance of the funds in this reserve relate to accessibility contributions and will be used for accessibility issues.
<b>Animal Shelter</b>	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.
<b>Transit</b>	To be used to support the CCS' Transportation Program and Town of Caledon Transit needs.
<b>Corporate Energy</b>	Established in 2008 to be used for Town Hall energy Efficiency retrofits.
<b>Fitness Equipment Replacement</b>	This reserve was establish to provide funding for future replacement of fitness equipment without requesting additional funding from the tax base.
<b>Tax Funded Capital Contingency Reserve</b>	Established to set aside funding for replacement of Town capital infrastructure.

## Reserves and Reserve Funds

<b>Discretionary</b>	
<b>Capital Asset Replacement Fund (previously Caledon Hydro)</b>	This reserve was establish are to be used for infrastructure repairs and replacements, the shortfall in the Debt Retirement Reserve Fund and to cash flow the capital program.
<b>Northwest Caledon Indoor Recreation Facility</b>	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.
<b>Cash in Lieu of Parking</b>	This reserve was establish per Council direction to provide funds to address the issue of parking in downtown Bolton.
<b>Roads Capital</b>	This reserve was established 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.
<b>Broadband</b>	This reserve was established for purpose of providing Broadband through Town of Caledon
<b>Comprehensive Adaptive Management Plan (CAMP) Agreement</b>	This reserve was established for 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.
<b>Obligatory</b>	
<b>Federal Gas Tax</b>	This reserve fund was established as per the agreement between the Town and The Association of Municipalities of Ontario for transfer unspent/uncommitted Federal Gas Tax Revenues to reserve and to be used for future capital work.
<b>Provincial Gas Tax - Transit</b>	This reserve fund was established as per the agreement between the Town and The Province of Ontario for transfer unspent/uncommitted Federal Gas Tax Revenues to reserve and to be used for future transit work.
<b>Payment In Lieu of Parkland</b>	This reserve fund has been set up as per Provincial legislation and it is restricted to its use by Provincial legislation, to be used for purchase of land used for recreational purposes, expenditures to fund the development of newly acquired lands for parkland and recreational use, to support the redevelopment of existing parks and recreational facilities, and to fund the non-growth component of growth-related capital projects for Parks Development and Recreation Facilities identified in the Town's Development Charges Background Study.
<b>Development Charges</b>	The reserve funds have been set up as per the <i>Development Charges Act, 1997</i> (DCA) and it is restricted to its use



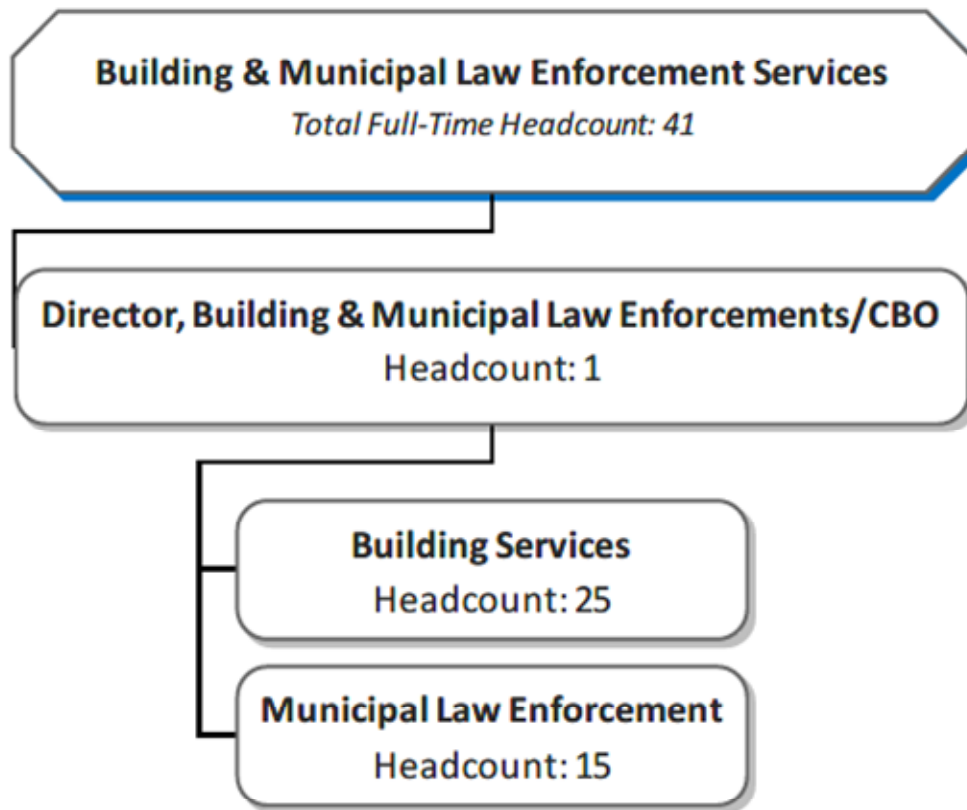
# Building & Municipal Law Enforcement Services

2021



## Building and Municipal Law Enforcement Services

### Roles & Structure



The Building & Municipal Law Enforcement Department is responsible for the administration and enforcement of the Provincial Building Code Act and Ontario Building Code along with the administration and enforcement of numerous municipal By-laws. The Department is focused on assisting residents and businesses in meeting their building/construction needs along with contributing to the development of new communities through the Building Permit process. The Department also is responsible for ensuring that the Council approved community standards and By-laws are complied with on private residential, commercial and Industrial properties. The Department strives to provide our services in a timely, efficient and effective manner to residents and our clients.

### Building & Municipal Law Enforcement Division

- Responsible for accepting, reviewing, and issuance of permits, this includes;
  - 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 permit's 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.

- Responsible for 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.

### **Municipal Law Enforcement Division**

- Contributes to the safety, vibrancy and maintenance of our communities through the delivery of By-law enforcement of 20 municipal By-laws including the Property Standards, Traffic, Zoning, Fill, Clean Yard, and Animal Care & Control By-laws.
- Collaborates with the various Provincial and Regional enforcement agencies and partners.
- Ensures public confidence and helps support well maintained neighborhood's through the enforcement of all Town By-laws.
- Provides licensing services for matters related to consumer protection for certain business types.
- 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*.

## 2020 Achievements

### **Building Services**

- Implemented digital building permit submission capability for all classes of residential building permits. Resulted in 76% of all residential building permits being submitted digitally since June 1, 2020.
- Conducted over 10000 building inspections between Jan. 1 – Sept. 30.
- Collaborated with Communications in the development and implementation of new Building Services web pages.
- Issued 713 building permits between Jan 1 – Sept 30, 2020, this was a 12% increase over the number of building permits issued same time period in 2019.
- Construction value of permits issued between Jan 1 – Sept 30, increased by 30% over same time period in 2019.
- Increased the number of building permit applications that did not require additional information/reviews by 33% from Q1 to Q3 in 2020.
- Implemented mobile inspection solution that will enable Inspectors to capture inspection results in real time directly from the field via smartphones.

### **Municipal Law Enforcement Services**

- Developed the Education and Communication Plan for the Illegal Land Use Task Force Plan related to Trucking.
- Updated all correspondence templates related to Orders and Letters for greater clarity and understanding for the recipient.
- Developed a new service request workload management solution in AMANDA.
- Implemented a Mandatory Face Covering By-law for Covid-19.
- Responded to over 1600 service requests.
- Issued over 130 orders and laid over 40 charges.

## 2021 Priorities

### Building Services



- Actively participate in promoting solutions as provided for in the *Building Code Act* to help facilitate growth.
- Continue review and implementation of improvements to the building permit application/review and inspection processes.
- Complete implementation of mobile inspection solution to enable Inspectors to capture inspection results in real time from the field.
- Initiate implementation of on-line inspection booking solution.
- Establish service levels that are meeting the needs of our clients
- Develop plans for effective utilization of assets and physical resources including fleet, facilities, and technology (hardware) considering growth-related pressures.

### Municipal Law Enforcement Services



- Improve complaint management response and tracking, and implement proactive enforcement approach
- Implement mobile inspection solution to enable Officers to capture inspection results in real time from the field.
- Expand the on-duty hours of service by Municipal Law Enforcement Officers.
- Update and modernize the following By-laws; Noise/Nuisance, Fill, Fence and Licensing.
- Undertake a review of the Municipal Law Enforcement Division to create a 10-year plan that will ensure the maintaining of appropriate service levels as the Town continues to grow.
- Develop plans for effective utilization of assets and physical resources including fleet, facilities, and technology (hardware) considering growth-related pressures.
- Develop and publish appropriate service levels based upon a prioritization response model.

**TOWN OF CALEDON**

**2021 APPROVED OPERATING BUDGET - BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Fines & Penalties	\$ (346,400)	\$ (346,400)	\$ (324,000)
User Fees & Rentals	\$ (4,922,732)	\$ (3,922,992)	\$ (3,706,376)
Transfers from Reserves	\$ (20,000)	\$ (124,524)	\$ (256,416)
<b>Total Revenue</b>	<b>\$ (5,289,132)</b>	<b>\$ (4,393,916)</b>	<b>\$ (4,286,792)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 4,178,219	\$ 3,789,005	\$ 3,419,895
Transfers to Reserves/Capital	\$ 702,424	\$ -	\$ (87,380)
Services & Rents	\$ 98,660	\$ 76,410	\$ 63,360
Materials, Equipment, & Supplies	\$ 41,962	\$ 46,162	\$ 42,387
Other	\$ 1,465,969	\$ 1,476,424	\$ 1,669,617
<b>Total Expense</b>	<b>\$ 6,487,234</b>	<b>\$ 5,388,001</b>	<b>\$ 5,107,879</b>
<b>Total Building &amp; Municipal Law Enforcement Services</b>	<b>\$ 1,198,102</b>	<b>\$ 994,085</b>	<b>\$ 821,087</b>

ANNUAL BUDGET FISCAL YEAR 2021

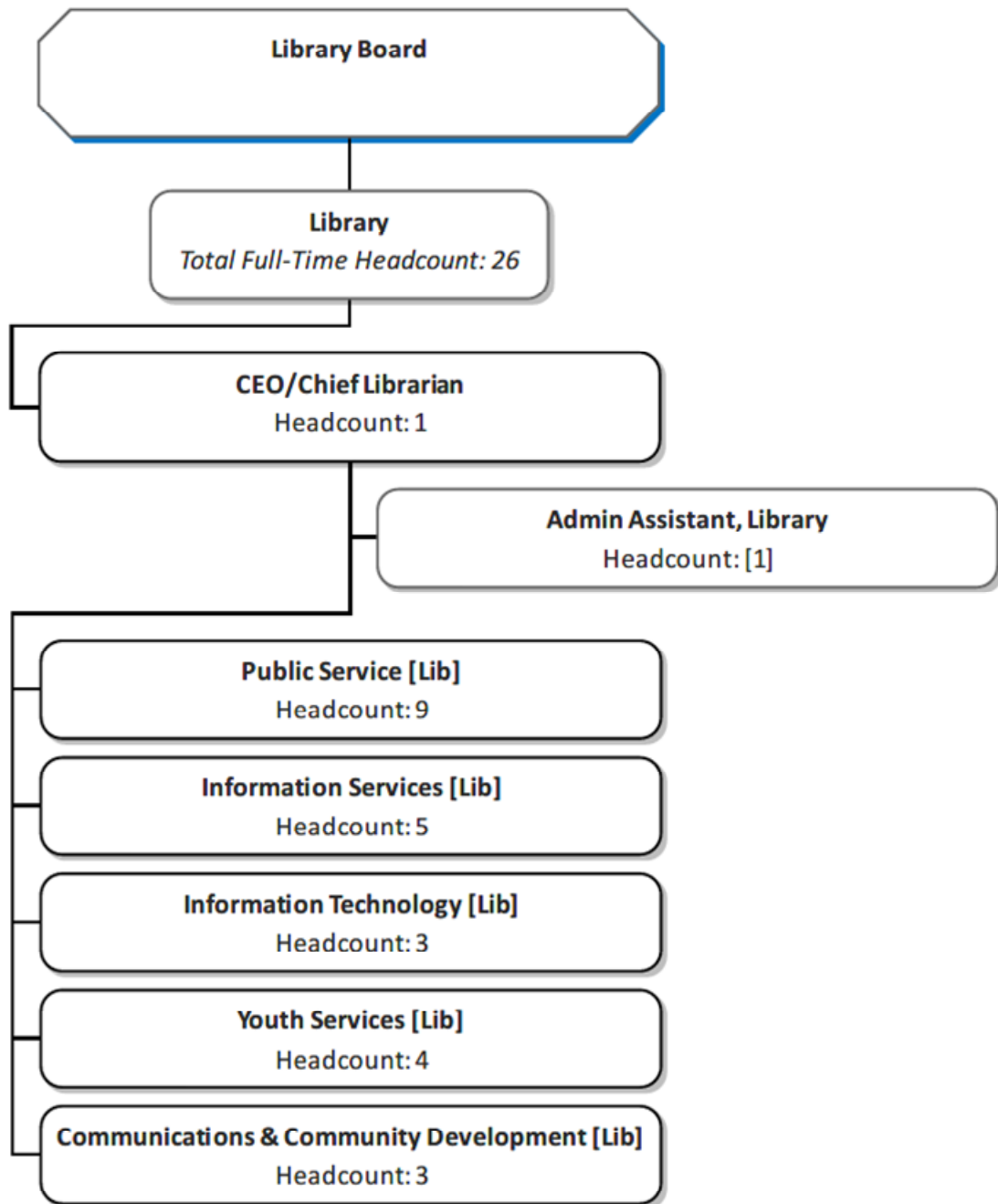
# Caledon Public Library

2021



## Caledon Public Library

### Roles & Structure



Under the governance of the Library Board, the Caledon Public Library (CPL) connects Caledon residents with information, technology and their community.

- The Library's seven branches act as community hubs, offering welcoming spaces for residents to gather together, to attend a program, or to find a quiet space to work or study.



- The Library's physical and digital collections, along with support of expert staff, provide opportunities for recreation, information and education.
- The Library's technologies and Internet supports bridge the digital divide, allowing for equitable access and endless opportunities for lifelong learning.

These roles align with the Board's current strategic objectives to Strengthen Facilities, Invest in People, Build Relationships and Encourage Discovery, Innovation & Creativity.

The Caledon Public Library includes divisions in support of Public Service, Information Services, Information Technology, Youth Services and Communications & Community Development. All divisions report to the Office of the CEO/Chief Librarian. Key responsibilities include the following:

- **Public Service** staff are tasked with the delivery of exceptional customer service across all seven branches. Division leadership assumes responsibility for the oversight of existing spaces and planning and implementation of new or improved branches as well as the implementation of policies and practices that encourage library use and limit barriers to access.
- The **Information Services** and **Youth Services** teams are responsible for selecting, maintaining and supporting access to the Library's physical and digital collections, assisting library users in finding the information they seek while ensuring that this information is valid and reliable. These teams are also tasked with the planning and delivery of programs for residents of all ages and interests.
- **Information Technology** staff are instrumental in all areas of library service and assume responsibility for administering all operating systems, business applications, security tools, servers, and email. This includes over 150 workstations, 100 borrowable hotspots, specialized Integrated Library Software (ILS) and wireless connectivity at all branch locations.
- The Library's **Communications and Community Development** division assumes the lead role in raising awareness of library services, managing CPL's website and social media channels and providing services beyond the walls of the library. This team is also instrumental in building partnerships with community organizations and local businesses, securing sponsorships and growing CPL's fundraising efforts.

## 2020 Achievements

- Library services were quickly pivoted in response to Covid-19, with library staff wasting no time in moving programming online and implementing protocols to provide safe options for borrowing materials and accessing branches.
- Functionality allowing residents to self-register for library cards online was introduced. The automatic and immediate nature of this service effectively mitigated the impact of branch closures.
- Demand for the Library's digital collections and online databases continued to surge with an increase in use of 40.2% within the first nine months of 2020 as compared to the same period in 2019. Growing demand was experienced prior to the pandemic, with an increase in annual usage of 24.1% from 2018 to 2019 – though was not offset by a corresponding decline in demand for traditional materials.

- The Library aided in the Town's efforts to support the economic and social recovery of residents by eliminating barriers to service, such as overdue fines, and launching Community Connection Kits to bridge the digital divide and reduce isolation.
- A new, bright and modern library branch was opened within the Southfields Community Centre.
- The design of the refurbished Albion Bolton Branch was completed with construction expected to begin early in 2021.
- A self-serve printing and cost-recovery solution was introduced at the Albion Bolton and Southfields Village branches.
- The Library's organizational structure was revamped by redeploying existing staff to new roles and departments, addressing the need for a dedicated Branch Manager in Bolton.
- Library staff developed and launched a new website. Improvements in design and navigation enhance the site's functionality as a virtual branch and portal to the Library's digital collections.
- The Library Board and staff confirmed their commitment to providing services with a focus on diversity and inclusion. This included the adoption of a new Diversity and Inclusion Policy, review of existing policies through a diversity lens, and the roll out of online learning modules focused on Dismantling Institutional Racism in Libraries to all staff.
- The following Customer Service Promise was embraced: "Caledon Public Library values each and every customer. Our goal is to deliver an exceptional experience. We will always be welcoming, respectful and approachable; work as an efficient and informed team to provide the best sources of information; and, be attentive, listen and do our best to communicate effectively. "We want to be the best part of your day!"
- Though slightly delayed due to the pandemic, work as begun on the Library's next strategic plan. This document will guide the Library's work from 2021-2024 and will be shared with Council in the spring.

## 2021 Priorities

### Public Service

- Division priorities in the year ahead also support the Library Board's strategic objective to Strengthen Facilities, most notably by creating "library spaces that are welcoming, accessible and reflective of the community". In 2021 this work will include:
  - The refurbishment of the Albion Bolton Branch to provide improved public areas, including ample space for residents to connect, study, browse or attend a program;
  - The initial design of a relocated Caledon East Branch as part of the expanded Caledon East Community Complex;
  - Improvements to the Inglewood Branch to make best use of the available footprint, allowing space for people to spend meaningful time – in addition to providing a responsive collection of borrowable materials;
  - The launch of full services at the Southfields Village Branch, once Covid-19 restrictions have been lifted; and,
  - Pending confirmation of federal funding, work will begin to reimagine the Margaret Dunn Valleywood Branch as a maker, learning and innovation lab.
- Public Service will also remain focused on strategic efforts to Invest in People by:
  - Eliminating any barriers to service, including the planned move to fine-free lending;

- Remaining responsive to provincial regulations and public health recommendations, ensuring that residents are able to safely continue accessing library branches and materials; and
- Ensuring that front-line staff have the necessary equipment and training to safely deliver library services.

### **Information Services and Youth Services**

- Division priorities in the year ahead also support the Library Board's strategic objective to Encourage Discovery, Innovation & Creativity through the sharing of "resources that inspire and inform, while reflecting the diverse and evolving needs of a growing Caledon. Areas of focus for the year ahead will include:
  - The expansion of the Library's digital collections to include online resources that support students, life-long learners and local businesses;
  - Ongoing efforts to ensure that programs and collections are developed and delivered in a manner that is inclusive and representative of all members of the community;
  - The continued growth of CPL's Library of Things, providing for the lending of non-traditional library collections including board games, provincial park passes, go-pro cameras, and tablets pre-loaded with content to counter the impacts of aging and isolation; and
  - The creation of a hybrid approach to program delivery in response to the new expectation of virtual programming and in anticipation of the easing of Covid restrictions on in-person gatherings.

### **Information Technology**

- Information Technology's key priorities support the Library Board's strategic goal to Encourage Discovery, Innovation & Creativity by "exploring and adopting new and emerging technologies, providing the tools needed to innovate, make and learn". In 2021 this work will include:
  - The continued delivery of the Library's popular Hotspot Lending Program, which will be supplemented by Community Connection Kits for those most in need;
  - The roll out of Creativity Workstations at all branches. providing residents with free access to advanced design software; and,
  - The addition of meeting room technologies in support of in-person and hybrid virtual meetings as part of the Albion Bolton refurbishment.
- Work will also focus on strengthening the reliability of the Library's network and IT operations by:
  - Replacing aging servers and workstations;
  - Updating the Library's staff intranet;
  - Undertaking a comprehensive network assessment and audit; and,
  - Installing a redundant connection as a means of ensuring consistent connectivity across branches.

### **Communications and Community Development**

- Division priorities in the year ahead align with the Library Board's strategic objective to Build Relationships, specifically efforts to "pursue, develop and grow partnerships in

support of the Library's mission and community need" and to "encourage opportunities to invest in the Library". Efforts in 2021 will include:

- Opportunities to engage residents and stakeholders in the development of the Library's new strategic plan and communication of the resulting mission, vision and values;
- Implementing a fundraising strategy in support of initiatives not already reflected within the tax-supported budget;
- Strengthening relationships with local community organizations and businesses; and,
- Expanding and enhancing existing programs and online content in celebration of local authors, artists and musicians.

**TOWN OF CALEDON**

**2021 APPROVED OPERATING BUDGET - CALEDON PUBLIC LIBRARY**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Fines & Penalties	\$ (40,000)	\$ (40,000)	\$ (40,000)
User Fees & Rentals	\$ (10,500)	\$ (3,500)	\$ (3,500)
Transfers from Reserves	\$ (8,910)	\$ -	\$ -
Grants	\$ (58,200)	\$ (58,200)	\$ (58,200)
Sales	\$ (5,500)	\$ (5,500)	\$ (4,500)
Other	\$ (10,000)	\$ (10,000)	\$ (7,000)
<b>Total Revenue</b>	<b>\$ (133,110)</b>	<b>\$ (117,200)</b>	<b>\$ (113,200)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 3,614,660	\$ 3,475,008	\$ 3,210,904
Services & Rents	\$ 690,122	\$ 459,000	\$ 433,093
Materials, Equipment, & Supplies	\$ 114,682	\$ 84,432	\$ 85,440
Other	\$ 101,674	\$ 97,448	\$ 93,451
<b>Total Expense</b>	<b>\$ 4,521,138</b>	<b>\$ 4,115,888</b>	<b>\$ 3,822,888</b>
<b>Total Caledon Public Library</b>	<b>\$ 4,388,028</b>	<b>\$ 3,998,688</b>	<b>\$ 3,709,688</b>

**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - CALEDON PUBLIC LIBRARY**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Caledon Public Library	Lending Services	21-007	Library Collections and Materials	\$ 450,000
		21-008	Library IT equipment	\$ 73,000
		21-009	Library Hotspot Replacements	\$ 10,200
		21-011	Library Furniture Replacement	\$ 40,000
		21-013	Caledon Public Library Branch Renovation to Create a Maker, Media, and Innovation Lab	\$ 304,680
Caledon Public Library Total				\$ 877,880

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department Caledon Public Library  
Division Library

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							Total Funding
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	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		\$ -	\$ 538,593	\$ -	\$ 2,142,500	\$ -	\$ 2,681,093
	Caledon Village Branch Refurbishment	\$ 300,000										\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	Inglewood Branch Refurbishment		\$ 300,000									\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	Materials & Equipment (Top Up)	\$ 125,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,675,000	\$ 2,675,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,675,000
	Mayfield West Branch - Materials		\$ 800,000									\$ 800,000	\$ 116,000	\$ -	\$ 684,000	\$ -	\$ -	\$ -	\$ 800,000
	Mayfield West Library Branch		\$ 1,737,500	\$ 1,737,500	\$ 1,737,500	\$ 1,737,500						\$ 6,950,000	\$ 973,000	\$ -	\$ 5,977,000	\$ -	\$ -	\$ -	\$ 6,950,000
	Service/Facility Review and Master Plan					\$ 75,000						\$ 75,000	\$ 41,250	\$ -	\$ 33,750	\$ -	\$ -	\$ -	\$ 75,000
	Strategic Plan			\$ 25,000				\$ 25,000				\$ 50,000	\$ 27,500	\$ -	\$ 22,500	\$ -	\$ -	\$ -	\$ 50,000
Above Baseline Total		\$ 3,106,093	\$ 3,377,500	\$ 2,012,500	\$ 1,987,500	\$ 2,112,500	\$ 300,000	\$ 325,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 14,121,093	\$ 4,722,750	\$ -	\$ 7,255,843	\$ -	\$ 2,142,500	\$ -	\$ 14,121,093
Grand Total		\$ 3,656,093	\$ 3,927,500	\$ 2,562,500	\$ 2,537,500	\$ 2,662,500	\$ 850,000	\$ 875,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 19,621,093	\$ 10,222,750	\$ -	\$ 7,255,843	\$ -	\$ 2,142,500	\$ -	\$ 19,621,093

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.



ANNUAL BUDGET FISCAL YEAR 2021

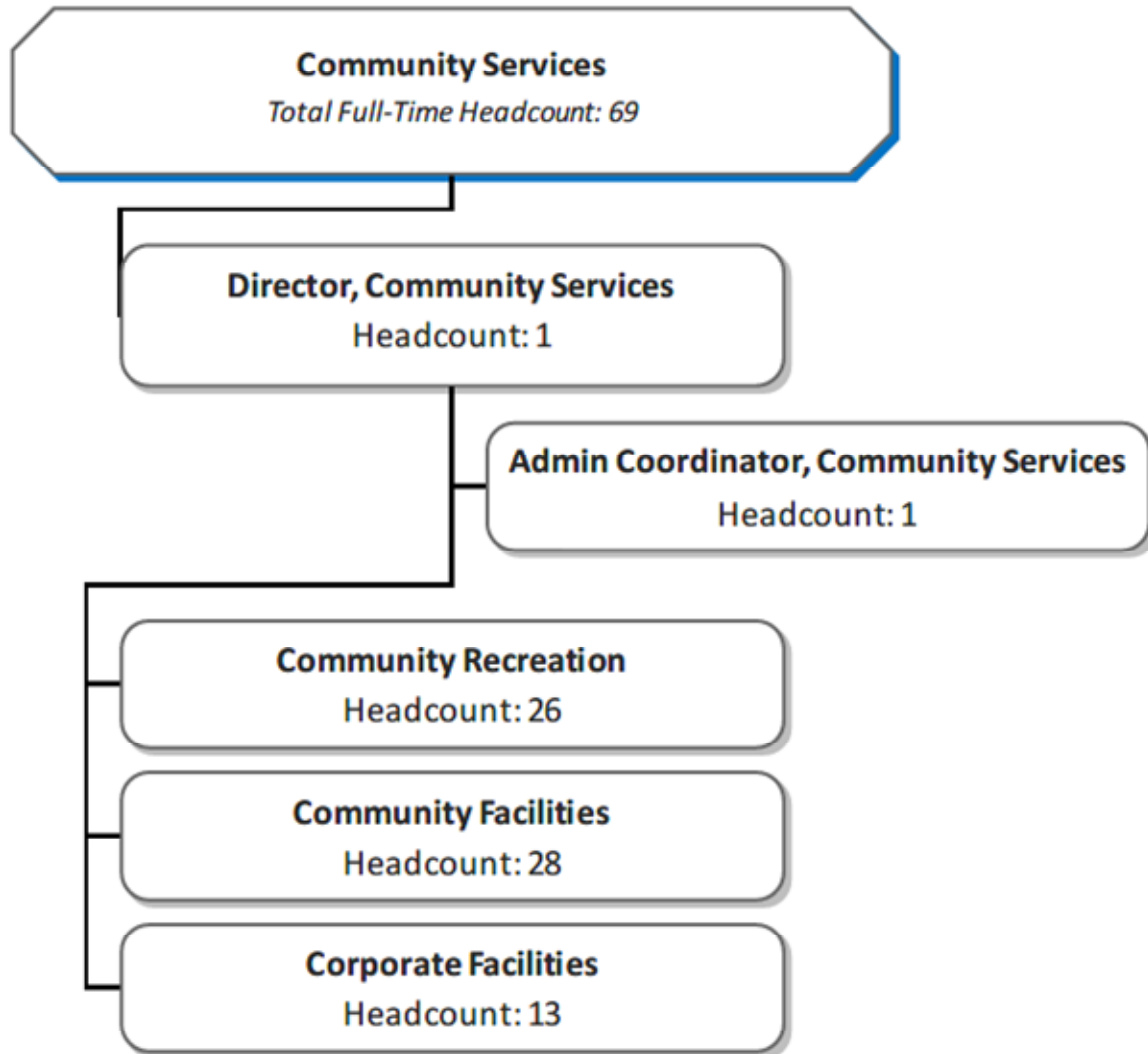
# Community Services

2021



## Community Services

### Roles & Structure



The Community Services Department is responsible for the overall operations and administration of the Town's community and corporate facilities, recreation programs, events and indoor and outdoor rental spaces. The Department is focused on meeting and exceeding the needs of the community through active engagement, strengthening partnerships, managing agreements, implementing policies, all with a collaborative goal of delivering quality services and amenities for the community to enjoy.

### Community Services Department

- Provide safe, daily operations, maintenance and administration for 41 Town-owned and leased facilities, representing approximately 647,000 square feet of indoor space.
- Delivery of facility-based capital projects including asset and life cycle management to protect and preserve Town's facility-related assets.

- Encourage and promote active, accessible recreation and leisure opportunities resulting in healthy lifestyle choices throughout the community.
- Oversee and support initiatives focused on centralizing, strengthening, and seeking community, stakeholder and corporate partnerships.
- Develop and manage public property leases and joint-use agreements; recruit both non-profit and commercial community hub partners.
- Supporting local non-profit services, such as Caledon Meals on Wheels and work closely with resident groups to increase their service delivery capacity.
- Implementation of event strategies, marketing plans and staff visioning/training programs.

### 2020 Achievements

- Completed construction of the new Southfields Community Centre with the facility ribbon cutting taking place in September.
- Completion of the Complex side of Caledon East Community Complex (CECC) renovations. Construction included modernization of the auditorium, hallway and lower level including the addition of a new EarlyON Centre, along with significant mechanical improvements.
- Finalized tender and award for the design and construction for CECC Phase 3 and 4 expansion.
- Finalized tender and award for the Rotary Place Expansion.
- Project management of large capital projects including the construction of the Fire Training Facility, Fire Station expansions and the completion of the Works Yard expansions, as per the Yard Strategic Growth Plan.
- Implemented the 2020 Facilities Capital Plan including Yard 1 paving and facility improvements, Yard 1 generator and fuel system, Alton Fire Station 301 parking lot replacement, Yard 2 Fuel System Replacement, security access system and various lighting replacement projects, and upgrades to accessibility, mechanical and refrigeration infrastructure.
- 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 the migration and implementation of a new electronic consolidated asset management and work order system, CityWide.
- Completed phase one of the Caledon Age-Friendly Action Plan (Background Report) and distributed postcards, which listed local services and contact details in seven different languages, to community partners and local pharmacies/clinics.
- Centralized all lease payments, executed Peel District School Board joint-use agreements (Humberview School turf), the Caledon Public Library MOU, Caledon Parent-Child Centre lease agreement for two locations.
- Significant team collaboration related to pandemic-planning to ensure safe facility and program operations.
  - Recreation Software was leveraged corporately to establish online customer self-serve appointment feature.
  - Transferred over 2300 memberships to account credits to allow customers the flexibility to be able to return to Town facilities on their own terms. Developed one-month membership special upon re-opening to meet the community demand.

- Lead Caledon Community Connections Team to evaluate and coordinate community need, generosity and sharing of resources during the COVID-19 Crisis. Issued a Resident Impact Survey in an effort to connect those in need.
  - Recreation@Home was created to promote FREE virtual (local) resources to stay healthy and active while in the comfort of their own home.
- Over 200 participants in the affiliated minor sports associations have benefitted from the Town reducing indoor and outdoor rental fees.
- Support thirty-two affiliated groups who offer resident services using town indoor and outdoor facilities.
- Accommodated Caledon Meals on Wheels at the Albion Bolton Community Centre, as the organization were in need of a kitchen, daily, to prepare meals.

### 2021 Priorities

#### Community Facilities



- Advance proactive infrastructure development solutions for growth management.
- Seek opportunities to connect Caledon villages to help bridge the rural/urban divide.
- Implementation of Recreation and Parks Master Plan (2010), the Visioning Plan (2015) and the Facility Needs Assessment (2017).
- Execute design of the Caledon East Community Complex (CECC) Phase 3 and 4 expansion.
- Construction of the Rotary Place Expansion in Bolton.
- The delivery of a vast capital improvement plan throughout various community facilities that include HVAC replacements, lighting improvements, foundation and structural repairs and other facility enhancements.
- Enhance the Community Hub model through collaborative opportunities and leveraging the expertise of community groups and other partners to better service the community.
- Balance financial planning for operating and capital budgets; Manage reasonable community expectations.

#### Corporate Facilities



- Enhanced civic campus.
- Balance financial planning for operating and capital budgets.
- Manage reasonable community expectations.
- Implementing a series of renovations, alterations and new construction through the Sustainable Energy, Roof and Asphalt Replacement Programs.
- Implement the Yard Strategic Growth Plan including the Yard 2 expansion and Yard 4 construction.
- Incorporating energy savings, sustainability technologies and preservation of natural environment and heritage, when applicable and feasible.
- Develop a plan to reduce energy use (and carbon footprint) in all managed facilities with a focus on automated systems and energy conservation and sustainability.
- Seek opportunities to install EV chargers at Town facilities complete with building electrical upgrades as required.
- Continuous research and implementation of building retrofits and technologies in facilities.
- Design and build a dog park at the Caledon East Fire Hall Park.

### Community Recreation



- In partnership with Peel Public Health, the development of a Community Safety and Well-Being Plan.
- Promote community enrichment through support of local groups, enhanced partnerships, and events; Increase quality of life through shared experiences.
- Break down barriers for volunteers and local community groups to enable and help empower volunteer groups.
- Apply a diverse lens throughout the Town's operations and services.
- Regularly contribute to the Region of Peel's Community Safety and Wellbeing Plan, Peel Poverty Reduction Strategy, Peel Funders Consortium and Caledon Community Services - the Exchange.
- Continue to negotiate and complete lease agreements for property managers, tenants and partners such as Caledon Townhall Players and the Bolton Rotary Club (Guides and Boy Scouts at CCRW).
- Work with Affiliate groups to increase their capacity and respond to negative impacts due to the pandemic.
- Embark on Phase 4 of the Youth Voice Collective Impact Project - increase meaningful job opportunities for Youth in Caledon by 10% above our baseline by 2025.
- Develop a Town-wide memorial program and related infrastructure.
- Streamline recreational program opportunities and increase program revenue as a result of new, innovative program offerings.

- Increased social media presence to effectively communicate with residents and remain competitive in a largely private market.
- Modify the delivery of community and corporate events such as the bicentennial celebrations.
- Revisit the Caledon Civic Campus plans and focus on workforce planning and outdoor recreation amenities.

**TOWN OF CALEDON**  
**2021 APPROVED OPERATING BUDGET - COMMUNITY SERVICES**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
User Fees & Rentals	\$ (6,513,856)	\$ (6,201,012)	\$ (6,012,831)
Transfers from Reserves	\$ (333,442)	\$ -	\$ (7,000)
Grants	\$ (8,000)	\$ (8,000)	\$ (8,000)
Sales	\$ (172,465)	\$ (172,465)	\$ (168,550)
Other	\$ (478,180)	\$ (575,199)	\$ (401,811)
<b>Total Revenue</b>	<b>\$ (7,505,943)</b>	<b>\$ (6,956,676)</b>	<b>\$ (6,598,192)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 9,138,971	\$ 9,920,724	\$ 9,382,367
Transfers to Reserves/Capital	\$ 849,734	\$ 738,373	\$ 617,414
Services & Rents	\$ 2,089,193	\$ 1,536,409	\$ 1,471,154
Materials, Equipment, & Supplies	\$ 1,049,312	\$ 941,860	\$ 865,030
Utilities	\$ 2,122,877	\$ 2,000,224	\$ 1,860,202
Other	\$ 549,169	\$ 491,210	\$ 481,428
<b>Total Expense</b>	<b>\$ 15,799,256</b>	<b>\$ 15,628,800</b>	<b>\$ 14,677,595</b>
<b>Total Community Services</b>	<b>\$ 8,293,313</b>	<b>\$ 8,672,124</b>	<b>\$ 8,079,403</b>

**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - COMMUNITY SERVICES**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Community Services	Corporate Facilities	21-005	Ancillary OPP Building	\$ 1,104,675
		21-006	Bolton OPP Satellite Office	\$ 400,000
		21-020	Building Envelope and Parking Lot Improvements	\$ 1,354,800
		21-024	Salt Dome Replacement	\$ 365,000
		21-025	Back Flow Prevention Repairs	\$ 55,000
		21-026	Sustainable Energy Project	\$ 105,000
		21-106	Works Yard 1 and 2 Strategic Growth Plan	\$ 3,768,026
		21-119	Dog Park Caledon East	\$ 25,000
	Recreation Facilities	21-015	Mayfield Recreation Complex - Infrastructure Improvements	\$ 507,750
		21-057	Caledon East Community Complex Pad 1 Arena Roof Insulation Replacement and Repairs	\$ 50,000
		21-058	Caledon East Community Complex Pad 2 Arena Rubber Flooring	\$ 45,000
		21-079	Rotary Place (Bolton) - Seniors Centre Expansion	\$ 1,466,667
		21-080	Recreation - Large Equipment Replacement	\$ 80,000
		21-081	Caledon Village Place - Exterior Restoration	\$ 30,000
		21-085	Mayfield Recreation Complex - Exterior Wall Restoration	\$ 165,000
		21-086	Mayfield Recreation Complex - Pool Heater	\$ 57,850
		21-087	Mayfield Recreation Complex - Pool User Equipment Replacement	\$ 32,500
		21-088	Mayfield Recreation Complex - Additional Arena Change Room	\$ 27,950
		21-089	Albion Bolton Union Community Centre - Library Windows	\$ 10,000
		21-090	Caledon Centre for Recreation and Wellness - HVAC Replacement and Roof Replacement and Repair	\$ 292,453
		21-094	Mayfield West 2 Future Community Infrastructure Fit Plan	\$ 60,000
		21-095	Caledon East Community Complex Phase 3 and 4 Expansion	\$ 10,725,000
	Community Services Total			\$ 20,727,671



Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department  
Division

Community Services		Term of Council	Term of Council					Term of Council					Term of Council	Total 10 Year Funding Sources						
Division	(All)																			
Baseline	Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	Total Funding
Baseline	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		\$ 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
Above Baseline	ABUCC - Arena Upgrades				\$ 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 - Refrigeration Upgrades	\$ 175,000										\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000
	ABUCC - Roof Repairs and Replacements							\$ 160,000				\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000
	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
	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
	Bolton Area Recreation Facility - DC						\$ 10,692,000	\$ 10,692,000				\$ 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
	Building Condition Assessment			\$ 100,000				\$ 100,000				\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
	Caledon Centre for Recreation and Wellness - Outdoor Rink En \$	100,000										\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
	Caledon Village Place - Consultation on Lift or Elevator upgrade			\$ 10,000								\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Capital Projects and Property Management (General)	\$ 500,000	\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 7,000,000	\$ 5,380,000	\$ 1,620,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000
	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 - 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 - 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	\$ 381,531	\$ -	\$ 2,249,719	\$ -	\$ -	\$ -	\$ -	\$ 2,631,250
	CECC - Phase 4	\$ 5,412,656										\$ 5,412,656	\$ -	\$ 4,542,656	\$ -	\$ 870,000	\$ -	\$ -	\$ -	\$ 5,412,656
	CECC - Roof Repairs and Restoration								\$ 95,000			\$ 95,000	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000
	CECC Arena Roof Pad#1	\$ 25,000										\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	Cheltenham - Furnace, Condensor Units and MAU						\$ 60,000					\$ 60,000	\$ 60,000							\$ 60,000
	CVP - Elevator Modernization								\$ 65,000			\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
	CVP - HVAC								\$ 30,000			\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
	CVP - Parking Surface Repairs and Restoration								\$ 255,000			\$ 255,000	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000
	CVP - Roof Repairs and Restoration				\$ 50,000							\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	CVP - Water and Sewer Systems								\$ 45,000			\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
	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
	ICC - Concrete Walkway Restoration		\$ 3,657									\$ 3,657	\$ 3,657							\$ 3,657
	ICC - Furnace Replacement						\$ 10,000					\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	ICC - Replace Exterior Doors		\$ 10,000									\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	ICC - Replacement of Carpet Flooring						\$ 20,000					\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
	ICC - Upgrade Exterior Lighting	\$ 12,145										\$ 12,145	\$ 12,145	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,145
	ICC - Ventilation Duct Work			\$ 25,000								\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	ICC - Water Heater									\$ 6,975		\$ 6,975	\$ 6,975							\$ 6,975
	LWCA - Refurbishment		\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000						\$ 2,500,000	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
	Margaret Dunn - Driveway, Parking Lot and Walkway						\$ 140,000					\$ 140,000	\$ 140,000							\$ 140,000
	Margaret Dunn - HVAC Replacement			\$ 40,000								\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	Margaret Dunn - Replace Electric Water Heaters						\$ 10,000					\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Margaret Dunn - Replacement Exterior Lighting					\$ 10,000						\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Margaret Dunn - Replacement of Carpet Flooring	\$ 21,000										\$ 21,000	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
	Margaret Dunn - Vinyl Flood Replacement						\$ 21,000					\$ 21,000	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
	Mayfield West Recreation Centre # 2		\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000						\$ 30,000,000	\$ 12,295,600	\$ -	\$ 17,704,400	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000
	Melville Roof Replacement			\$ 48,450								\$ 48,450	\$ 48,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,450
	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

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department  
Division

Community Services		Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							
Division	(All)																		
Baseline	Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	Total Funding
Above Baseline	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						\$ 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 - Glazing									\$ 80,000		\$ 80,000	\$ 80,000						\$ 80,000
	MRC - HVAC Replacements								\$ 155,000			\$ 155,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,000
	MRC - Parking Lot				\$ 400,000							\$ 400,000	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
	MRC - Pool Pumps, Filters & Boiler		\$ 175,000									\$ 175,000	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
	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
	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
	Recreation and Parks Master Plan	\$ 180,000										\$ 180,000	\$ 99,000	\$ -	\$ 81,000	\$ -	\$ -	\$ -	\$ 180,000
	Road Sign Program	\$ 75,000										\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
	Rotary Place - Expansion	\$ 2,966,667										\$ 2,966,667	\$ 430,167	\$ -	\$ 2,536,500	\$ -	\$ -	\$ -	\$ 2,966,667
	Rotary Place - Exterior Windows, Doors							\$ 130,000				\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000
	Rotary Place - Fire Alarm Upgrade							\$ 25,000				\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	Rotary Place - Interior Flooring, Kitchen, Washroom Restoration							\$ 120,000				\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
	Rotary Place - Roof Repairs and Replacements	\$ 75,000										\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
	Rotary Place - Rooftop Unit Replacement & Relocation	\$ 75,000										\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
	Rotary Place - Shingle Roof Replacement	\$ 50,000										\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	Rotary Place - Walkway Interlock and Stone Restoration							\$ 65,000				\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
	Town Hall Expansion will be informed by a study to be undertaken in 2021												\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Victoria Parks - Electrical								\$ 10,000			\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Victoria Parks - Exterior Building Restoration								\$ 15,000			\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
	Victoria Parks - HVAC Replacements							\$ 15,000				\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
	Victoria Parks - Pave Driveway and Parking Lot			\$ 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
	Yard 2 Expansion	\$ 2,678,101										\$ 2,678,101	\$ 1,740,766	\$ -	\$ 937,335	\$ -	\$ -	\$ -	\$ 2,678,101
	Yard 2 Salt Dome Expansion	\$ 350,000										\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Above Baseline Total		\$ 16,271,819	\$ 17,728,672	\$ 18,218,465	\$ 19,272,925	\$ 19,515,015	\$ 14,842,000	\$ 14,336,000	\$ 6,035,718	\$ 3,115,975	\$ 900,000	\$ 130,236,589	\$ 45,693,138	\$ 6,940,000	\$ 75,233,451	\$ -	\$ 870,000	\$ 1,500,000	\$ 130,236,589
Grand Total		\$ 16,771,819	\$ 18,228,672	\$ 18,718,465	\$ 19,772,925	\$ 20,015,015	\$ 15,342,000	\$ 14,836,000	\$ 6,535,718	\$ 3,615,975	\$ 1,400,000	\$ 135,236,589	\$ 50,693,138	\$ 6,940,000	\$ 75,233,451	\$ -	\$ 870,000	\$ 1,500,000	\$ 135,236,589

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

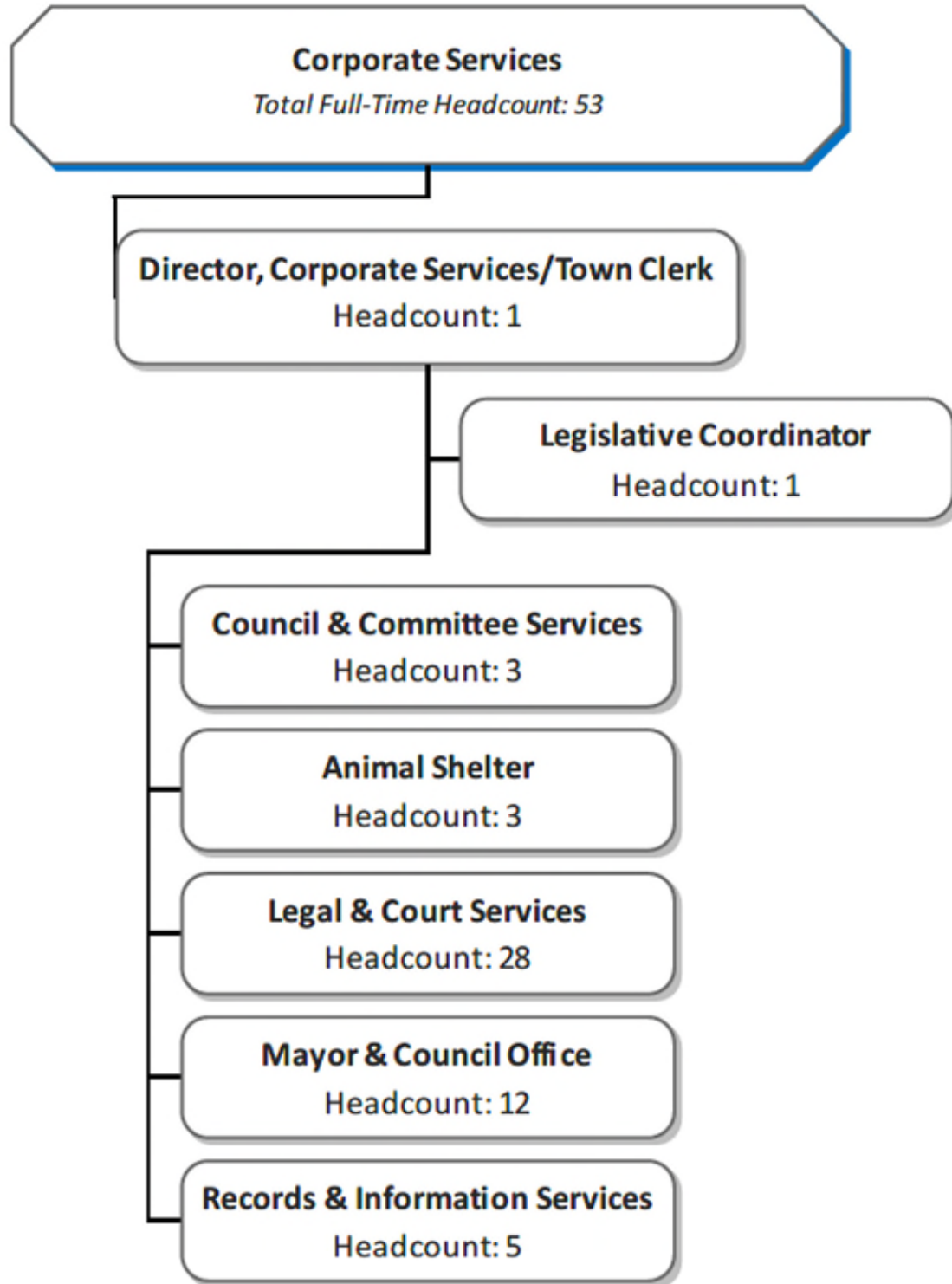
# Corporate Services

2021



## Corporate Services

### Roles & Structure



The department serves both internal and external clients through various support services. The Legal Services Division supports internal staff and members of Council by providing advice and guidance on various legal matters. Court Services staff ensure the public and enforcement agencies are supported through matters related to the Provincial Offences Act. The Mayor and Council Office along with Council and Committee Services provide members of Council and the public with oversight on governance. While the Records and Information Division ensures corporate records are managed based on Town policies and legislation. Finally, Animal Services provides care for animals in the custody of the Town while supporting animal control initiatives.

Corporate Services is responsible for:

- administration and management of Council and Committee Meetings;
- management of corporate records and access requests to such documents;
- administrative support and guidance to the Mayor and Members of Council;
- internal legal advice and support to Council and Staff;
- administration and management of provincial offences court services for Caledon and Dufferin; and
- providing care for the animals in the custody of the Town and promoting responsible pet ownership.

### 2020 Achievements

- In response to the pandemic, introduced a robust and accessible virtual tool for the administration of Council and Committee meetings to ensure corporate decision making continued.
- Provided enhanced support to the Mayor and Members of Council to ensure a constant and reliable amount of coverage and outreach was available to the community regarding the pandemic.
- Developed a comprehensive list for reference of international, national, regional and local observances, days of significance and notable events.
- Strengthened intergovernmental relationships with the local MP and MP and the Region of Peel on key issues related to pandemic, local planning and governance.
- Provided support in the launch of automated speed enforcement and red-light camera technology.
- In response to the extended court closures, options for early resolutions were implemented and staff continue to explore opportunities to host trials in line with the guidelines set by the Ministry.

### 2021 Priorities

#### Council and Committee Services



- Fully launch livestreaming technology of all Council and Committee meetings whether in person, held virtually or a hybrid model of both.
- Complete the Council and Committee Procedural By-law review project.
- Complete changes to the Town's Council and Committee Meetings Calendar on the website to enhance customer experience and ease of accessing information.

#### Records and Information Services



- Work towards full Implementation of the new electronic document management system to centralize corporate records and improve access and security.
- Complete and the ward boundary review project and implement any changes in preparation for the 2022 Municipal Election.

#### Mayor and Council Office

- Complete and implement a Guide for office administration to ensure consistent and efficient service delivery for Members of Council.
- Review and implement enhanced support for Regional Councillors in preparation of Regional Council meetings.
- Conduct a full workflow review to ensure initiatives and objectives of Council are addressed and delivered.

### Legal and Court Services



- Implement and administer virtual trials for Provincial Offences matters.
- Advocate for municipal protection, facilitate and appropriately implement the Part III download from the Province.
- Establish and implement the mandate for the new Realty Services group.

### Animal Services



- Continue with the implementation of the foster care program to socialize animals and better understand behaviours to support positive rehoming efforts.
- Explore the current model for animal services to determine challenges and opportunities that will support the community through continued growth.

**TOWN OF CALEDON**  
**2021 APPROVED OPERATING BUDGET - CORPORATE SERVICES**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Fines & Penalties	\$ (4,012,885)	\$ (3,521,513)	\$ (3,514,040)
User Fees & Rentals	\$ (235,971)	\$ (232,211)	\$ (228,525)
Transfers from Reserves	\$ (90,000)	\$ -	\$ -
Grants	\$ (205,739)	\$ (192,202)	\$ (161,741)
Other	\$ (1,035,230)	\$ (983,906)	\$ (889,928)
<b>Total Revenue</b>	<b>\$ (5,579,825)</b>	<b>\$ (4,929,832)</b>	<b>\$ (4,794,234)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 5,339,233	\$ 5,338,476	\$ 5,114,694
Transfers to Reserves/Capital	\$ 501,304	\$ 501,304	\$ 501,304
Services & Rents	\$ 1,632,700	\$ 1,395,863	\$ 1,274,663
Materials, Equipment, & Supplies	\$ 83,900	\$ 78,400	\$ 78,400
Utilities	\$ 17,352	\$ 17,752	\$ 16,865
Other	\$ 1,133,934	\$ 963,098	\$ 909,703
<b>Total Expense</b>	<b>\$ 8,708,423</b>	<b>\$ 8,294,893</b>	<b>\$ 7,895,629</b>
<b>Total Corporate Services</b>	<b>\$ 3,128,598</b>	<b>\$ 3,365,061</b>	<b>\$ 3,101,395</b>



**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - CORPORATE SERVICES**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Corporate Services	Animal Shelter Reserve	21-023	Animal Shelter Sanitary Renovation	\$ 32,900
Corporate Services Total				\$ 32,900

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department Corporate Services  
Division (Multiple Items)

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							Total Funding
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	
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		\$ 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

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

ANNUAL BUDGET FISCAL YEAR 2021

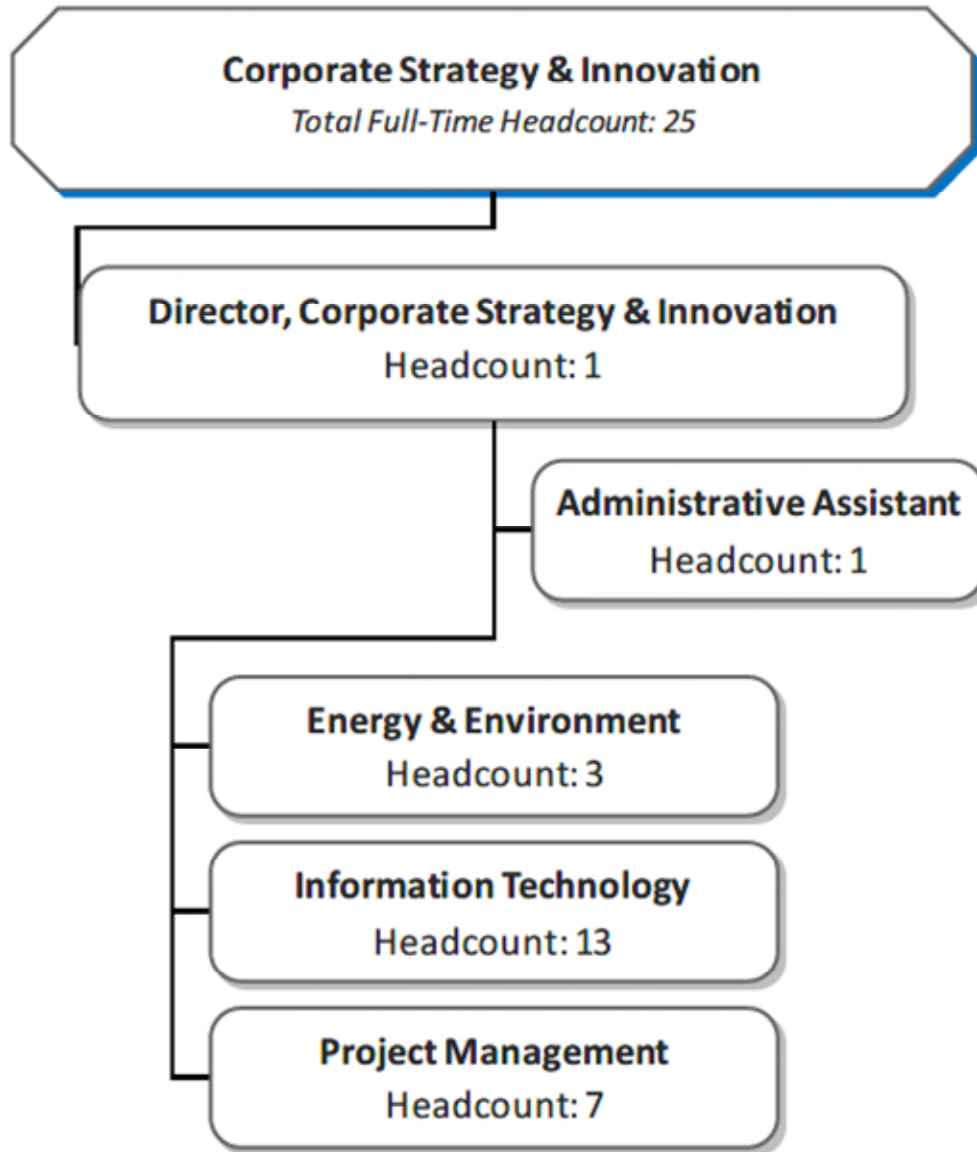
# Corporate Strategy & Innovation

2021



## Corporate Strategy & Innovation

### Roles & Structure



Modernizing our operations is a key priority.

Corporate Strategy and Innovation includes:

- Information Technology
- Project Management Office
- Energy and Environment

IT focuses on digital solutions and improving systems to reduce our reliance on paper-based processes. The IT Team is also responsible for deploying hardware, support users on both hardware and software issues and maintaining all technology assets owned by the Town.

The central Project Management Office supports the Town's strategic alignment, provides government relations support to the Senior Leadership Team and Mayor and Council Office, and leads large Corporate projects from process improvements to capital project oversight.

Every municipality is feeling pressures from climate change and looking for solutions to be more energy efficient. Residents expect that local government is doing its part. Energy and Environment is responsible for coordinating the Town's response to this global challenge.

## 2020 Achievements

### Information Technology

- Technology response to COVID-19, and moving staff to remote work, including WebEx for remote Council meetings, electronic plans review and many others, all while increasing security of infrastructure through improved password policies and Multi-Factor Authentication.
- Completion of the Vianet Industrial Park build, and successful award for three projects through SWIFT funding that will result in over 1000 homes and businesses that will have access to reliable, affordable high-speed internet.
- Completion of a Geographic Information Systems (GIS) Strategy to guide Caledon in expanding the use of GIS to collect, interpret and display data.
- Based on an external review, maintained or improved all aspects of the IT infrastructure at the Town from the initial assessment on year before, in alignment with the IT Strategic Plan.

### Project Management Office

- Centralizing corporate project management and process management resources under a Project Management Office.
- Completion of the Southfields Community Centre.
- Completion of the Caledon Village Fire Training Facility.
- Completion of Bolton Fire Station 302.
- Launch of a Plan to support the Reimagine Caledon vision of a modernized Caledon structure.
- Completion of a number of process reviews relating to the delivery of key services onboarded by Service Caledon, including assessing the Town's readiness for a CRM.

### Energy and Environment

- Installed 8 new electric vehicle charging stations at Southfields Village Community Centre.
- Completion of the Resilient Caledon Community Climate Change Action Plan.
- Received two energy saving awards from the Mayor's Megawatt Challenge for the reduction of 32.5% energy usage at the Caledon OPP Detachment and high energy performance at Town Hall.

### 2021 Priorities

#### Energy and Environment



- Implementation of the Community Climate Change Action Plan including completion of a detailed financial plan and Terms of Reference for a Steering Committee.
- Finalizing new Corporate Green Building Standard and first Green Fleet Strategy.
- Development of a Town-wide Green Development Standard.

#### Information Technology



- Further improvements to AMANDA system including a portal for the public.
- Moving Accounts Payable processes online.
- Selecting and beginning implementation of a new Tax Software.
- Implementation of a new Human Resources Information System which includes an integrated payroll system to improve efficiency of staff and access to people related data.
- Further improvements to IT security, in particular focusing security while staff are working remotely.

#### Project Management Office



- Implementation of Reimagine Caledon plan through quick deployment of new technology and process improvements, including Building and Planning Services and Fire Administration processes.
- Consolidate Corporate Project Intake, review and reporting into a one-window format.

- Improved reporting for Senior Leadership and Council on key projects, including performance measurement and simple dashboards to work towards a culture of continuous improvement and data driven decision making.
- Creation of a new regular Government Relations cycle to focus on ongoing, regular advocacy.

**TOWN OF CALEDON**

**2021 APPROVED OPERATING BUDGET - CORPORATE STRATEGY & INNOVATION**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
User Fees & Rentals	\$ (16,800)	\$ (16,800)	\$ (16,800)
Transfers from Reserves	\$ (210,000)	\$ -	\$ -
Other	\$ (64,957)	\$ (66,348)	\$ (268,742)
<b>Total Revenue</b>	<b>\$ (291,757)</b>	<b>\$ (83,148)</b>	<b>\$ (285,542)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 2,702,479	\$ 2,743,993	\$ 2,688,682
Transfers to Reserves/Capital	\$ 26,750	\$ 26,750	\$ 26,750
Services & Rents	\$ 287,595	\$ 86,457	\$ 87,385
Materials, Equipment, & Supplies	\$ 4,450	\$ 2,700	\$ 2,700
Other	\$ 155,389	\$ 157,439	\$ 170,965
<b>Total Expense</b>	<b>\$ 3,176,663</b>	<b>\$ 3,017,339</b>	<b>\$ 2,976,482</b>
<b>Total Corporate Strategy &amp; Innovation</b>	<b>\$ 2,884,906</b>	<b>\$ 2,934,191</b>	<b>\$ 2,690,940</b>



**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - CORPORATE STRATEGY & INNOVATIONS**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
<b>Corporate Strategy &amp; Innovation</b>	IT Operations	21-016	Broadband Expansion	\$ 306,524
		21-017	2021 Technology Replacement	\$ 420,000
		21-018	2021 Software Upgrades and Improvements	\$ 339,280
		21-019	IT Strategic Plan Implementation	\$ 40,000
		21-029	Time Entry Management/Human Resource Information System Repl - Addl Funding	\$ 300,000
	Energy & Environment	21-076	Energy & Environment Projects	\$ 116,000
<b>Corporate Strategy &amp; Innovation Total</b>				<b>\$ 1,521,804</b>

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department Corporate Strategy & Innovation  
Division (All)

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							Total Funding
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	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	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
Above Baseline Total		\$ 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
Grand Total		\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000	\$ 11,160,000	\$ 11,160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,160,000

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

ANNUAL BUDGET FISCAL YEAR 2021

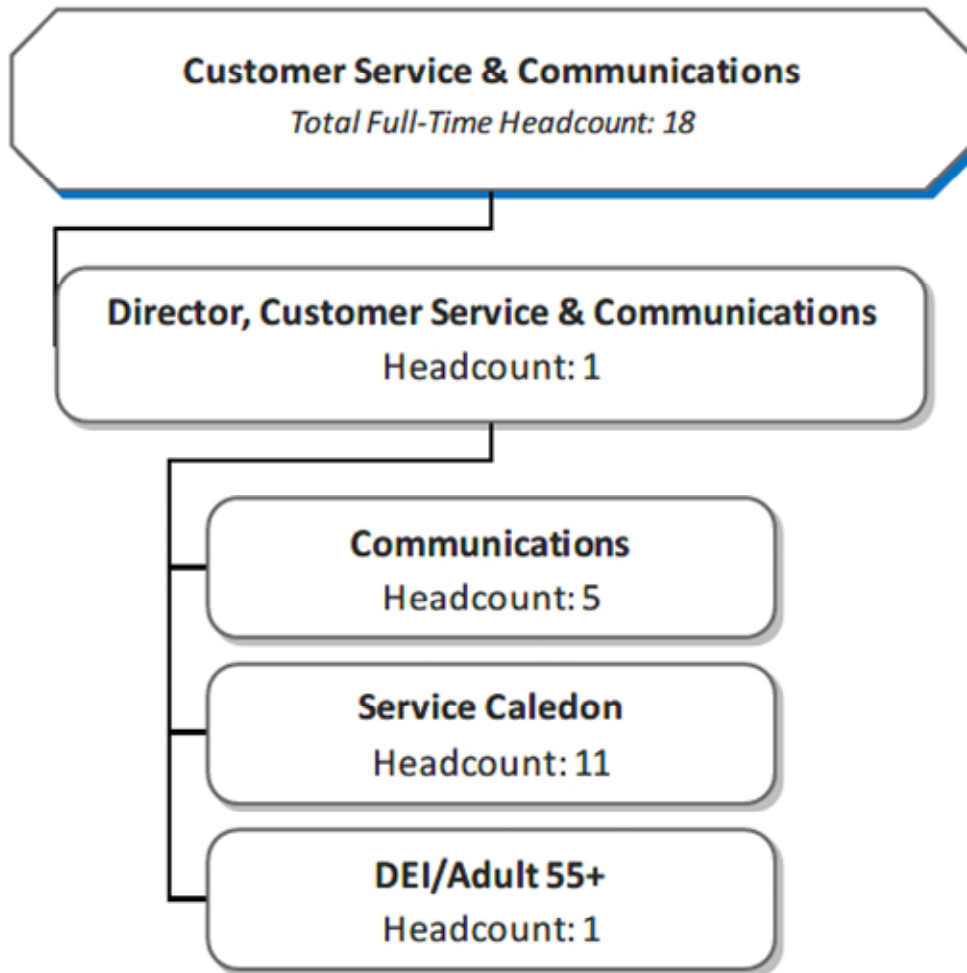
# Customer Service & Communications

2021



## Customer Service and Communications

### Roles & Structure



Customer Service and Communications focuses on a variety of areas that impact service delivery at the Town of Caledon. The front-line service staff in Service Caledon and Recreation demonstrate first contact resolution service excellence for residents in person, over the phone and via email. The Communications team uses a variety of tactics including print media, social media and the website to ensure information is being communicated effectively to the community ensuring diversity, equity and inclusion are ingrained in everything we do. Customer Service and Communications includes:

- Communications
- Service Caledon
- Recreation Customer Service
- Adult 55+/Age Friendly Strategy
- Diversity Equity and Inclusion

### 2020 Achievements

#### Communications

- Provided ongoing support in various mediums for emergency response to the COVID-19 pandemic.
- Executed marketing and promotion of community support campaigns such as #caledoncares and #Love Local Caledon.
- Found innovative ways to promote new initiatives such as the Community Climate Change Action Plan, Automated Speed Enforcement and the opening of Southfields Community Centre which included virtual video tours, 360 photos and digital signage.
- Completed the Community Sign Capital project replacing town/village entrance signs so there is consistency based on the size/character of each village.
- Delivered a new mobile friendly accessible website.
- Launched a new Tourism channel on Instagram visit Caledon.
- Supported new technology to engage residents including a public engagement platform for Future Caledon and live streaming of council meetings.

#### Service Caledon

- Provided front-line response to residents during the COVID-19 pandemic, communicated messages regarding provincial orders, public health and enforcement.
- Took on additional administrative tasks in Town Hall to support remote work force and reduce the need for staff to come to the building.
- Facilitated the modified central service delivery model for appointments at Town Hall which included active screening, scheduling appointments and coordinating service delivery with other departments.
- Worked with Information Services Team to identify opportunities to improve service delivery by digitizing forms for a variety of processes.
- Partnered with Corporate Initiatives to explore a streamlined process for feedback management using existing technology.
- Developed and launched a tool to collect knowledge articles from various business areas to expand service delivery by the Service Caledon team.

#### DEI/Adult 55+

- Supported the community during the COVID-19 pandemic as member of the Community Connections and Community Recovery Teams which included community outreach, participation in community response tables and ongoing efforts to ensure promotion of services and support to vulnerable sectors.
- Ongoing Advocacy, information sharing and increased partnerships with AWICD collaborative and ROP Seniors Sub-Group projects.
- Worked with Communications and Service Caledon to create a Communication plan to educate and promote 211 service delivery for front-line staff and residents.
- Began work on the Age Friendly Caledon strategy by hiring a consultant to create a plan and initial draft of materials for communication and promotion.
- Develop and deliver a Diversity Equity and Inclusion training program for all Town of Caledon staff.

## 2021 Priorities

### Communications



- Update Town of Caledon Graphics Standards Manual.
- Review and make recommendations for a Town of Caledon brand review.
- Meet with Region of Peel and/or other partners.
- Share promotional materials created by partner services to ensure awareness in Caledon.
- Promote Caledon specific services as needed.
- Promote online payment and digital services, increase education and awareness of available services and accessibility options.
- Launch and support online public engagement platform.

### Service Caledon



- Launch corporate customer service call tracking analysis to identify service area demands.
- Provide satellite support to Recreation mobile service delivery of programs and initiatives.
- Create Diversity Equity and Inclusion Framework.
- Apply a diversity lens to customer service, recreation and other services.
- Increase multilingual communications (service, marketing, signage).
- Launch a pilot project for interpretation and translations services in partnership with Information Technology.
- Expanded plan for Service Excellence/organizational diversity and inclusion training.
- Onboard Recreation customer service counters to Service Caledon.
- Develop training program and shared knowledge system for all front-line staff.
- Participate in the implementation of Service delivery review and modernization Strategy.
- Participate in various service delivery review implementation plans that impact front-line service delivery (Corporate Payments, Corporate Securities, Haul).
- Review permit/application timelines and communications.
- Complete a Citizen Satisfaction Survey.
- Establish and document service standards to communicate service levels to clients.

### DEI/Adult 55+



- Promote an age-friendly community through the formation of youth and senior retention plans.
- Completion and Council approval of the Age-Friendly Caledon Action Plan.
- Begin implementation of deliverables identified on action plan.

**TOWN OF CALEDON**

**2021 APPROVED OPERATING BUDGET - CUSTOMER SERVICE & COMMUNICATIONS**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
User Fees & Rentals	\$ (36,190)	\$ (36,190)	\$ (35,690)
Transfers from Reserves	\$ (72,494)	\$ -	\$ -
Sales	\$ (2,000)	\$ (2,000)	\$ (2,000)
Other	\$ (1,066)	\$ (1,066)	\$ (1,066)
<b>Total Revenue</b>	<b>\$ (111,750)</b>	<b>\$ (39,256)</b>	<b>\$ (38,756)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 2,500,519	\$ 1,079,124	\$ 1,024,142
Services & Rents	\$ 191,965	\$ 229,580	\$ 202,620
Materials, Equipment, & Supplies	\$ 20,332	\$ 14,700	\$ 13,700
Other	\$ 86,675	\$ 23,850	\$ 21,030
<b>Total Expense</b>	<b>\$ 2,799,491</b>	<b>\$ 1,347,254</b>	<b>\$ 1,261,492</b>
<b>Total Customer Service &amp; Communications</b>	<b>\$ 2,687,741</b>	<b>\$ 1,307,998</b>	<b>\$ 1,222,736</b>



ANNUAL BUDGET FISCAL YEAR 2021

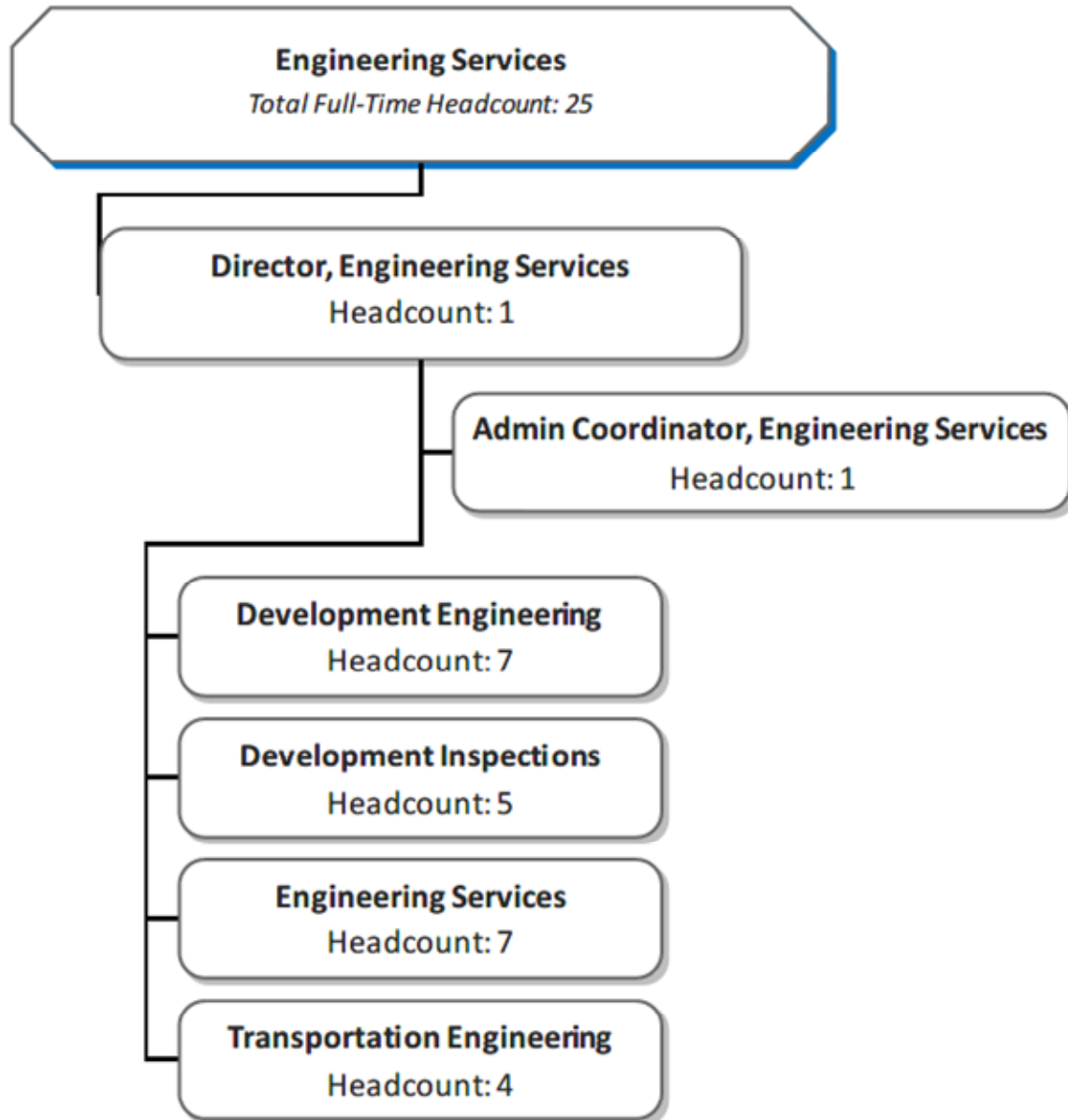
# Engineering Services

2021



## Engineering Services

### Roles & Structure



The Engineering Services Department is responsible for planning, assessing, designing and constructing municipal infrastructure such as roads, bridges, culverts, sidewalks, storm sewer, streetlighting, and storm water management facilities through the delivery of Town initiated capital projects or land development. The Department has four main areas of focus; Development Engineering, Engineering Services, Development Inspections, and Transportation Engineering.

The key business functions include:

### **Development Engineering**

- Facilitating and supporting the Town's urban growth by completing the timely engineering review and approval of land development projects
- Reviewing and approval of engineering design submissions related to the construction of new municipal infrastructure in support of land development
- Facilitating the execution of development agreements and permits
- Supporting growth management by undertaking master plans related to storm drainage, storm water management, servicing, etc.

### **Development Inspections**

- Construction administration and inspection for all development projects within the Town
- Grading and drainage inspection of new and infill lots
- Facilitating the assumption process

### **Engineering Services**

- Undertakes capital project planning, design, tendering, construction, contract administration and inspection of the Town's initiated infrastructure works including roads, bridges, culverts, storm water management facilities, and pedestrian systems
- Completing condition assessments of the Town's linear infrastructure including roads, bridges, and drainage systems on a regular basis

### **Transportation Engineering**

- 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 improvements
- Collaborating with multiple Town departments, the Region of Peel, and with other stakeholders to plan and implement active and sustainable transportation initiatives
- Deliver and manage public transit services in the Town

## 2020 Achievements

### **Development Engineering**

- Facilitated the engineering review and approval of the following priority development projects:
  - Simpson Road extension south to Mayfield Road and its associated storm water management facility
  - Speirs Giffen Avenue extension
  - George Bolton Parkway extension west of Coleraine Drive and its associated storm water management facility
  - Mayfield West Phase II developments and spine servicing
- Developed a new permit process for the review of residential lot grading in new subdivisions.

### Development Inspections

- Facilitated the assumption of the municipal services in six completed developments in the Town.
- Provided development construction administration and inspection for 42 active land development projects.

### Engineering Services

- Implemented one of the Town's largest capital works programs to date at approximately \$23 million (all funds combined), including the full reconstructions of segments of Castlederg Side Road, Old School Road, and Mississauga Road.
- Rehabilitated Creditview Road from Boston Mills Road to Kennedy Road and Patterson Side Road from Innis Lake Road and Centreville Creek Road.
- Completed the reconstruction and slope stabilization for a portion of Mississauga Road near Charleston Side Road.
- Completed a full bridge replacement on Innis Lake Road south of Old Church Road, and three box culverts on Chinguacousy Road.
- Initiated Class Environmental Assessment Studies for improvements to Old School Road, McLaughlin Road, Bramalea Road and Humber Station Road.
- Rehabilitated three storm water ponds and completed the construction of all recommendations from the Phase 1 Alton Drainage Study.
- Completed CCTV'ing and condition assessments of approximately 35 kilometers of storm sewer for capital planning and input into the Town's Asset Management System.

### Transportation Engineering

- Reviewed over 90 requests related to traffic safety.
- Completed the transportation review of over 80 development applications.
- Managed transit service in Bolton and Mayfield West areas.
- Designed and installed three traffic signals on Kennedy Road in Southfields Village.
- Partnered with the Region of Peel to implement the Red-Light Cameras and Automated Speed Enforcement pilot project in the Town.
- Implemented the Town-wide traffic calming strategy

## 2021 Priorities

### Development Engineering and Development Inspection



- Complete a functional review of the Development Engineering Section in preparation for growth and to refine roles and responsibilities.
- Update and modernization of the Town's Fill By-law and associated permitting process.
- Review of financial security requirements for land development.
- Continue to update the Engineering Design Criteria, Standards and Development Standards manual.
- Participate in the review of the Town's site development application approval process.
- Implement measures to streamline the preparation of servicing, subdivision and development agreements.
- Implement a residential lot grading review process.
- Provide engineering support to the Town's Official Plan Review and new secondary plans
- Work with stakeholders to facilitate the Simpson Road Extension project and the development in Mayfield West II area.

### Engineering Services



- Deliver the 2021 capital construction program.
- Develop an implementation strategy for the LED Retrofit Project.
- Make application to the MECP for an Environmental Certificate of Approval for all storm drainage infrastructure Town-wide.
- Work with the stakeholders to develop an implementation strategy for the Mayfield West II – Highway 410 Interchange modifications and initiate the detail design assignment.
- Continue to conduct condition assessments and collect data on the Town's existing infrastructure for capital planning and asset management purposes.

### Transportation Engineering



- Continue to coordinate with other levels of government regarding transit and sustainable transportation initiatives.
- Provide transportation input to the Town's Official Plan Review and work with planning to complete the update to the Town's Multi-Modal Transportation Master Plan.
- Complete the review of the Region's Airport Road Class EA.

- Expanding the Town's cycling network and develop a work plan to update the Trails Master Plan in consultation with key stakeholders.
- Provide transportation review of development applications and related traffic impact studies.
- Complete the Columbia Way Environmental Assessment study and initiate the Mayfield West II Transit Hub functional design exercise.

**TOWN OF CALEDON**

**2021 APPROVED OPERATING BUDGET - ENGINEERING SERVICES**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
User Fees & Rentals	\$ (3,299,750)	\$ (577,280)	\$ (586,864)
Transfers from Reserves	\$ (175,000)	\$ -	\$ -
Grants	\$ -	\$ -	\$ (500)
Other	\$ (360,612)	\$ (528,887)	\$ (530,112)
<b>Total Revenue</b>	<b>\$ (3,835,362)</b>	<b>\$ (1,106,167)</b>	<b>\$ (1,117,476)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 2,789,074	\$ 1,754,492	\$ 1,445,237
Transfers to Reserves/Capital	\$ 2,167,248	\$ 19,500	\$ 19,500
Services & Rents	\$ 740,502	\$ 985,002	\$ 910,827
Materials, Equipment, & Supplies	\$ 149,500	\$ 367,100	\$ 403,100
Utilities	\$ -	\$ 506,190	\$ 531,550
Other	\$ 2,784,940	\$ 2,304,262	\$ 1,979,962
<b>Total Expense</b>	<b>\$ 8,631,264</b>	<b>\$ 5,936,546</b>	<b>\$ 5,290,176</b>
<b>Total Engineering Services</b>	<b>\$ 4,795,902</b>	<b>\$ 4,830,379</b>	<b>\$ 4,172,700</b>

**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - ENGINEERING SERVICES**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Engineering Services	Engineering Services	21-047	Roads Rehabilitation Construction Program (Debt Funded)	\$ 4,100,000
		21-048	Roads Engineering Design & EA	\$ 4,557,847
		21-049	Bridge & Culvert Design Program	\$ 311,734
		21-050	Bridge & Culvert Construction Program	\$ 1,461,315
		21-051	Roads Rehabilitation Construction Program (Tax, OCIF Funded)	\$ 646,685
		21-052	Growth-Related Roads Construction Program	\$ 17,006,305
		21-053	New Sidewalks Construction Program	\$ 1,516,054
		21-077	Stormwater Management Program	\$ 2,205,000
		21-078	Mayfield West (C.A.M.P.)	\$ 51,024
		21-122	Storm Sewer Repair - Sherin Court to Humber River	\$ 500,000
	Parks	21-014	Rehabilitation of Caledon Trailway Bridges	\$ 600,000
		21-035	Playground Improvements	\$ 351,000
		21-038	Park Asphalt Path Replacements	\$ 150,000
		21-040	Bolton Tennis Court Rehabilitation	\$ 80,000
		21-041	John Clarkson Park Ice Track Completion	\$ 430,000
		21-046	Ball Diamond Construction on Emil Kolb Parkway	\$ 1,480,000
		21-092	RJA Potts Park Parking Lot	\$ 50,000
	Transportation	21-001	Traffic Signal at Healey Road and Simpson Road	\$ 298,900
		21-002	Traffic Signal at Nixon Road and McEwan Drive	\$ 298,900
		21-033	New Streetlights Requests	\$ 78,500
		21-084	Traffic Calming Program	\$ 56,000
		21-112	Road Safety Program	\$ 400,000
Engineering Services Total				\$ 36,629,264



Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources

Department	Engineering Services	Total 10 Year Funding Sources																			
Division	(All)	Term of Council	Term of Council					Term of Council					Term of Council								
Baseline	Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	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		
	Parks	\$ 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		
	Roads Program	\$ 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	\$ 2,000,000	\$ 21,000,000	\$ 1,641,252	\$ -	\$ -	\$ 5,235,978	\$ -	\$ 14,122,770	\$ 21,000,000		
	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		\$ 6,460,000	\$ 6,960,000	\$ 6,960,000	\$ 6,460,000	\$ 6,460,000	\$ 6,460,000	\$ 6,460,000	\$ 6,460,000	\$ 6,460,000	\$ 6,460,000	\$ 65,600,000	\$ 11,241,252	\$ -	\$ -	\$ 40,235,978	\$ -	\$ 14,122,770	\$ 65,600,000		
Above Baseline	Assumption of Outstanding Developments	\$ 500,000										\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000		
	Bolton - Community Park 2		\$ 600,000	\$ 600,000								\$ 1,200,000	\$ 228,000	\$ -	\$ 972,000	\$ -	\$ -	\$ -	\$ 1,200,000		
	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		
	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	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,950,000	\$ 1,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,950,000		
	Cheltenham - Parkette		\$ 230,000									\$ 230,000	\$ 33,350	\$ -	\$ 196,650	\$ -	\$ -	\$ -	\$ 230,000		
	Cycling Infrastructure	\$ 110,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 610,000	\$ 610,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 610,000		
	DC Roads Program	\$ 9,514,286	\$ 9,514,286	\$ 9,514,286	\$ 18,085,714	\$ 18,085,714	\$ 29,514,286	\$ 38,085,714	\$ 40,942,857	\$ 49,514,286	\$ 52,371,429	\$ 275,142,857	\$ 96,300,000	\$ -	\$ 178,842,857	\$ -	\$ -	\$ -	\$ 275,142,857		
	Dennison Park Washroom Building	\$ 259,500										\$ 259,500	\$ 37,628	\$ -	\$ 221,873	\$ -	\$ -	\$ -	\$ 259,500		
	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	\$ 4,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000		
	Johnston Sports Park Phase 4	\$ 1,500,000										\$ 1,500,000	\$ 285,000	\$ -	\$ 1,215,000	\$ -	\$ -	\$ -	\$ 1,500,000		
	Johnston Sports Park Phase 5				\$ 1,500,000							\$ 1,500,000	\$ 285,000	\$ -	\$ 1,215,000	\$ -	\$ -	\$ -	\$ 1,500,000		
	Johnston Sports Park Phase 6							\$ 1,500,000				\$ 1,500,000	\$ 285,000	\$ -	\$ 1,215,000	\$ -	\$ -	\$ -	\$ 1,500,000		
	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 Skatepark		\$ 550,000									\$ 550,000	\$ 104,500	\$ -	\$ 445,500	\$ -	\$ -	\$ -	\$ 550,000		
	Park Washroom Building Upgrades			\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000		
	Parks/Playgrounds/Paths/Courts Top Up	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000		
	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		
	Sport Field Lighting Replacement Program			\$ 200,000	\$ 400,000	\$ 400,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,800,000	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000		
	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		
	Street Tree Replacement	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000		
	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		
	Trail Development - Town Wide North South Route		\$ 219,000	\$ 399,000		\$ 399,000						\$ 1,017,000	\$ 238,995	\$ -	\$ 778,005	\$ -	\$ -	\$ -	\$ 1,017,000		
	Trails Master Plan Update				\$ 50,000							\$ 50,000	\$ 27,500	\$ -	\$ 22,500	\$ -	\$ -	\$ -	\$ 50,000		
Above Baseline Total		\$ 19,961,886	\$ 20,729,286	\$ 19,529,286	\$ 27,451,714	\$ 28,300,714	\$ 42,330,286	\$ 51,791,714	\$ 52,748,857	\$ 61,320,286	\$ 64,177,429	\$ 388,341,457	\$ 155,327,672	\$ -	\$ 192,013,786	\$ -	\$ 41,000,000	\$ -	\$ 388,341,457		

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

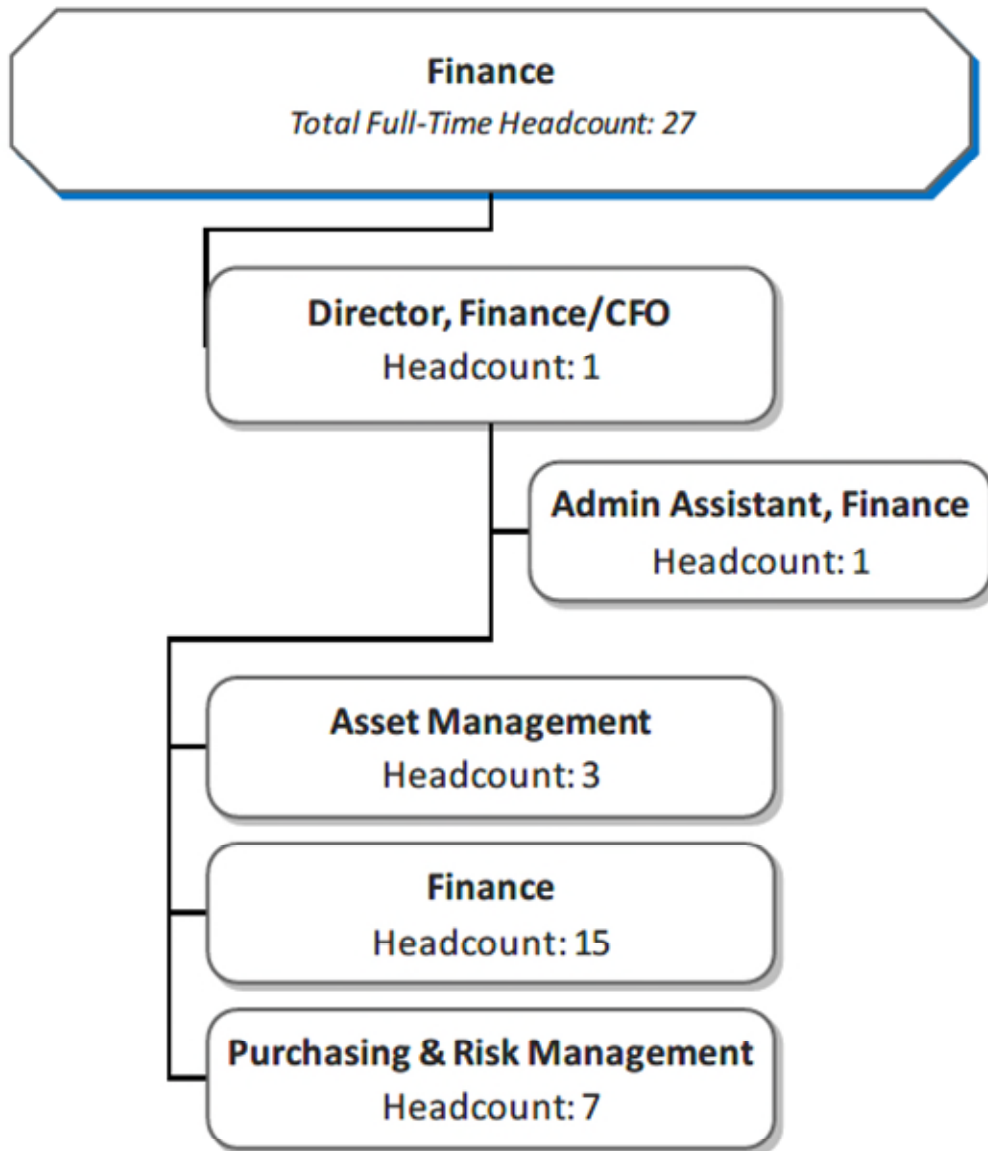
# Finance

2021



## Finance

### Roles & Structure



The department serves internal and external clients and helps to shape the future of the community by providing professional corporate-based financial, procurement, risk management, property tax/Town revenue services and advice.

The Finance Department includes the Purchasing & Risk Management, Asset Management and Finance divisions responsible for:

- Public procurement and vendor payments;

- Insurance and risk management;
- Financial planning and reporting;
- Property tax collection and other revenues;
- Investments and debentures;
- Asset Management Planning

### 2020 Achievements

#### Finance Division

- Implemented Property Tax Deferral program in 2020 for taxpayers facing financial hardship due to the COVID-19 global pandemic. Developed payment plans and continuation of deferral program in 2021 for taxpayers starting to recover from or still facing financial hardship, respectively, due to the COVID-19 pandemic.
- Successfully obtained the Government Finance Officers Association's Distinguished Budget Award for a ninth (9<sup>th</sup>) consecutive year for the 2020 Budget document. This award recognizes the Town's 2020 Budget document as a policy document, operations guide, a financial plan, and a communications device.
- Successfully obtaining a clean Municipal Compliance Audit in regard to the Federal Gas Tax Fund.

#### Asset Management Division

- In 2020, Staff established our 1st AM working group (4) Worked with CVC and TRCA to develop business on natural assets across Peel in collaboration with Mississauga, Brampton, Peel.
- engagement with staff from roads, bridges, culverts and stormwater to develop levels of service framework for core assets only (which included benchmarking with other municipalities, alignment with master plans, and alignment with climate change)

#### Purchasing & Risk Management Division

- Implemented prerecorded video site meetings online as part of specific procurements issued for public bidding.
- Contracts in place for vendors required under emergency situations.
- Updated business continuity plans for all Town departments.
- Successfully procured supplies, equipment and services to keep staff and the public safe during the COVID-19 pandemic.
- Launched a local supplier registration system during Small Business week 2020 for local businesses to show their interest in the Town's informal quotation procurement process.

## 2021 Priorities

### Asset Management Division



- Update the Town's Asset Management Plan for Council approval that meets the Ontario Regulations 588/17 requirements in respect of core municipal infrastructure assets.
- Work with energy & environment to discuss and establish the timeline and plan to estimate climate change vulnerability and adaptation cost through risk management (contingent to additional funding and resources in both the divisions being approved)

### Purchasing and Risk Management Division



- Conduct staff training related to informal quotations.
- Create standardized certificate of insurance templates to simplify requirements for procurement contracts.
- Develop a framework for social procurement.

### Finance Division



- Continue to support taxpayers through the COVID-19 pandemic and recovery through Property Tax Relief programs.
- Work collaboratively with other internal departments to deliver enhanced services to residents.
- Update the Town's Development Charges background study to captures changes to the Development Charges background and costs of Growth.

- Implement a paperless accounts payable system to create efficiencies across the Corporation and reduce the use of paper.
- 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 2021 Budget and the Canadian Award for Financial Reporting for the 2020 Financial Statements.

**TOWN OF CALEDON**  
**2021 APPROVED OPERATING BUDGET - FINANCE**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Sales	\$ (26,000)	\$ (26,000)	\$ (26,000)
Other	\$ (60,342)	\$ (59,769)	\$ (54,856)
<b>Total Revenue</b>	<b>\$ (86,342)</b>	<b>\$ (85,769)</b>	<b>\$ (80,856)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 3,068,309	\$ 3,108,067	\$ 3,036,719
Services & Rents	\$ 20,895	\$ 201,755	\$ 204,784
Materials, Equipment, & Supplies	\$ 6,600	\$ 8,400	\$ 8,500
Other	\$ 76,814	\$ 78,230	\$ 74,550
<b>Total Expense</b>	<b>\$ 3,172,618</b>	<b>\$ 3,396,452</b>	<b>\$ 3,324,553</b>
<b>Total Finance</b>	<b>\$ 3,086,276</b>	<b>\$ 3,310,683</b>	<b>\$ 3,243,697</b>

**TOWN OF CALEDON**  
**2021 APPROVED OPERATING BUDGET - CORPORATE ACCOUNTS**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Tax Revenue	\$ (77,578,376)	\$ (74,818,785)	\$ (70,315,958)
Fines & Penalties	\$ (1,820,000)	\$ (1,625,000)	\$ (1,450,000)
User Fees & Rentals	\$ (258,818)	\$ (274,392)	\$ (271,892)
Transfers from Reserves	\$ (394,125)	\$ -	\$ (2,637,455)
Interest	\$ (3,915,143)	\$ (3,915,143)	\$ (2,518,143)
Grants	\$ (695,000)	\$ (710,200)	\$ (832,900)
Other	\$ (853,633)	\$ (841,980)	\$ (833,843)
<b>Total Revenue</b>	<b>\$ (85,515,095)</b>	<b>\$ (82,185,500)</b>	<b>\$ (78,860,191)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 134,119	\$ 428,387	\$ 267,718
Transfers to Reserves/Capital	\$ 21,776,507	\$ 21,713,344	\$ 20,385,516
Services & Rents	\$ 2,300,640	\$ 1,860,139	\$ 1,801,829
Materials, Equipment, & Supplies	\$ 566,225	\$ 240,100	\$ 228,300
Other	\$ 3,150,104	\$ 3,107,449	\$ 4,988,988
<b>Total Expense</b>	<b>\$ 27,927,595</b>	<b>\$ 27,349,419</b>	<b>\$ 27,672,351</b>
<b>Total Corporate Accounts</b>	<b>\$ (57,587,500)</b>	<b>\$ (54,836,081)</b>	<b>\$ (51,187,840)</b>



**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - FINANCE**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Finance	Asset Management	21-032	Corporate Asset Management	\$ 100,000
Finance Total				\$ 100,000

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department Finance  
Division Finance

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							Total Funding
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	
Baseline	Asset Management Planning, implementation and integration	\$ 350,000	\$ 300,000	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 325,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 1,935,000	\$ 1,935,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,935,000
Baseline Total		\$ 350,000	\$ 300,000	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 325,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 1,935,000	\$ 1,935,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,935,000
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
Above Baseline Total			\$ 225,000					\$ 250,000				\$ 475,000	\$ 47,500	\$ -	\$ 427,500	\$ -	\$ -	\$ -	\$ 475,000
Grand Total		\$ 350,000	\$ 525,000	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 575,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 2,410,000	\$ 1,982,500	\$ -	\$ 427,500	\$ -	\$ -	\$ -	\$ 2,410,000

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

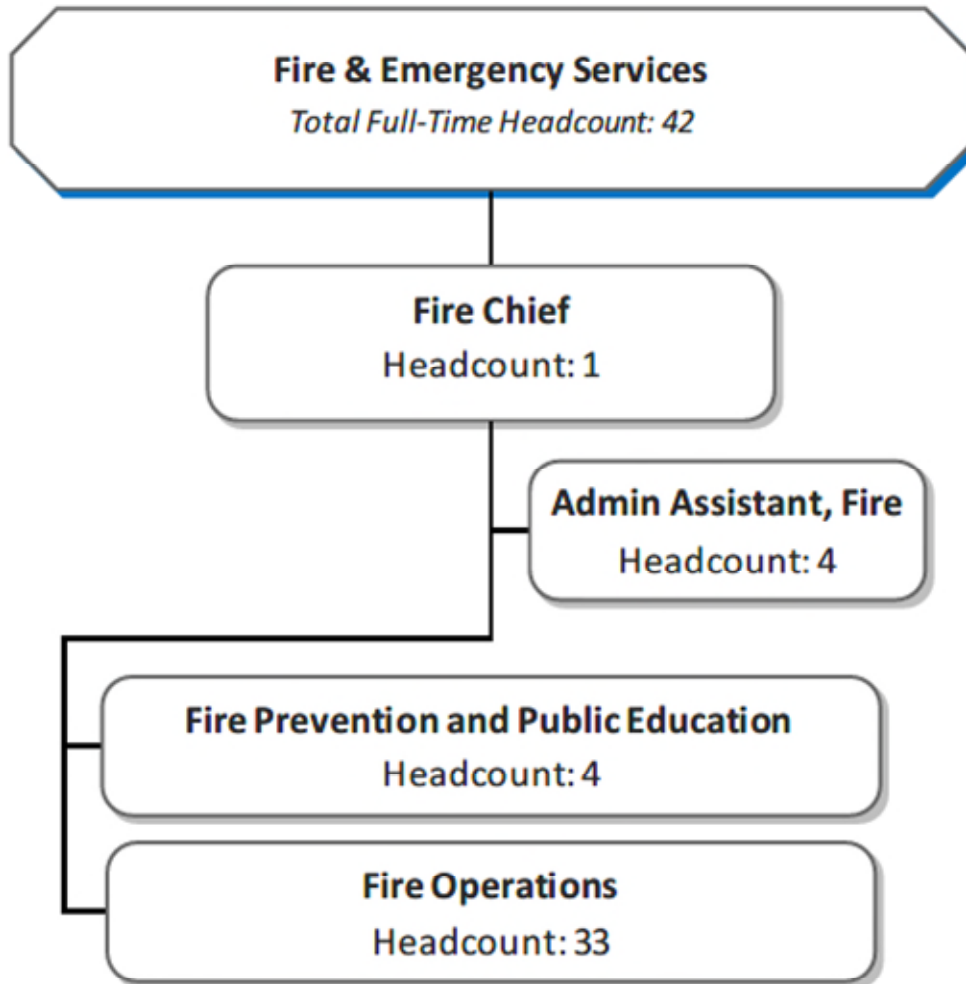
# Fire and Emergency Services

2021



## Fire and Emergency Services

### Roles & Structure



The Fire and Emergency Services Department is responsible for the administration and delivery of all Fire Protection Services in accordance with the provisions in the *Fire Protection and Prevention Act, 1997, Emergency Management and Civil Protections Act* and Municipal By-laws. Primary focus is delivering fire protection services to the residents, businesses and visitors to the community in accordance with the 'Three Lines of Defense';

1. Public Education and Prevention
2. Fire Safety Standards and Enforcement and,
3. Emergency Response

### Fire Administration Division

Provides strategic planning and the support necessary to operate the nine fire stations throughout a large geographical area with approx. 300 personnel responding to emergency incidents, delivery of public education programs 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*.

### Fire Prevention and Public Education Division

- 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 determination.
- Responsible for public education programs including a smoke/carbon monoxide alarm program and public fire safety education.

### Fire Operations Division

- 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 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.

## 2020 Achievements

### Fire Administration Division

- Completed a Community Risk Assessment in accordance with the new legislation.
- Completed an update to the Fire Master Plan
- Established a Covid-19 Internal Working Group with stakeholders across the department.
- Implemented a COVID-19 strategy for departmental dissemination of information across the organization through a revised communications strategy
- Fire Management Team committed to COVID-19 External Working Group for coordinated Regional Emergency Services interoperability and response protocols
- Opened the new Fire Training Facility
- Procurement of three large fire apparatus (replacement)
- Implementation of the Comprehensive Training Plan Strategy
- Achieved annual compliance under the *Emergency Management and Civil Protection Act*.

### Fire Prevention and Public Education Division

- Introduced a new GIS integrated mobile device friendly online burn permit system. Designed to maximize efficiencies while minimize errors.
- Completed all mandatory vulnerable occupancy inspections.
- Developed and delivered new digital/virtual Public Education programming to school aged children, teens, adults and seniors.
- Responded to an increase in complaint and neighbor disputes throughout the year (significant workload during the first wave on the pandemic and during the Provincial shutdown).

### Fire Operations Division

- Response to approximately 2,700 emergency incidents.
- Recruited two (2) additional full-time firefighters and increased our emergency response capacity in the Caledon Village and surrounding Fire Districts
- Recruited, trained and deployment to stations 30 recruit volunteer firefighters.
- Pivoted and modified station staffing deployment model and safe response levels during COVID-19.
- Designated Medical Officers providing 24/7 COVID-19 support to 300 personnel.

## 2021 Priorities

### Fire Administration Division



- Complete an implementation strategy of the Council and Operational Recommendations contained within the Fire Master Plan to ensure we are properly positioned to meet the needs of the community in the future.
- Update the Fire Department Establishing, Maintaining, and Operating By-law No. 2014-075.
- Revise the current Fire Prevention Policy for presentation to Council for consideration and approval and then include within an updated Establishing, Maintaining, and Operating By-law as an appendix.
- Create the framework to develop a technology infrastructure plan and review of current administrative processes.
- Complete a financial plan and associated staffing strategy to hire additional full-time firefighters required to staff new Fire Stations in Mayfield West and Bolton West.
- Develop a comprehensive fire station/facility infrastructure needs assessment including a maintenance and replacement plan.
- Develop a formal asset management and replacement plan for all large fire equipment.

- Create a strategy to optimize the use of effective social media opportunities to delivery timely incident notification alerts and public education to the community.
- Implement meetings with the Community Emergency Management Program Committee.
- Update the Emergency Response Plan to align with 'Reimagine Caledon'.
- Implement a training program for the Emergency Control Group Members and alternates.

### Fire Prevention and Public Education Division



- Implement a life cycle for the Fire Inspection and Public Education Programs.
- Enhance the effectiveness of the Smoke/Carbon Monoxide Alarm and Home Escape Program to review and reduce the historical non-compliance of working smoke/carbon monoxide alarms.
- Create a strategy to continue to utilize the digital/virtual opportunities to deliver Public Education programming to school aged children, teens, adults and seniors.
- Develop a staff resource plan to deliver the enhanced Home-Safe-Home Program.
- Create a strategy for the training and utilization of full-time firefighters in delivering the In-Service Fire Safety Audit program.

### Fire Operations Division



- Increase the day to day management capacity of Career staff, Training Officers and Volunteer Firefighters.
- Implement a Volunteer Firefighter (VFF) Remuneration Program to enhance VFF engagement
- Improve the emergency response capability in the Valleywood and surrounding fire Districts.
- Create a strategy for staff that are assigned to deliver the department's comprehensive Strategic Training Plan to attain the applicable training qualifications.
- Enhance the Company Officer Training Program utilizing a multi-year strategy.
- Revise the comprehensive Strategic Training Plan based on the NFPA Professional Qualifications Standards.
- Implement regular opportunities for joint training sessions amongst the various stations across the town into the comprehensive training plan.

**TOWN OF CALEDON**

**2021 APPROVED OPERATING BUDGET - FIRE AND EMERGENCY SERVICES**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Fines & Penalties	\$ (147,626)	\$ (147,626)	\$ (94,300)
User Fees & Rentals	\$ (250,453)	\$ (250,453)	\$ (274,340)
Transfers from Reserves	\$ (563,308)	\$ (47,535)	\$ (47,535)
Other	\$ (111,756)	\$ (111,756)	\$ (111,500)
<b>Total Revenue</b>	<b>\$ (1,073,143)</b>	<b>\$ (557,370)</b>	<b>\$ (527,675)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 7,817,381	\$ 7,275,287	\$ 7,103,048
Transfers to Reserves/Capital	\$ 218,040	\$ 209,040	\$ 209,040
Services & Rents	\$ 1,007,512	\$ 975,092	\$ 882,316
Materials, Equipment, & Supplies	\$ 443,599	\$ 276,596	\$ 263,696
Utilities	\$ 126,863	\$ 119,236	\$ 108,525
Other	\$ 1,224,950	\$ 725,715	\$ 628,235
<b>Total Expense</b>	<b>\$ 10,838,345</b>	<b>\$ 9,580,966</b>	<b>\$ 9,194,860</b>
<b>Total Fire and Emergency Services</b>	<b>\$ 9,765,202</b>	<b>\$ 9,023,596</b>	<b>\$ 8,667,185</b>



**TOWN OF CALEDON  
2021 CAPITAL BUDGETS - FIRE**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Fire & Emergency Services	Emergency Operations & Fire Suppression	21-022	Fire Station Generator Replacement	\$ 208,000
		21-030	Palgrave, Mono Mills and Alton Fire Station Expansions	\$ 837,500
		21-097	VCOM Future LTE Enhancements Project	\$ 36,000
		21-098	Fire Hose Replacement	\$ 84,000
		21-099	Particulate Firefighting Protective Hood - Upgrade	\$ 80,000
		21-100	Auto Extrication - 3 Year Upgrade	\$ 45,000
		21-102	Personal Protective Equipment	\$ 135,000
		21-103	Large Fire Apparatus Replacement (6)	\$ 2,850,000
		21-104	Fire Training Facility - Final Phase	\$ 656,250
		21-107	Large Fire Equipment Replacement	\$ 70,000
		21-114	Senior Officer Vehicle	\$ 55,000
Fire & Emergency Services Total				\$ 5,056,750

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources

Department	Fire																			
Division	FIRE	Term of Council	Term of Council					Term of Council					Term of Council	Total 10 Year Funding Sources						
Baseline	Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	Total Funding	
Baseline	Apparatus/Support	\$ 700,000	\$ 700,000	\$ 700,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ -	\$ -	\$ 725,000	\$ -	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	
	Buildings	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	
	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	
	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	
	Personal Protective Equipment (PPE)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 850,000	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850,000	
Baseline Total		\$ 1,105,000	\$ 1,105,000	\$ 1,105,000	\$ 1,130,000	\$ 1,130,000	\$ 1,130,000	\$ 405,000	\$ 405,000	\$ 1,130,000	\$ 405,000	\$ 9,050,000	\$ 9,050,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,050,000	
Above Baseline	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	\$ 1,420,000	\$ 820,000	\$ 1,560,000	\$ 1,675,000	\$ 1,090,000	\$ 975,000	\$ -	\$ -	\$ 240,000	\$ -	\$ 7,780,000	\$ 7,780,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,780,000	
	Auto Extrication Equipment - Upgrade	\$ 45,000	\$ 45,000						\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000	\$ 225,000	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ 225,000	
	Caledon Village Fire Station Addition				\$ 450,000	\$ 450,000						\$ 900,000	\$ 90,000	\$ -	\$ 810,000	\$ -	\$ -	\$ -	\$ 900,000	
	Command Vehicle Replacement	\$ 140,000					\$ 120,000	\$ 60,000				\$ 320,000	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000	
	Joint Fire Communications Upgrade	\$ 100,000				\$ 300,000						\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	
	Master Plan - Fire					\$ 125,000						\$ 125,000	\$ 68,750	\$ -	\$ 56,250	\$ -	\$ -	\$ -	\$ 125,000	
	Medical Equipment Defibrillator Replacement	\$ 75,000										\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	
	Mono Mills Fire Station Addition	\$ 837,500										\$ 837,500	\$ 209,375	\$ -	\$ 628,125	\$ -	\$ -	\$ -	\$ 837,500	
	New Aerial - Valleywood Fire Station 307		\$ 1,800,000									\$ 1,800,000	\$ 180,000	\$ -	\$ 1,620,000	\$ -	\$ -	\$ -	\$ 1,800,000	
	New Fire Equipment Fire Station 310 - Mayfield West			\$ 1,200,000								\$ 1,200,000	\$ 120,000	\$ -	\$ 1,080,000	\$ -	\$ -	\$ -	\$ 1,200,000	
	New Fire Equipment Fire Station 311 - Bolton West							\$ 650,000				\$ 650,000	\$ 65,000	\$ -	\$ 585,000	\$ -	\$ -	\$ -	\$ 650,000	
	New Fire Station 310 - Mayfield 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 Station 311 - Bolton West						\$ 1,625,000	\$ 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	\$ 3,093,750										\$ 3,093,750	\$ 468,750	\$ -	\$ 2,625,000	\$ -	\$ -	\$ -	\$ 3,093,750	
	New Pumper/Quint 311 - Bolton West							\$ 1,250,000				\$ 1,250,000	\$ 125,000	\$ -	\$ 1,125,000	\$ -	\$ -	\$ -	\$ 1,250,000	
	New Pumper/Rescue Fire Station 310 - Mayfield West				\$ 850,000							\$ 850,000	\$ 85,000	\$ -	\$ 765,000	\$ -	\$ -	\$ -	\$ 850,000	
	New Pumper/Tanker Fire Station 310 - Mayfield West			\$ 700,000								\$ 700,000	\$ 70,000	\$ -	\$ 630,000	\$ -	\$ -	\$ -	\$ 700,000	
	Self Contained Breathing Apparatus Replacement						\$ 1,800,000					\$ 1,800,000	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	
	Support Vehicle Replacement		\$ 55,000				\$ 110,000		\$ 110,000	\$ 110,000		\$ 385,000	\$ 385,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 385,000	
	User Gear Replacement					\$ 550,000	\$ 550,000					\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000	
	VCOM Projects/Upgrades	\$ 82,000				\$ 71,000		\$ 11,000	\$ 71,000			\$ 235,000	\$ 235,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 235,000	
Above Baseline Total		\$ 5,933,250	\$ 5,245,000	\$ 5,935,000	\$ 4,371,000	\$ 6,050,000	\$ 2,731,000	\$ 3,766,000	\$ 1,780,000	\$ 1,910,000	\$ 45,000	\$ 37,766,250	\$ 13,531,875	\$ 1,800,000	\$ 22,434,375	\$ -	\$ -	\$ -	\$ 37,766,250	
Grand Total		\$ 7,038,250	\$ 6,350,000	\$ 7,040,000	\$ 5,501,000	\$ 7,180,000	\$ 3,861,000	\$ 4,171,000	\$ 2,185,000	\$ 3,040,000	\$ 450,000	\$ 46,816,250	\$ 22,581,875	\$ 1,800,000	\$ 22,434,375	\$ -	\$ -	\$ -	\$ 46,816,250	

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

ANNUAL BUDGET FISCAL YEAR 2021

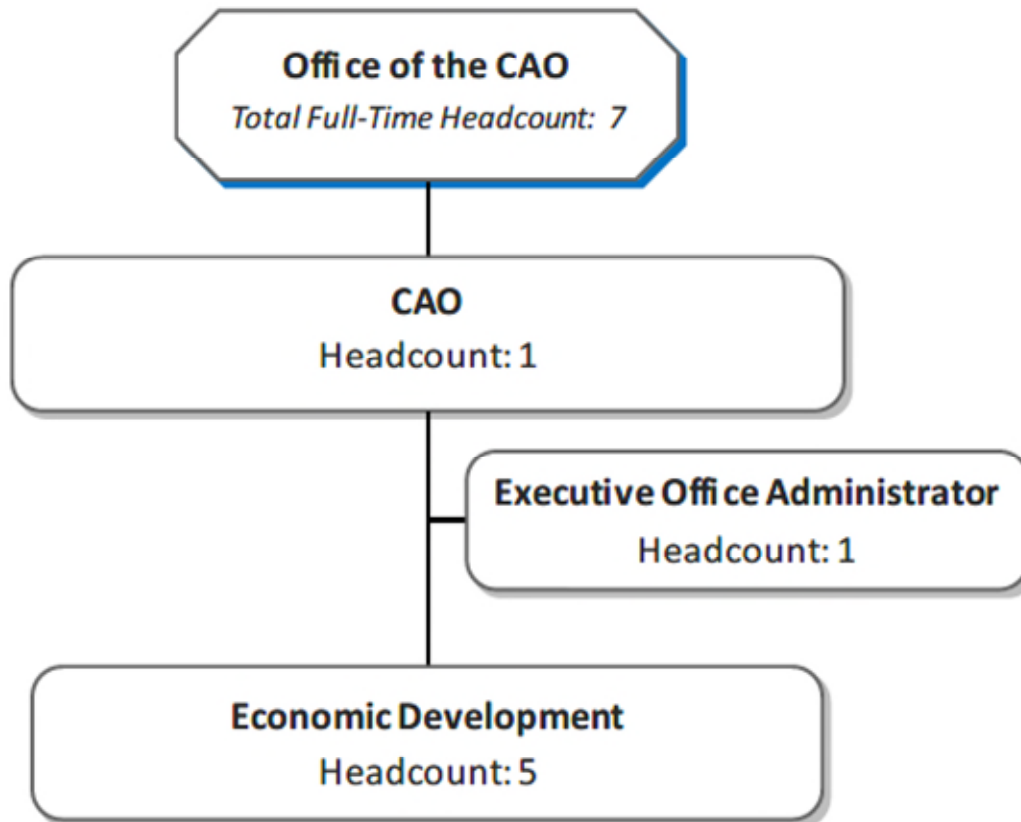
# Office of the CAO

2021



## Office of the CAO

### Roles & Structure



Economic Development team promotes the Town of Caledon as a great place to visit, locate and expand a business. The Economic Development team collaborates with Town staff and other agencies on the execution of workplans such as the Economic Development Strategy.

### 2020 Achievements

#### Economic Development

- Adopted the Economic Development Strategy 2020 – 2030.
- Provided ongoing support and communication to the business community during the COVID-19 pandemic including a distribution of 24 business newsletters used to share and promote support initiatives including as well as launched the #Love Local Campaign.
- Initiated the Bolton Downtown Revitalization Plan, completed the consultation portion of the project including door-to-door business visits, online survey, stakeholder meetings and staff/agency meeting.

- Continued to serve the business communities by supporting 50+ businesses through preliminary meeting/DART process, completing two surveys and launching Greenbiz Caledon.
- Successfully completed the Vianet broadband project in the Bolton industrial area with more participation and support from the business community than anticipated.
- Actively promoted tourism in Caledon using innovative tactics to extend reach including video advertising displayed Downtown Toronto, a Virtual Reality Tourism video, social media and print advertisement.

### 2021 Priorities

#### Economic Development



- Complete a Business Retention and Attraction Strategy in a key sector.
- Complete an Employer Survey in partnership with the Region of Peel and Planning.
- Adoption of plan and implementation of short-term deliverables.
- Review of the Bolton Community Improvement Plan.
- Increase marketing and promotion including new websites and Instagram account to increase promotion of Caledon's Tourism Businesses and Stakeholders.
- Agricultural zoning changes through Official Plan.
- Rural Agriculture Study - Official Plan review.
- Research and recommendations on low carbon and affordable energy sources and resilience in the agriculture sector.
- Implement recommendations to improve CBIZ service delivery in the Economic Development Strategy.
- Partner with the Library on establishing workshop innovation space.

**TOWN OF CALEDON**

**2021 APPROVED OPERATING BUDGET - OFFICE OF THE CAO**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Transfers from Reserves	\$ (185,995)	\$ (100,000)	\$ (100,000)
<b>Total Revenue</b>	<b>\$ (185,995)</b>	<b>\$ (100,000)</b>	<b>\$ (100,000)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 623,960	\$ 441,098	\$ 433,834
Services & Rents	\$ 86,252	\$ 56,815	\$ 114,586
Materials, Equipment, & Supplies	\$ 20,360	\$ 20,360	\$ 25,360
Other	\$ 234,869	\$ 231,631	\$ 182,900
<b>Total Expense</b>	<b>\$ 965,441</b>	<b>\$ 749,904</b>	<b>\$ 756,680</b>
<b>Total Office of the CAO</b>	<b>\$ 779,446</b>	<b>\$ 649,904</b>	<b>\$ 656,680</b>

**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - OFFICE OF THE CAO**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Office of the CAO	Economic Development	21-113	Bolton Downtown Revitalization Plan	\$ 175,000
Office of the CAO Total				\$ 175,000

# Operations

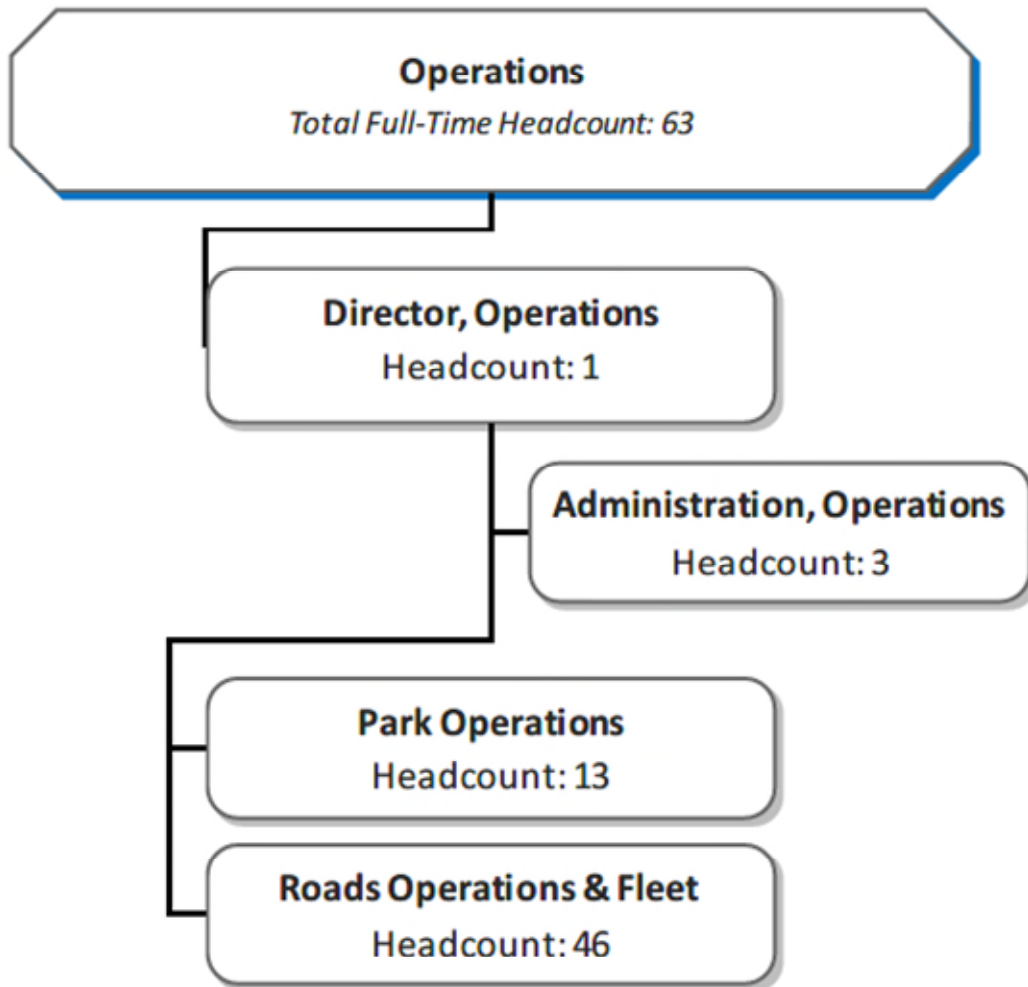
2021





## Operations

### Roles & Structure



The Operations Department is responsible to maintain all of the road, park and fleet assets throughout the Town to meet Town service levels as well as provincial minimum maintenance standards and CSA standards. Those assets include the following:

- Over 1,600 km of road, including over 120 km of gravel roads and 600 km of rural roads.
- Over 180 kilometres of sidewalk.
- Regularly service and provide repair services for over 150 vehicles including Roads, Parks, Fire, Recreation and Regulatory Service fleet.
- Purchase all fleet needs including new vehicles, parts, fuel and lubricants for all Town vehicles except Fire Apparatus and Ice Resurfacers.
- Over 500 acres of parkland.
- Regularly maintain and inspect over 50 playgrounds.
- Provide mowing service to 28 cemeteries throughout the Town.

- Approximately 100 acres of urban boulevard mowing.
- Approximately 7,500 urban street trees.
- Over 40 kilometres of multi-use trail.
- Lawn, tree and winter parking lot maintenance on almost all Town owned facilities including Town Hall, Recreation Centres and most Fire Halls.

### Road Operations and Fleet

- Ensure that infrastructure within the Town's right-of-way is safe and meets Provincially mandated minimum maintenance standards or service levels, the needs of the residents, businesses, and various other stakeholders across the Town.
- Ensure 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.
- Ensure that the Town's fleet is sourced and acquired to meet energy efficiency targets and meet the requirements to complete assigned tasks in Caledon.
- Manage a winter maintenance program to ensure public safety on Town Roads during the winter months – from approximately October 1<sup>st</sup> to April 30<sup>th</sup>.
- Manage a summer maintenance program to ensure public safety on Town Roads during the summer months – approximately May 1<sup>st</sup> to September 30<sup>th</sup>.

### Park 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.
- Ensure public safety regarding parks, sports fields and their amenities (e.g. playground equipment meets CSA standards, sports turf meets minimum maintenance standards).
- Ensure public safety regarding sidewalk winter control in accordance with Council directed and approved service levels.

### 2020 Achievements

- Provided Road and Park Operations services to meet service levels during the COVID 19 pandemic.
- Provided outdoor washroom service with enhanced cleaning protocols to meet Public Health guidelines during COVID 19 pandemic.
- Implemented Town wide COVID protocols to ensure essential services staff remained safe during a public health crisis.
- Processed numerous requests for temporary No Parking, Playground Closed, Trail Restrictions, and other signage due to the provincial state of emergency.
- Successfully redeployed full-time (FT) Recreation operations staff to Road and Park Operations
- Temporarily barricaded park and trail parking lots due to the pandemic.
- 945 tonnes of Hot/Cold Mix laid by hand for road patching and pothole repairs.
- Installation of 842 linear meters of guard rail.
- Completed annual Town-wide catch basin cleaning program.
- 22 culverts flushed and 101 culverts installed.

- Over 18 kilometres of ditching.
- Urban Roads swept once as well as on an as complaint basis in 2020.
- 8,500 metres of reconstruction of Shaw's Creek Road.
- 100 lane kilometres of gravel road rehabilitation.
- 30 lane kilometres of asphalt road repair.
- Parks and Roads Operations processed 1,271 work requests on top of planned work and processed 534 Permits.
- 250 urban street tree and park tree replacement plantings.

### 2021 Priorities



- Start the TFT staff conversion program providing opportunities for TFT staff that work 6 months in Parks and 6 months in Roads to become FT operators to realize efficiencies in recruitment, training and staff retention. This also allows crossover development of staff to deploy in different areas of the business when needed.
- Start a rural roadside tree management program and continue with the urban street tree replacement program.
- Repair the 2019 hard surface treatment of Torbram Road and Willoughby Road as well as work with the Engineering Department to determine the best use of the hard surfacing program budget moving forward.
- Continue to find ways to mobilize Parks staff remotely to realize efficiencies in park operations through saved travel time.
- Incorporate students into the road operations program so that FT staff can be used more effectively and lessen the impact of absences due to vacation time.
- Continue the Fleet replacement program to minimize lost time due to equipment failure, reduce significant repair costs and minimize the need for a spike in Fleet funding in any one fiscal year.
- Continue to work with the Engineering Department on the rationalization of provision of services to realize efficiencies in expertise, operations and delivery of road related services.
- Continue to work with relevant departments to improve processes such as haul and culvert permits and assist in developing an encroachment by-law.

**TOWN OF CALEDON**  
**2021 APPROVED OPERATING BUDGET - OPERATIONS**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
User Fees & Rentals	\$ (610,772)	\$ (621,827)	\$ (613,839)
Transfers from Reserves	\$ (40,000)	\$ -	\$ -
Grants	\$ (8,000)	\$ (8,000)	\$ (8,000)
Other	\$ (872,239)	\$ (608,175)	\$ (539,873)
<b>Total Revenue</b>	<b>\$ (1,531,011)</b>	<b>\$ (1,238,002)</b>	<b>\$ (1,161,712)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 7,565,733	\$ 7,644,518	\$ 7,232,648
Transfers to Reserves/Capital	\$ 705,971	\$ 766,884	\$ 807,670
Services & Rents	\$ 1,968,757	\$ 1,309,083	\$ 1,270,109
Materials, Equipment, & Supplies	\$ 3,972,338	\$ 3,552,446	\$ 3,402,113
Utilities	\$ 716,681	\$ 151,164	\$ 143,109
Other	\$ 616,234	\$ 546,401	\$ 513,648
<b>Total Expense</b>	<b>\$ 15,545,714</b>	<b>\$ 13,970,496</b>	<b>\$ 13,369,297</b>
<b>Total Operations</b>	<b>\$ 14,014,703</b>	<b>\$ 12,732,494</b>	<b>\$ 12,207,585</b>

**TOWN OF CALEDON**  
**2021 CAPITAL BUDGETS - OPERATIONS**

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Operations	Parks Operations	21-039	Street Tree Replacements	\$ 100,000
	Road & Fleet Services	21-042	Surface Treatment Program	\$ 500,000
		21-044	Replacement of Sign Shop Printer	\$ 30,000
		21-045	Crack Sealing Program	\$ 200,000
		21-054	Sidewalk and Curb Rehabilitation Program	\$ 200,000
		21-055	Asphalt Walkways Program	\$ 100,000
		21-056	Asphalt Roads Program	\$ 1,000,000
		21-060	Post-Winter Roads Program	\$ 750,000
		21-061	Gravel Resurfacing Program	\$ 1,200,000
		21-063	Replace Two Tandem Axle Snowplow Trucks	\$ 740,000
		21-064	Replace Seven (7) Fleet Trucks	\$ 650,000
		21-065	Replace Six (6) Parks Fleet Mowers and Trailers	\$ 148,000
		21-073	Replace Two (2) Trackless Units, Two (2) Hot Box Asphalt Patch Units Two (2) Slide in Water Tanks	\$ 452,000
		21-083	DC - Four (4) Light Duty Pick up Trucks	\$ 180,000
		21-111	Building Staff Fleet Vehicle Acquisition	\$ 120,000
		21-120	Municipal Law Enforcement Fleet Vehicle Acquisition	\$ 45,000
Operations Total				\$ 6,415,000

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department Operations  
Division (All)

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							Total Funding
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	
Baseline	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
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	\$ 5,350,000	\$ 4,650,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
Above Baseline	Asphalt Walkways	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
	Crack Sealing Program	\$ 200,000	\$ 225,000	\$ 250,000	\$ 275,000	\$ 300,000	\$ 325,000	\$ 350,000	\$ 400,000	\$ 425,000	\$ 450,000	\$ 3,200,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 3,200,000
	Fleet - New Equipment Replacement	\$ 509,429	\$ 559,429	\$ 486,758	\$ 418,658	\$ 414,900	\$ 539,329	\$ 564,900	\$ 327,000	\$ 327,000	\$ -	\$ 4,147,403	\$ -	\$ -	\$ 4,147,403	\$ -	\$ -	\$ -	\$ 4,147,403
	Fleet Service Level Replacement Program Top UP	\$ 142,000	\$ 284,000	\$ 426,000	\$ 568,000	\$ 710,000	\$ 852,000	\$ 994,000	\$ 1,136,000	\$ 1,278,000	\$ 1,420,000	\$ 7,810,000	\$ 7,810,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,810,000
	Gravel Resurfacing	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,300,000	\$ 1,300,000	\$ 12,450,000	\$ 12,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,450,000
	Operations Asphalt Roads Maintenance	\$ 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	\$ 9,900,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 10,000,000
	Post Winter Roads Program	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 800,000	\$ 800,000	\$ 7,675,000	\$ 7,675,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,675,000
	Sidewalk and Curb Rehabilitation Program	\$ 250,000	\$ 275,000	\$ 300,000	\$ 325,000	\$ 350,000	\$ 375,000	\$ 400,000	\$ 425,000	\$ 450,000	\$ 475,000	\$ 3,625,000	\$ 3,625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,625,000
	Surface Treatment	\$ 1,200,000	\$ 1,300,000	\$ 1,450,000	\$ 1,600,000	\$ 1,750,000	\$ 1,900,000	\$ 2,000,000	\$ 2,200,000	\$ 2,400,000	\$ 2,500,000	\$ 18,300,000	\$ 18,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,300,000
Above Baseline Total		\$ 5,351,429	\$ 5,693,429	\$ 5,962,758	\$ 6,286,658	\$ 6,624,900	\$ 7,116,329	\$ 7,433,900	\$ 7,613,000	\$ 8,080,000	\$ 8,045,000	\$ 68,207,403	\$ 61,960,000	\$ -	\$ 4,147,403	\$ -	\$ -	\$ 2,100,000	\$ 68,207,403
Grand Total		\$ 6,351,429	\$ 6,693,429	\$ 6,962,758	\$ 7,286,658	\$ 7,624,900	\$ 8,116,329	\$ 8,433,900	\$ 8,613,000	\$ 9,080,000	\$ 9,045,000	\$ 78,207,403	\$ 67,310,000	\$ 4,650,000	\$ 4,147,403	\$ -	\$ -	\$ 2,100,000	\$ 78,207,403

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

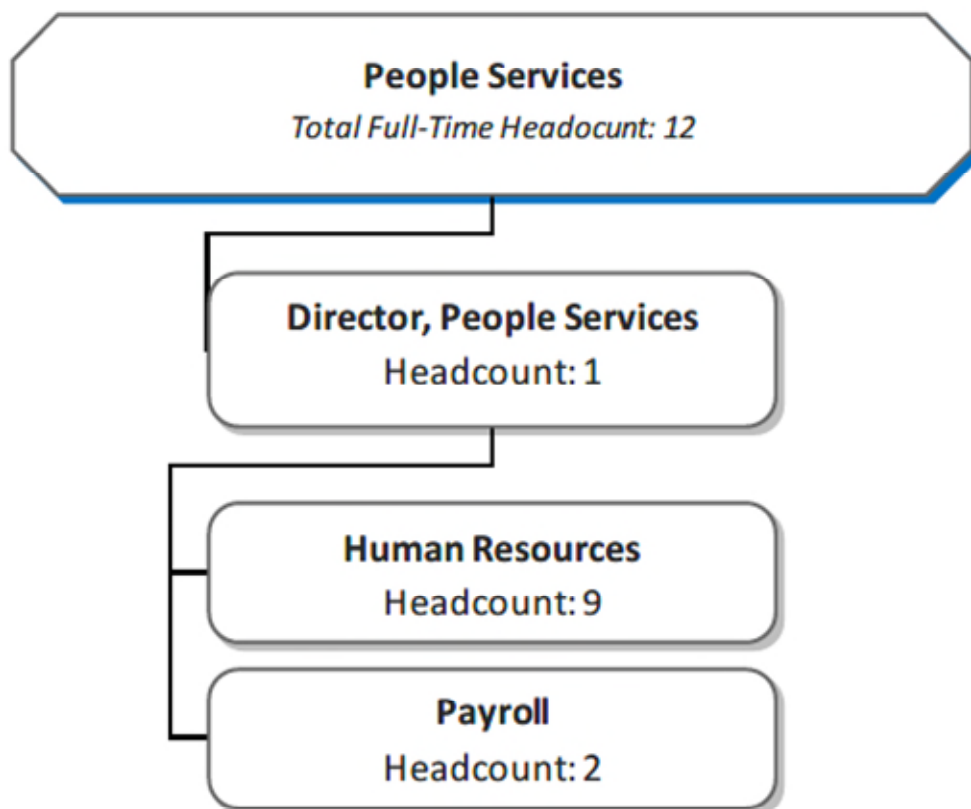
# People Services

2021



## People Services

### Roles & Structure



The People Services Department is responsible for the provision of Human Resources & Payroll services to all departments within the organization. People Services provides innovative and practical human resources strategies and solutions that address business needs and support organizational effectiveness. Modernizing our operations is a key priority.

Human Resources & Payroll key responsibilities include:

- Recruitment & Retention
- Talent Management, Career Development & Performance Management
- Legislative Compliance (Employment Standards Act, Labour Relations Act, Human Rights Code, Occupational Health & Safety Act etc.)
- Employee & Labour Relations
- Total Rewards – Compensation, Benefits & Recognition
- Health & Safety & Wellness
- Payroll



### 2020 Achievements

- Successfully negotiated CUPE agreement (April 1, 2019 – March 31, 2023).
- Implemented Diversity, Equity & Inclusion foundational Training program.
- Managed and Implemented Town of Caledon internal reorganization.
- Implemented practices and procedures as a result of COVID-19:
  - COVID-19 Employee Training & Handbook (Procedures and Guidelines)
  - COVID-19 Virtual Interviews & Corporate Onboarding Orientation Sessions
  - COVID-19 Risk Assessment Training and implementation of safety plans
  - COVID-19 Health & Safety Virtual Training
  - COVID-19 Workforce Planning Management

### 2021 Priorities

#### Payroll



- Source & Implementation of Time & Attendance Payroll System which will allow for efficiency and reduce manual paperwork processes. Improved access for employees and enhanced reporting systems for management.
- Investigate and implement enhanced processes in Payroll for managing data related to contract employees.

#### Human Resources



- Source & Implementation of Human Resource Information System (HRIS) aligned with Payroll Time & Attendance to improve efficiency, reporting and managing employee data.
- Employment Engagement Survey – Assessment to measure and increase employee engagement, listen to employees, benchmark results and direct organizational growth.
- A comprehensive review of the Total Rewards & Recognition program to review current compensation program (non-union), benefit review (non-union) & LTD review (nonunion & union) & recognition program.

- Workforce Planning – In partnership with Corporate Strategy & Innovation complete an analysis the workforce during and after COVID. Upon completion of study, recommend innovative strategies which will require policies and procedures and significant planning for implementation.

**TOWN OF CALEDON**  
**2021 APPROVED OPERATING BUDGET - PEOPLE SERVICES**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
Transfers from Reserves	\$ (30,000)	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ (30,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expense</b>			
Salaries & Benefits	\$ 1,208,529	\$ 985,158	\$ 895,036
Services & Rents	\$ 108,401	\$ 78,942	\$ 78,942
Materials, Equipment, & Supplies	\$ 19,000	\$ 19,500	\$ 24,500
Other	\$ 145,215	\$ 141,415	\$ 126,415
<b>Total Expense</b>	<b>\$ 1,481,145</b>	<b>\$ 1,225,015</b>	<b>\$ 1,124,893</b>
<b>Total People Services</b>	<b>\$ 1,451,145</b>	<b>\$ 1,225,015</b>	<b>\$ 1,124,893</b>

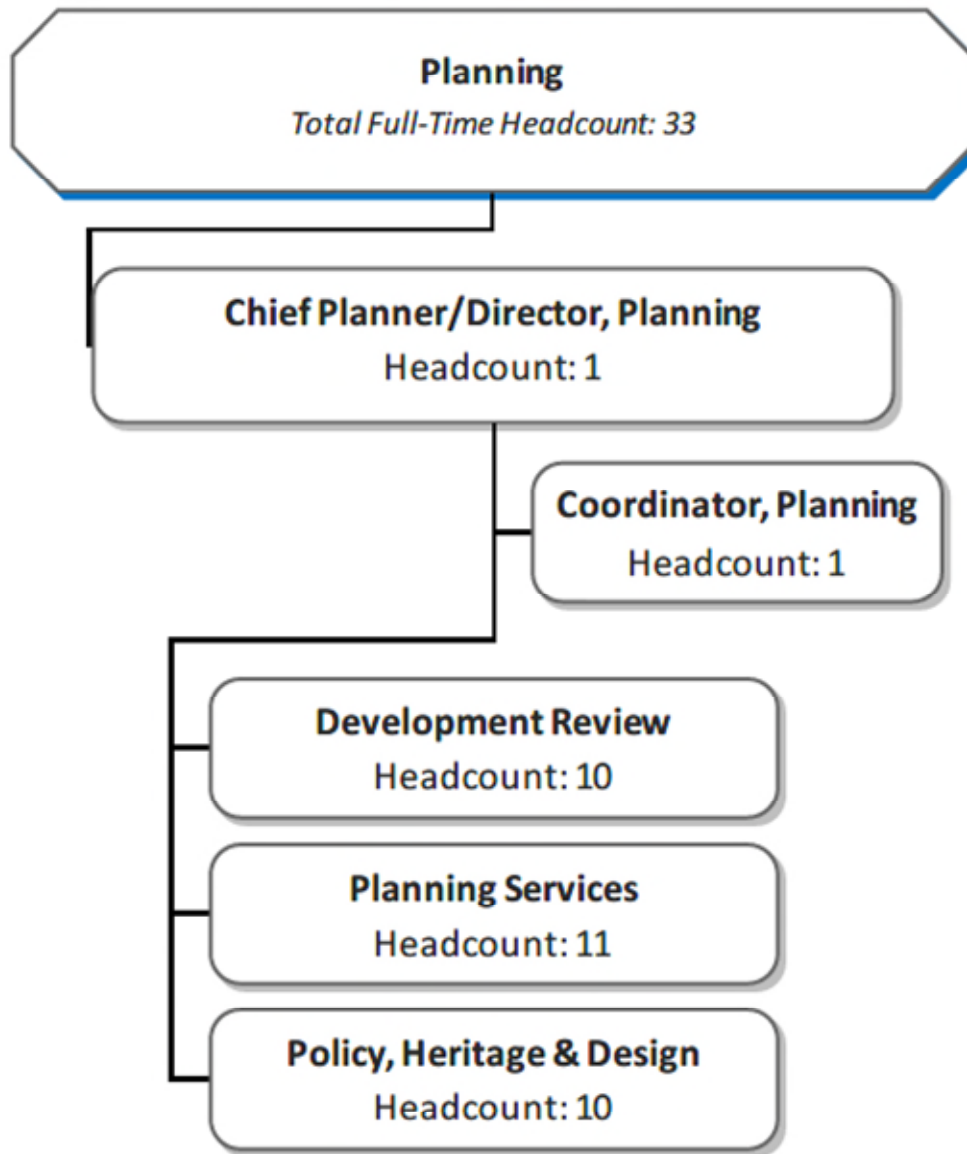
# Planning

2021



## Planning

### Roles & Structure



The Planning Department is responsible for Planning, Development and Policy, Heritage and Design services for the Town. Along with the long-term planning policy framework set by the goals and objectives for growth and development of the Official Plan, the department intakes and processes planning applications (i.e. Official Plan and Zoning Bylaw amendments, Draft Plans of Condominium and Subdivision, Site Plans, Consent and Minor Variances). This work balances the Town's goals for sustainable growth, environmental protection, employment and housing with the needs of the community. The Planning Department also administers the Comprehensive Zoning Bylaw and provides support to Heritage Caledon and Committee of Adjustment.

### Planning Services

To provide excellent customer service within a fast-paced planning environment by professionally responding to and processing all frontline planning and development enquiries including advisement on zoning information, Committee of Adjustment and development application requirements.

- Respond and Manage Planning Front counter, phone and e-mail enquiries.
- Support for Development Review (i.e. application circulations, etc).
- Issuance of compliance letters.
- Respond to all zoning enforcement, Legal Non-Conforming applications and Zoning Certificates and zoning reviews on development applications.
- Manage and update Zoning By-law (including coordination of by-law review committee).
- Receive and process all Minor Variance and Consent applications from beginning to end (notices, circulations, clearance of conditions etc.).
- Research, chair and participate in Preliminary and Mandatory Preconsultation Meetings and manage the Development Application Review Team (DART) meetings.
- GIS and mapping services, including update of Zoning By-law

### Development Review

- Assisting the Planning Services team in responding to general inquiries or providing support at Preliminary or Pre-Consultation (DART) Meetings.
- Assisting the Planning Services team in writing reports and providing land use opinion for Committee of Adjustment applications (i.e. Consent, Minor Variance and Validation Certificate) where such application is related to a development application being processed by Development Review.
- Providing professional land use planning support to Town Council and the processing all development applications:
  - Official Plan Amendments;
  - Zoning by-law Amendments (including Temporary Use By-laws, Interim Control By-laws and Lifting of Holding ('H') Symbols)
  - Site Plan Control (including Oak Ridges Moraine Site Plan Control);
  - Draft Plans of Subdivision and Condominium;
  - Part Lot Control; and
  - Telecommunication Facilities.
- Providing comments on Development Applications as circulated from adjacent municipalities, and for Niagara Escarpment development permit and amendments.
- Administering the Town's Municipal Numbering By-law and Street Naming By-law.
- Administering the development application file closure policy.
- Reviewing and amending the development application process to ensure a client-based approach through streamlining, removal of "red tape" and creating efficiencies.

### Policy, Heritage and Design Services

The Planning – Policy, Heritage and Design Services team is responsible for policy development Official Plan and Future Caledon – our Official Plan review. It provides review and comments on policy directions associated with growth management, housing, aggregate/excess soils, age friendly, transportation and transit, employment, and agricultural trend planning matters.

The section is also responsible for implementing policies associated with cultural heritage, including coordinating the Heritage Caledon committee, Indigenous Engagement Protocol, archaeology, designation and heritage conservation districts, and incentives. As well as review, comment and report on planning applications (as part of the development review process) and processing heritage permits. This group conducts research, site inspections of heritage and archaeological sites and grant administration.

The Design component of the team is made up of Open Space Design and Urban Design, which primarily provides design expertise, and review/comment on planning applications and submissions. Their work is closely aligned with the Planning Services and Development Services, Legal and Engineering services in the processing of development applications. They are also responsible for site inspections, release of landscape securities and administration of cash in lieu of parkland.

## 2020 Achievements

### Planning Services

- Delivery of frontline phone and front counter planning services.
- Coordinate and Participation in over 180 Preliminary meetings
- Held 55 Mandatory Preconsultation Meetings through the Development Application Review Team.
- Receipt and processing of over 50 Minor Variance files and 17 Consent files, by the Committee of Adjustment.
- Delivery of Virtual Committee of Adjustment meetings during COVID 19 closures.

### Development Review

- Development Review Services continued to process development applications despite Covid-19 restrictions.
- Initiated Bluebeam Revu in April 2020 (electronic plan review software which eliminates the need for hard copies of planning submissions, and electronic review and sign off of applications) and became operational within 8 business days with 68 users involved in the improved building permit and development application review processes.
- Established Electronic Submission Requirements (April 2020) to support the initiation of Bluebeam.
- Released Planning Application Forms online and began to accept new development applications and requests online (May 2020 and releases completed June 2020).
- Secured a Planning FTP site to accept large file size submissions (May 2020).
- Updated/created application forms and manuals to reflect the new process and assist clients in submitting their applications.
- Over 80 new online applications received since May 2020 for processing and review.
- Wrote and presented six (6) Public Meetings, 19 staff reports and four (4) Part Lot Control by-laws to Planning and Development Committee/Council as of September 2020.
- Continued processing of Mayfield West Phase 2 development applications and Mayfield West Employment Areas. As of December 2020, 5 of 8 subdivisions have draft approval and 3 subdivisions have progressed with on-site grading and servicing works.

- Initiated and approved the Structure Envelope Zoning By-law Amendment to digitize and regulate all properties with structure envelopes, allowing these properties to review zoning online in GIS accurately.
- Implementation of a Minister's Zoning Order in Mayfield West Phase 2, Stage 2.
- Registration of five (5) plans of subdivision.
- Continued involvement (Expert Witness preparatory, Evidence, and research) for 14 Local Planning Appeal Tribunal (LPAT) Appeals.
- Continued work on revised and new development process manuals for implementation into the AMANDA program.
- All Development Review Services staff (including Development Engineering staff which was previously part of this team) received Customer Service Training with Service Caledon

### Policy, Heritage and Design Services

#### Policy

##### **Future Caledon – Official Plan Review Project:**

- Commenced nine (9) studies for the Official Plan Review (prepared terms of reference, evaluated proposals, and project managed consultant led studies (Employment, Intensification, Affordable Housing, Multi-modal Transportation, Agricultural Trends, Indigenous Engagement Protocol, Design Study, Joint Region-Caledon Aggregate Study, and Official Plan Format). Ongoing project management of a total of 18 studies.
- Engagement activities from December 2019 to March 2020 that include pop-ups, website, community events, and satellite "Planner on Duty" engaging over 2000 members of the public.
- Participation and attendance at the Peel 2041 Consultations – March (in person) and September (on-line) sessions.
- Special Council meeting – September 12, 2020 – Visioning Exercise.

#### Other Policy Activities

- Brought forward 23 reports/memos to Planning and Development Committee/Council/Heritage Caledon Committee on various subjects including: Provincial Policy Statement, Provincial Growth Plan, Bill 108 (Ontario Heritage Act), Alton HCD, Peel 2041+, Excess Soils, Heritage Register additions/deletions, Provincially Significant Employment Zones, Rehabilitation Masterplan, Heritage Property Tax Rebate, Bolton Special Policy Area, GTA West Environmental Assessment, Designated Heritage Property Grants and Orange Lodge).
- Participated and addressed complex issues associated GTA West Corridor EA, Coleraine Interchange, Transit, Mayfield West 2 Secondary Plan TMP, Spine Road and Hwy. 10/410 interchange with the Ministry of Transportation and Metrolinx
- BRES – project management and main point of information regarding the LPAT hearing.
- Continued work to completion of the Mayfield West Phase 2 Stage 2 LOPA.
- Meeting with Province regarding the Bolton Special Policy Area.
- Participation LPAT hearings as expert witnesses.



### Heritage

- Completion of listing 998 non-designated properties from Built Heritage Resources Inventory to the Heritage Register through adoption by Council.
- Spring and Fall 2020 Grant Programs: total budget committed \$45,000 for conservation and preservation of heritage designated properties. Conducted 10 completed work inspections.
- Installation of the Bolton HCD gateway signage (4 signs); Artwork completed and fabrication for two heritage plaques: Ann & Samuel Sterne, November 2020; Cardwell Junction, December 2020.
- Orange Lodge – condition assessment, terms of reference for reconstruction, and review of proposals.
- Alton HCD study initiated, first round of community consultations held in November 2020 and draft study recommendations submitted in December 2020.
- Mack's Park heritage designation by-law December 2020.
- Heritage Tax Rebate program approved by Council November 2020.
- Archaeological Management Plan final draft report December 2020.
- Indigenous Engagement Protocol initiated; first round of consultation with MCFN held November 2020.
- Commented and reviewed over 20 DART meetings and attended associated preliminary meetings (Subdivisions, Site Plans, Consent and Committee of Adjustment, NEC).
- Conducted site visits for over 10 Notices of Intention to Demolish listed non-designated structures.
- Conducted site assessments for 26 pioneer cemeteries.

### Design

#### Open Space Design

- Commented on over 55 DART meetings and attended all associated preliminary meetings.
- Reviewed all planning applications (Subdivisions, Site Plans, Engineering Capital Works, Committee of Adjustment etc.) and conducted associated site visits and inspections with limited staffing resources.
- Final Inspections and clearances on eight (8) plans of Subdivision.
- Developed a master preferred street tree list for new developments.
- Consolidated, updated and finalized a landscape draft conditions template.
- Prepared Terms of Reference for Arborist Reports, Tree Preservation Plans and Tableland Tree Removal Compensation' document.
- Developed proposal for the landscape securities for ORM Site Plans.
- Participated as team members of the Urban Forest Working Group with Peel, Brampton, Mississauga, CVC and TRCA staff. And participated on the review/commenting team for creating urban forestry standards within the Region of Peel's rights-of-way.
- Conducted GIS field work for street tree inventory with handheld GPS.
- Updated Open Space Design section of the Town of Caledon Engineering Servicing Standards.

#### Urban Design

- 50 urban design reviews and comments with limited staffing resources.
- Participated in monthly Municipal Urban Designers Roundtable working groups with representatives from other municipalities.

### 2021 Priorities

#### Planning Services



- Commencement of Comprehensive Zoning Bylaw Amendment process to conform with new Official Plan. This work includes improved digitization of current zoning such as illustrating structural envelopes, which will assist in providing updates, allow for improved accessibility to zoning information for the development community and members of the public.
- Commencement of Official Plan and Zoning Amendments associated with the Poltawa area (removed from the Development Permit Control under the Niagara Escarpment Commission). Work on the other two areas (Inglewood and Cheltenham) would be considered and addressed through the above referenced Official Plan and Zoning Amendment conformity projects.

#### Development Services



- Review of Development Application processing requirements. New processing will be updated on the Amanda system to ensure efficiencies and overall better workflow.
- Update and complete implementation manuals, application forms, and other procedures related to the development approval process.
- Complete and implement a file closure protocol.
- Complete the processing of the Local Official Plan Amendment for the Mayfield West Phase 2 Stage 2 Community.
- Finalize the Agricultural/Rural Area Zoning Bylaw.

### Policy, Heritage and Design Services



#### Future Caledon – Our Official Plan (Official Plan Review)

- Completion of 18 technical studies, preparation of draft Official Plan policies and creation of a draft new Official Plan document by end of 2021.
- Continue Engagement and consultation.
- Initiate review/preparation of associated standards, guidelines and appendices associated with the emerging policy direction.
- Initiate a workplan to implement and monitor statistics/directions derived from the new Official Plan.
- Review existing and initiate new Secondary Plans resulting from the Official Plan review and from the addition of new settlement land areas (BRES, Employment Areas, Region's SABE work, and MW 2).

#### Policy, Heritage and Design

- Implementation of the Rehabilitation Masterplan, Aggregate policies and Excess Soils policies.
- Resumption of the Bicentennial Program to celebrate 5 villages/hamlets (in person events if permitted).
- Complete 5-10 individual Part IV property designations in priority areas.
- Completion of Alton Heritage Conservation District Study (HCD) and Plan; Initiate the Belfountain HCD study.
- Implementation of the Heritage Tax Rebate program.
- Spring and Fall Heritage Grant program.
- Create AMANDA Heritage Tab.
- Develop Demolition Control and Property Standards policy/bylaw for Heritage Properties.
- Implementation of the Archaeological Management Plan.
- Develop SOP and Knowledge Articles for Heritage, Open Space Design and Urban Design.
- Anticipated high volume of review/comment planning applications (subdivision and site plan, etc.) and associated Preliminary Meeting, DART, Site Visits and inspections with MW2S2 and BRES.
- Initiate the Rural Property Community Incentive Program (CIP) study and guidelines.
- Project management of the Airport Road (Foodland to Walker Road) transect design study.

**TOWN OF CALEDON**  
**2021 APPROVED OPERATING BUDGET - PLANNING**

	2021 Budget	2020 Budget	2019 Budget
<b>Revenue</b>			
User Fees & Rentals	\$ (3,148,169)	\$ (2,543,936)	\$ (2,520,921)
Transfers from Reserves	\$ (15,000)	\$ -	\$ -
Sales	\$ (500)	\$ (500)	\$ (500)
Other	\$ (38,738)	\$ (63,717)	\$ (54,550)
<b>Total Revenue</b>	<b>\$ (3,202,407)</b>	<b>\$ (2,608,153)</b>	<b>\$ (2,575,971)</b>
<b>Expense</b>			
Salaries & Benefits	\$ 3,747,506	\$ 4,054,276	\$ 3,736,057
Transfers to Reserves/Capital	\$ 250,326	\$ 97,700	\$ 97,700
Services & Rents	\$ 31,850	\$ 32,735	\$ 33,010
Materials, Equipment, & Supplies	\$ 11,100	\$ 9,750	\$ 9,750
Other	\$ 275,763	\$ 205,555	\$ 189,305
<b>Total Expense</b>	<b>\$ 4,316,545</b>	<b>\$ 4,400,016</b>	<b>\$ 4,065,822</b>
<b>Total Planning</b>	<b>\$ 1,114,138</b>	<b>\$ 1,791,863</b>	<b>\$ 1,489,851</b>

## 2021 CAPITAL BUDGETS - PLANNING

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Planning	Planning Services	21-105	Comprehensive Zoning By-law 2006-50 Update	\$ 150,000
	Policy, Heritage & Design Services	21-108	Official Plan Review - Provincial Conformity Exercise and Standards Guidelines	\$ 240,000
		21-109	Heritage Signage	\$ 10,000
		21-117	Bolton Residential Expansion Secondary Plan Study	\$ 500,000
		21-121	Employment Land Use Study/Secondary Plan	\$ 570,000
Planning Total				\$ 1,470,000

Town of Caledon  
2022-2031 Total Capital Projects Details and Funding Sources  
Department Planning  
Division Policy, Heritage & Design

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							Total Funding
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	
Baseline	Heritage Designation Studies	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 20,000	\$ 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
Baseline Total		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 30,000	\$ 350,000	\$ 181,250	\$ -	\$ 168,750	\$ -	\$ -	\$ -	\$ 350,000
Above Baseline	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
	Cultural Heritage Landscapes Inventory Update	\$ 40,000										\$ 40,000	\$ 13,000	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 40,000
	Employment/Commercial/Institutional Update				\$ 250,000							\$ 250,000	\$ 137,500	\$ -	\$ 112,500	\$ -	\$ -	\$ -	\$ 250,000
	Heritage Conservation District Study - Belfountain	\$ 87,500	\$ 87,500									\$ 175,000	\$ 96,250	\$ -	\$ 78,750	\$ -	\$ -	\$ -	\$ 175,000
	Heritage Conservation District Study - Cheltenham		\$ 95,000	\$ 95,000								\$ 190,000	\$ 104,500	\$ -	\$ 85,500	\$ -	\$ -	\$ -	\$ 190,000
	Intensification Strategy Phase 2					\$ 100,000						\$ 100,000	\$ 14,500	\$ -	\$ 85,500	\$ -	\$ -	\$ -	\$ 100,000
	Mayfield West II Studies	\$ 800,000	\$ 800,000	\$ 850,000								\$ 2,450,000	\$ -	\$ -	\$ 1,764,000	\$ -	\$ -	\$ 686,000	\$ 2,450,000
	OP 5 Year Review / Provincial Conformity Exercise					\$ 375,000	\$ 375,000					\$ 750,000	\$ 412,500	\$ -	\$ 337,500	\$ -	\$ -	\$ -	\$ 750,000
	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
	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
	Review of Agriculture and Aggregate Policy					\$ 100,000						\$ 100,000	\$ 55,000	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 100,000
	Settlement Boundary Area Expansion Studies			\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000					\$ 500,000	\$ 72,500	\$ -	\$ 427,500	\$ -	\$ -	\$ -	\$ 500,000
	Transportation Planning Studies					\$ 250,000						\$ 250,000	\$ 137,500	\$ -	\$ 112,500	\$ -	\$ -	\$ -	\$ 250,000
	Urban Boundary Expansion/Municipal Comprehensive Reviews		\$ 750,000	\$ 750,000	\$ 1,000,000	\$ 1,000,000	\$ 500,000					\$ 4,000,000	\$ 1,606,000	\$ -	\$ 2,394,000	\$ -	\$ -	\$ -	\$ 4,000,000
Above Baseline Total		\$ 1,797,500	\$ 2,127,500	\$ 2,215,000	\$ 1,770,000	\$ 2,720,000	\$ 1,770,000	\$ 990,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 13,450,000	\$ 5,315,250	\$ -	\$ 7,448,750	\$ -	\$ -	\$ 686,000	\$ 13,450,000
Grand Total		\$ 1,827,500	\$ 2,157,500	\$ 2,245,000	\$ 1,800,000	\$ 2,760,000	\$ 1,810,000	\$ 1,030,000	\$ 60,000	\$ 60,000	\$ 50,000	\$ 13,800,000	\$ 5,496,500	\$ -	\$ 7,617,500	\$ -	\$ -	\$ 686,000	\$ 13,800,000

Assumptions:  
Gas Tax 2022-2023 funding is based on the schedule of payments from AMO. Gas tax funds beyond 2023 are based on 2023 levels.  
Future Aggregate Levy is projected using 2020 funding. Ontario Community Infrastructure Fund program is under review. The Town is assuming the funding for 2021 will continue.

# 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](https://caledon.ca/workplan), follow @YourCaledon on social media or sign up for our email newsletter at [caledon.ca/enews](https://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](https://caledon.ca/workplan)

Town of Caledon  
Long-Term Strategic Financial Plan

---

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

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

## **A. CHALLENGES**

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

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

### **Expenditure Challenges**

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



# Town of Caledon

## Long-Term Strategic Financial Plan

---

- 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**  
**2021 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME**

**UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

Revenue or Expense	2020 Budget	2020 Budget Changes	2021 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2021 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
<b>Revenues</b>			\$0									\$0
<b>Expenses</b>			\$0									\$0
<b>Net Exp./(Rev.)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**RECOMMENDED BUDGET REDUCTIONS**

Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2021 Budget to be presented to Council (excl. Unmet Needs)
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)
			\$0	\$0
			\$0	\$0
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

% Increase/(Decrease)

\$0

# The Town of Caledon Financial Policies

The financial management and control of the Town is largely governed through by-laws and Council resolutions that prescribe purchasing, accounting, investment, budgeting, risk management, debt and reserve policies. Town Council has sole authority to allocate funds through the annual approval of the operating and capital budgets.

## Financial Management

The Town of Caledon prepares its financial information in accordance with the generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada and prescribed policies issued by the Ministry of Municipal Affairs and Housing.

The town's revenues and expenses are recorded using the accrual basis of accounting. The accrual basis of accounting requires the Town to recognize revenue as it is earned and measurable, as well as, recognize expenses as it is incurred and measurable as result of receipt of goods or services and the creation of legal obligation. While the town's budget is also prepared on an accrual basis, there are some differences from how the financial statements are prepared. In municipal financial operations, monies raised or supplied for a specific purpose cannot be used for any other purpose, either due to legal restrictions and/or contractual agreements. To track and show that the funds have been used for their intended purpose fund accounting is used. The funds used by the town are the operating fund, capital fund, reserve funds, and trust funds. These funds are used for budget purposes and for day-to-day financial management.

Financial stability of the town is an important element of financial management. To ensure the town's finances remain stable, management looks forward and prepares for future needs by assessing legislative changes, the impact of growth, and

changes in the economic climate with the goal of minimizing annual fluctuations to the tax rate.

## Balanced Budget

The operating budget is balance with revenues equal to budgeted expenditure. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be funded by tax levies or supplemental tax revenues equal to the shortfall, resulting in a balanced budget.

## Deficit Avoidance

In accordance with the *Municipal Act*, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both capital and operating budgets are reviewed. Alternatives are then identified to minimize the Town's financial risks, including drawing from reserves, reallocating budgets and expenditures constraints.

## Sustainability

The annual budget incorporates a long-term perspective and should be affordable today and in the future. The Town's budget must be in compliance with the *Municipal Act* and therefore needs to be balanced and may not plan for a deficit. The use of one-time revenues shall not be incorporated into the Town's base budget and revenues diversification should be maximized.

## Use of One-time Revenues

The Town does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Council approval. One-time revenue is transferred to the appropriate fund in accordance with Council's decision.

## User Fees

The Town works to ensure that user fees are utilized to cover costs of appropriate services and are subject to annual review.

## Use of Supplementary Tax Revenue

Supplementary taxes are generated by property tax revenue from new assessments added in-year to

the property tax roll. This revenue source is estimated annually and reflected in the Town's operating budget.

### **Operating Fund Balance**

Any year-end surplus or deficit is transferred to or from a Tax Funded Operating Contingency Reserve or other reverses as directed by Council. These Reserves are used to mitigate the effect of any large fluctuation in future revenue or expenditures. Given that personnel expenditures account for majority of the Town's total annual expenditures, any increase in staffing levels are approved by Council. New permanent or contract positions are approved through the Town's annual budget process.

### **Capital Budget Forecast**

As part of Town's annual budget process, the Town prepares a 10-year capital forecast annually. The 10-year capital plan includes major works required to upgrade, replace, or construct capital infrastructure to maintain and grow current service level and work towards meeting the Town's Asset Management Plan. The ongoing maintenance of infrastructure is included in the operating budget.

### **Interdependency**

The operating and capital budget must be reviewed with a coordinated effort. It must be recognized that capital expenditures, financing decisions, and corporate strategies will impact future operating budget.

### **Amendments to Approved Budgets**

The approved budget maybe amended at the direction of Council, provided that the amount to be collected from property taxes remains unchanged. Operating budget amendments commonly occur as a result of provincial funding initiatives for fully funded operating programs. The capital budget is also amended throughout the year as directed by Council or as result of any technical adjustments required to address shortfall.

### **Budget Monitoring and Reporting**

The Town uses a real-time, enterprise-wide financial system. Financial reports are available on-demand for all appropriate staff to monitor actuals expenditures and revenues. Operating budget

variances and year-end forecasts reports are presented to Council. While closed capital status reports are presented to Council at least twice annually.

### **Asset Management and Tangible Capital Assets**

The Town has developed asset management policies to assist in making the best possible decisions regarding town's assets. This is done in a way that provides targeted levels of services and manages risks in a cost-effective manner throughout the entire asset life cycle.

The Town maintains tangible capital assets at a historical cost and amortizes these assets based on estimated useful life of the assets. Additions and disposals are done as assets are put in service or sold/taken out of service. The Town is required to keep track of all Tangible Capital Assets and amortize them as per Public Sector Accounting Standards under Generally Accepted Accounting Principal (GAAP). This exercise is done for accounting purpose and does not impact departmental operating budgets. As part of the budget process, finance reports to Council how much the estimated amortization expense will be for the upcoming year, in compliance with the *Municipal Act*.

Through the capital project review, there is a linkage between the project and the asset being constructed or purchased. Once the asset is in service, the asset is capitalized, and the project closed. Assets which are contributed to the town through development agreements are unbudgeted; however, they are included within tangible capital assets and contributed revenue, both of which are shown on the financial statements.

### **Debt Management**

The Province sets a debt capacity guideline for municipalities of 25% of operating revenues. Council has adopted a policy that ensures the annual debt repayment level is significantly below the allowable Provincial threshold. Council's current approved policy stipulates that debt repayments for tax supported debt are not to exceed 10% of operating revenues.

**TOWN OF CALEDON**  
**DEPARTMENT-FUND RELATIONSHIP**

<b>Fund</b>	<b>Department</b>	<b>Division</b>
<b>01 Operating Fund</b>	<b>Building &amp; Municipal Law Enforcement Services</b>	145 Building & Support Services
		475 Regulatory Services
	<b>Caledon Public Library</b>	115 Administration
		365 Lending Services
	<b>Community Services</b>	115 Administration
		155 Capital Project & Prprty Mgmt
	<b>Corporate Accounts</b>	445 Support Services
		455 Programs & Community Develop
		465 Facilities & Operations
		115 Administration
		135 Bolton Business Improvement
		175 Centralized Charges
		275 Fees & Service Charges
		295 Financial Expenses
		375 Other Revenue
		415 Grants
		485 Reserves
	<b>Corporate Services</b>	505 Taxation
		115 Administration
		125 Animal Services
		345 Legal Services
	<b>Engineering Services</b>	265 Engineering Services
		270 Development Engineering
		500 Traffic
	<b>Finance</b>	115 Administration
		285 Finance
	<b>Fire</b>	435 Purchasing & Risk Management
		115 Administration
		245 Emergency Ops & Fire Supress
		310 Fire Support Services
	<b>Office of CAO</b>	115 Administration
		195 Corporate Communications
		205 Customer Service & Licensing
		235 Economic Development
		255 Energy & Environment
		325 Human Resources
		335 Information Technology
	<b>Operations</b>	115 Administration
		385 Parks Operations
		490 Operations-Administration
		495 Road & Fleet Services
	<b>Planning</b>	115 Administration
		225 Planning and Dev Review Svcs
		405 Policy, Heritage & Design Svcs
<b>02 Capital Fund</b>	<b>Caledon Public Library</b>	365 Lending Services
	<b>Community Services</b>	155 Capital Project & Prprty Mgmt
		465 Facilities & Operations
	<b>Corporate Services</b>	125 Animal Services
	<b>Corporate Strategy &amp; Innovation</b>	255 Energy & Environment
		335 Information Technology
	<b>Engineering Services</b>	265 Engineering Services
		385 Parks Operations
	<b>Finance</b>	500 Traffic
		285 Finance
	<b>Fire and Emergency Services</b>	245 Emergency Ops & Fire Supress
	<b>Office of the CAO</b>	235 Economic Development
	<b>Operations</b>	385 Parks Operations
		495 Road & Fleet Services
	<b>Planning</b>	225 Planning and Dev Review Svcs
<b>04 POA Caledon East</b>	<b>Corporate Services</b>	425 Provincial Offences Court
<b>05 POA Dufferin</b>	<b>Corporate Services</b>	425 Provincial Offences Court



BUILDING SERVICES				2020
What method does your municipality use to determine total construction value?		Applicant's Declared Value		
		\$		
Total Value of Construction Activity based on permits issued		\$562,048,095		
		Number of Building Permits	Total Value of Building Permits	
Residential properties		721	\$131,646,977	
Multi-Residential properties		12	\$23,477,800	
All other property classes		204	\$406,923,318	
		937	\$562,048,095	
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)		724	0	724
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)		151	0	151
c) Category 3: Large Buildings (large residential/commercial/industrial/institutional)		150	0	150
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications		0	0	0
Subtotal		1,025	0	1,025

2019		
Applicant's Declared Value		
\$		
\$341,367,079		
	Number of Building Permits	Total Value of Building Permits
	685	\$162,822,605
	7	\$475,000
	176	\$178,069,473
	868	341,367,079
Median Number of Working Days		
10		
14		
18		
0		
	Number of Complete Applications	Number of Incomplete Applications
	796	63
	49	1
	92	7
	0	0
	937	71
		1,088

## 2020 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

PLANNING AND DEVELOPMENT				2020
<b>Land Use Planning</b>				
	RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS	TOTAL RESIDENTIAL UNITS	TOTAL SECONDARY UNITS	
Number of residential units in new detached houses (using building permit information)	167	237	1	
Number of residential units in new semi-detached houses (using building permit information)	0	0	0	
Number of residential units in row houses (using building permit information)	2	2	0	
Number of residential units in new apartments/condo apartments (using building permit information)	0	0	0	
<b>Subtotal</b>	<b>169</b>	<b>239</b>	<b>1</b>	
<b>Land Designated for Agricultural Purposes</b>		DATA	UNITS	
Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2020		36,933	Hectares	

2019		
RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS	TOTAL RESIDENTIAL UNITS	TOTAL SECONDARY UNITS
103	204	
0	0	
140	169	
0	0	
243	373	0
DATA	UNITS	
36,930	Hectares	

RECREATION SERVICES			2020
<b>Trails</b>			
	DATA	UNITS	
Total kilometres of trails (owned by municipality and third parties)	104	KM	
<b>Indoor Recreation Facilities</b>			
	DATA	UNITS	
Square metres of indoor recreation facilities (municipally owned)	39,002	m <sup>2</sup>	
<b>Outdoor Recreation Facilities</b>			
	DATA	UNITS	
Square metres of outdoor recreation facility space (municipally owned)	448,511	m <sup>2</sup>	
<i>Note 1: Includes Southfields Community Centre space (46,988 square feet = 4,365 square metres)</i>			

2019		
	DATA	UNITS
	104	KM
	DATA	UNITS
	34,637	m <sup>2</sup>
	DATA	UNITS
	448,551	m <sup>2</sup>
<i>Note 1</i>		

## 2020 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

TRANSPORTATION SERVICES		2020	
<b>Paved Roads</b>			
Roads: Total Paved Lane KM		1,294	KM
Condition of Roads : Number of paved lane kilometres where the condition is rated as good to very good		336	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 2020	
<b>Unpaved Roads</b>			
Roads: Total Unpaved Lane KM		241	KM
<b>Winter Control</b>			
Total Lane KM maintained in winter		1,583	KM
<b>Transit</b>			
Total number of regular service passenger trips on conventional transit in service area		15,718	
Population of service area		33,390	
<b>Bridges and Culverts</b>			
Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts		14,919	m <sup>2</sup>
Have all bridges and culverts in the municipal system been rated?		Yes	
Indicate the rating system used and the year the rating was conducted		MTO Bridge Condition Index - 2019	
		<b>Number of structures where the condition of primary components is rated as good to very good, requiring only repair</b>	<b>Total Number</b>
	<b>Bridges</b>	75	81
	<b>Culverts</b>	26	61
<b>Subtotal</b>		<b>101</b>	<b>142</b>

2019	
1,292	KM
560	KM
Yes	
Pavement Condition Index 2018	
241	KM
1,580	KM
33,823	
33,390	
14,919	m <sup>2</sup>
Yes	
MTO Bridge Condition Index - 2019	
<b>Number of structures where the condition of primary components is rated as good to very good, requiring only repair</b>	<b>Total Number</b>
75	81
24	59
<b>99</b>	<b>140</b>



## 2020 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

ENVIRONMENTAL SERVICES		2020	2019
Storm Water Management			
Urban Storm Water Management: Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins)		251 KM	249 KM
Rural Storm Water Management: Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins)		1,221 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