



ANNUAL BUDGET

FISCAL YEAR 2022



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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Caledon
Ontario**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrell

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Caledon, Ontario**, for its Annual Budget for the fiscal year beginning **January 1, 2021**. 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

Our goals for the 2022 Town of Caledon budget were to maintain services levels, support economic recovery and plan and prepare for future growth. This budget accomplishes these goals and at an increase below the rate of inflation.

Here are some of this year's budget highlights:

Roads – ensuring your family is safe while travelling along Caledon roads

\$28.7 million for the Roads Capital Program and \$3.1 million for the Bridge Capital Program.

Facilities – on-going growth and expansion to serve community needs.

\$4.3 million in a partnership with the Peel District School Board to build an artificial turf and indoor dome facility at Mayfield Secondary School

Parks – making new parks and improvements so that residents of all ages can stay active and healthy

\$1.2 million for various park improvements and \$5.8 million in new parks

Fire and Emergency Services – keeping the community safe

Five new full-time firefighters for the Valleywood Fire Station as recommended in the Council approved Fire Master Plan update.

Planning for Growth

\$1.6 million to plan for the future of Caledon through our 2051 Official Plan Review and Master plans to best serve the community.

A big thank you to our Team Caledon staff for preparing and presenting Council and the Community with a responsible budget that will help us today and in the future.

Sincerely,



Mayor Allan Thompson

2022 Budget Overview and Highlights

OVERVIEW

Following a September report to Council to establish a 4% target for the 2022 budget, staff went back to re-examine key projects and goals for 2022. In addition, 2022 assessment growth came in higher than originally anticipated. As a result, the Town's property tax increase was reduced from a target of 4% to 2.90%; which when combined with the proposed Region and Education portions of the property tax bill is an estimated 1.97% increase overall.

OPERATING BUDGET

The starting point for the proposed 2022 operating budget is the approved 2021 balanced budget with \$114.6 million of revenues and \$114.6 million of expenditures. From this starting point, staff adjust expenses and revenues based on projections for items impacted by the consumer price index (CPI) and other items affected by non-CPI factors such as annualization of expenses and changes in volumes and demand for Town services for which the Town recovers directly for via user fees.

APPROVED 2022 OPERATING BUDGET

- 1) Base Operating Budget comprised of:
 - a. Unavoidable Budget Increases: \$2,150,732 (2.85% Tax Increase) – items previously approved by Council that have a 2022 budget impact.
 - b. A projected increase in the operating budget including expenses and revenues is \$1,167,094 (or 1.55% tax increase). This incorporates projected inflationary, existing service level/staff, utilities budgetary impacts, which is offset by efficiency reductions, increase in revenue volumes, new fees and fee increases.
- 2) Assessment growth, which is mainly incremental tax revenue from new homes and business, has been calculated at \$3,551,604 (or 4.5% tax decrease) which will be allocated this year only due to the pandemic 100% to Operating to help offset the 2022 budget pressures. In previous years prior to the pandemic, assessment growth would be allocated 50% to operating and 50% to capital to ensure we are growing our investment into the Town's infrastructure to keep it in a state of good repair. For the 2022 budget, reserves have been utilized to assist with funding the Town's infrastructure needs.
- 3) Service Level Changes – changes in service levels and additional staffing related to growth and new or enhanced programs/service levels proposed by the Senior Leadership Team total \$2,475,239 (or 3.14% tax increase) and support the objectives in the Council Work plan.

PROPOSED CAPITAL BUDGET

The Town's capital budget is comprised of purchases/construction of tangible capital assets, such as Fire and Emergency services vehicles, and one-time expenditures such as specific studies. Funding for the capital budget comes from several sources and the total proposed 2022 Capital investment is \$118.2 million. One of the main sources of funding is Tax Levy Funding.

- **Tax Levy funded capital** – a portion of property taxes collected is allocated to the Town's capital program as a sustainable, consistent source of funding for both repair/maintenance/replacement of aging infrastructure and purchase/construction of new infrastructure to support growth. The Town owns approximately half a billion dollars of infrastructure, such as Recreational Centres, Libraries, Fire Stations, Roads, Fleet Vehicles, Fitness Equipment and has a goal of increasing tax levy funding for capital based on the Town's asset management plan to a target of \$37.7 million, which represents recommended annual investments for infrastructure and growth along with proactive preventative maintenance plans to extend the life of assets where possible.

Given the budget pressures in this year's budget, staff are recommending maintaining tax funded capital at the same level as 2021 with only a marginal increase of \$43,500 to bring the total amount of annual tax funded capital to \$20.8 million. The use of reserve funds and debentures will be utilized to fund the 2022 capital program.

2022 Budget Overview and Highlights

The Town's budget process includes three meetings of Council, all of which are open to the public and an online forum where residents can ask questions and receive answers from Senior staff regarding the proposed 2022 budget. An online survey was conducted to obtain public input on the 2022 budget and a budget basics video on the Town's budget website can be found at www.caledon.ca/budget. This allows for the public to provide feedback on the proposed 2022 budget prior to Council budget consideration. The 2022 budget schedule is shown below.

September 21, 2021: General Committee Meeting – Preliminary Budget Target Report

September 22, 2021: Online Budget Survey Opens

September 28, 2021: Council Meeting – Ratification Of Budget Target Report

October 12, 2021: Online Budget Survey Closes

November 10, 2021: Proposed Budget Released

November 10, 2021: Online Budget Q & A Portal Open

November 16, 2021: 2022 Proposed Budget Presentations

December 3, 2021: Online Budget Q & A Portal Closes

December 7, 2021: General Committee Meeting - 2022 Proposed Budget Deliberations

December 14, 2021: Council Budget Meeting final Considerations – 2022 Proposed Budget And Proposed 2022 Fees By-law

Creating this budget is a collaborative effort that combines the recommendations of Town departments and the insights of Council regarding the needs, pressures and desires of the community. Council ultimately makes the decision on spending and the resulting impact on the tax rate.

During budget discussions, Council may direct staff to replace projects proposed to be funded with unfunded projects, remove projects proposed to be funded altogether, and/or add unfunded projects to the proposed funded list. The Council discussion and decisions result in the overall tax impact and tax increase required to deliver the service levels and capital program approved by Council.

2022 Approved Budget:

The approved 2022 Budget at a net increase of \$2,284,961 equates to a 2.90% tax increase (Town's portion only). The Town recommends the continuation of a broadband levy of approximately \$300,000, indexed to the growth of the tax base, separate from the general Town tax levy. Altogether the impact of the proposed 2022 Budget to a typical residential taxpayer is projected to be \$104.21 per year as follows:

Typical 2022 Assessment of \$657,000*	2021 Property Tax Bill	Estimated 2022 Property Tax Bill	Estimated \$ Change	Estimated % Change
Town	\$2,467.06	\$2,538.49	71.43	2.90%
Broadband Levy	\$10.05	\$10.05	-	0.00%
Region**	\$1,808.00	\$1,840.78	32.78	1.81%
School Board ***	\$1,005.21	\$1,005.21	-	0.00%
Total	\$5,290.32	\$5,394.53	104.21	1.97%

* Based on the MPAC assessments from 2016 and the assessment value's used for Property Tax Billing

**The Regional Rates are assumed until the Region of Peel's final apportionment by-law is passed spring 2022.

***Assumed zero. Budget is not passed until March/April 2021

2022 Budget Overview and Highlights

2022 BUDGET HIGHLIGHTS

This 2022 budget will help provide enhanced resident services and infrastructure necessary to meet the needs of our community. Some key investments include:

Roads – ensuring your family is safe while travelling along Caledon roads

- \$28.7 million for the Roads Capital Program and \$3.1 million for the Bridge Capital Program. This will include work such as road reconstruction or rehabilitation, asphalt roads maintenance, surface treatment, design and environmental assessments of various roads.

Facilities – on-going growth and expansion to serve community needs.

- Continuation of the Caledon East Community Centre expansion as a multi-year project to include a pool, library, additional meeting spaces, a new gym, fitness centre, walking track and community rooms.
- Continuation of the expansion of the Caledon Senior's Centre, Rotary Place, in Bolton, which will include additional programming and large group gathering spaces
- \$4.3 million in a partnership with the Peel District School Board to build an artificial turf and indoor dome facility at Mayfield Secondary School which will allow the Town to host various types of sporting events and activities.
- \$0.2 million to build the Town's first outdoor classroom that will complement activities at the Caledon Centre for Recreation and Wellness and the Caledon Seniors Centre.

Parks – making new parks and improvements so that residents of all ages can stay active and healthy

- \$1.2 million for various park improvements including playground upgrades, and \$5.8 million in new parks such as Mayfield West II Community Park, Southfields Community Park, and another phase of Johnston Sports Park.

Fire and & Emergency Services – keeping the community safe

- Five new full-time firefighters for the Valleywood Fire Station as recommended in the Council approved Fire Master Plan update.
- \$7.7 million in funding for the multi-year project to expand Palgrave, Mono Mills and Alton Fire Stations.
- \$3.1 million in funding to complete the final phase of the Fire Training facility to support the Town's firefighters.

Planning for Growth

- \$1.6 million to plan for the future of Caledon through our 2051 Official Plan Review and Master plans to best serve the community.

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Welcome to Caledon



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

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

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

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

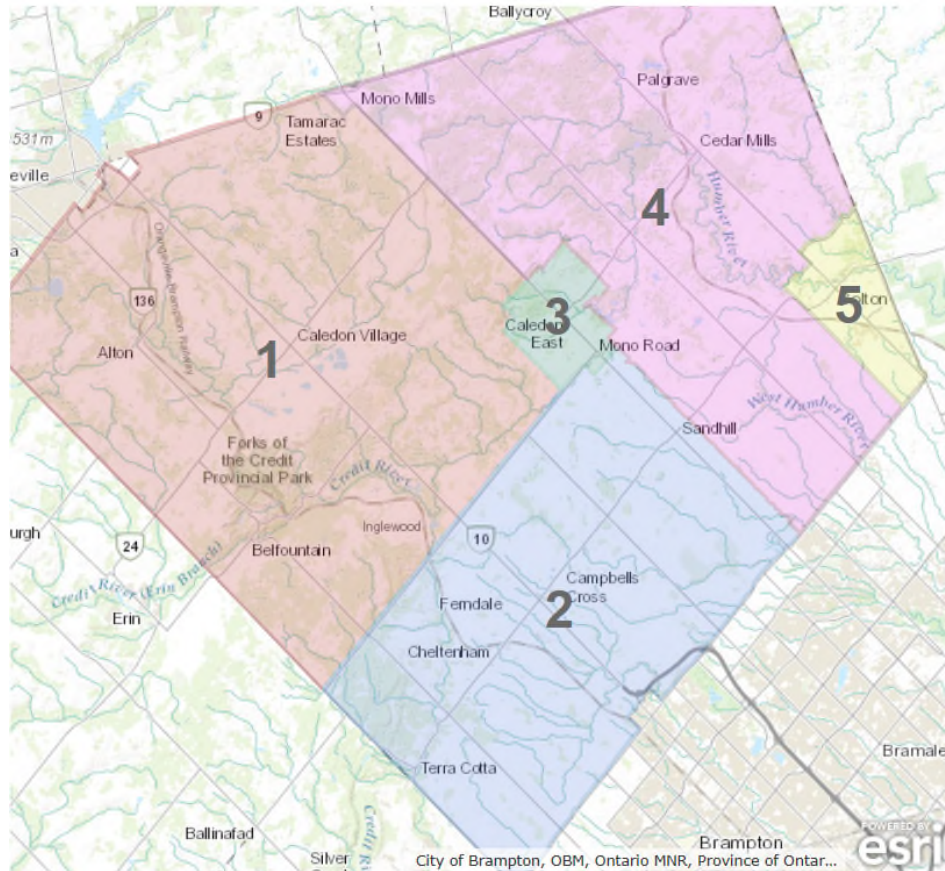
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

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 km², 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, The Beer Store, AFA Forest Products and Verdi Alliance to name just a few. These are just some of the 9,075 prosperous businesses registered in Caledon according to the 2019 Canadian Business Counts.

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.

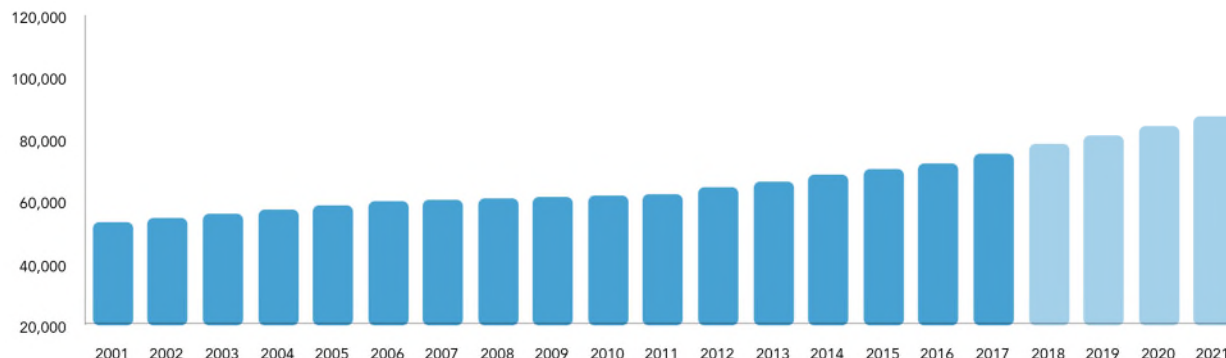
Air

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

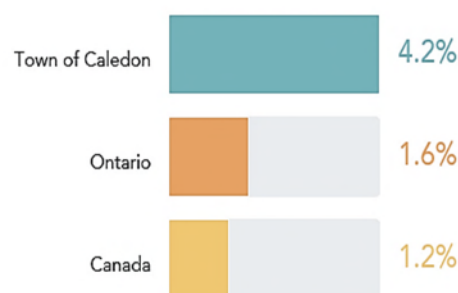
Town of Caledon Population



Source: Peel Region Open Data 2017

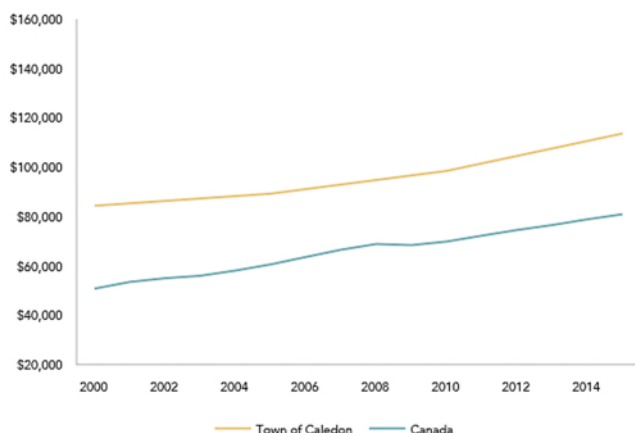
Over the last decade, the Town's population has significantly increased by 19.3%. At this rate of growth, the population is expected to exceed 87,000 people in 2021. By 2041 Caledon will have a population of 160,000 people and 80,000 new jobs, as prescribed by the Province of Ontario Places to Grow Plan.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

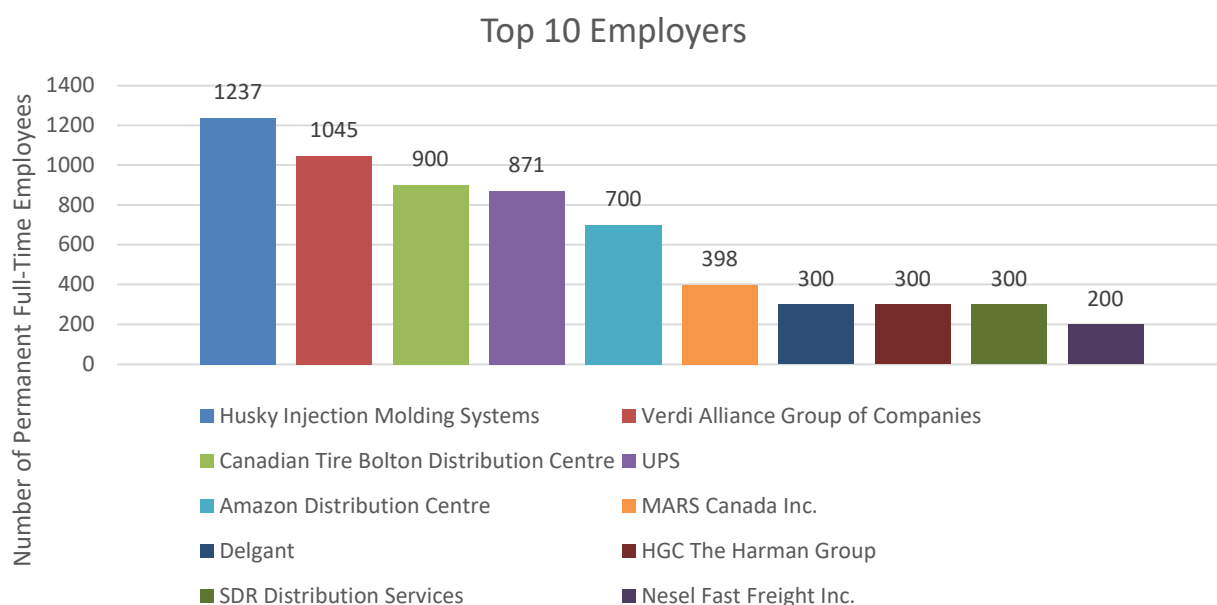
Welcome to Caledon

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
ONTARI HOLDINGS LTD
PROLOGIS CALEDON CANCO INC
AMB AIRPORT ROAD CANCO INC
GREYCAN 4 PROPERTIES GP INC; GREYPAN EQUITIES INC
BOLTCOL HOLDINGS NORTH INC; BOLTCOL HOLDINGS NORTH LP
12333 AIRPORT RD HOLDINGS ULC
PIRET(86 PILLSWORTH)HOLDING INC
CALLOWAY REIT (BOLTON) INC
ACKLANDS-GRAINGER INC

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 2022 budget is divided into the following areas:

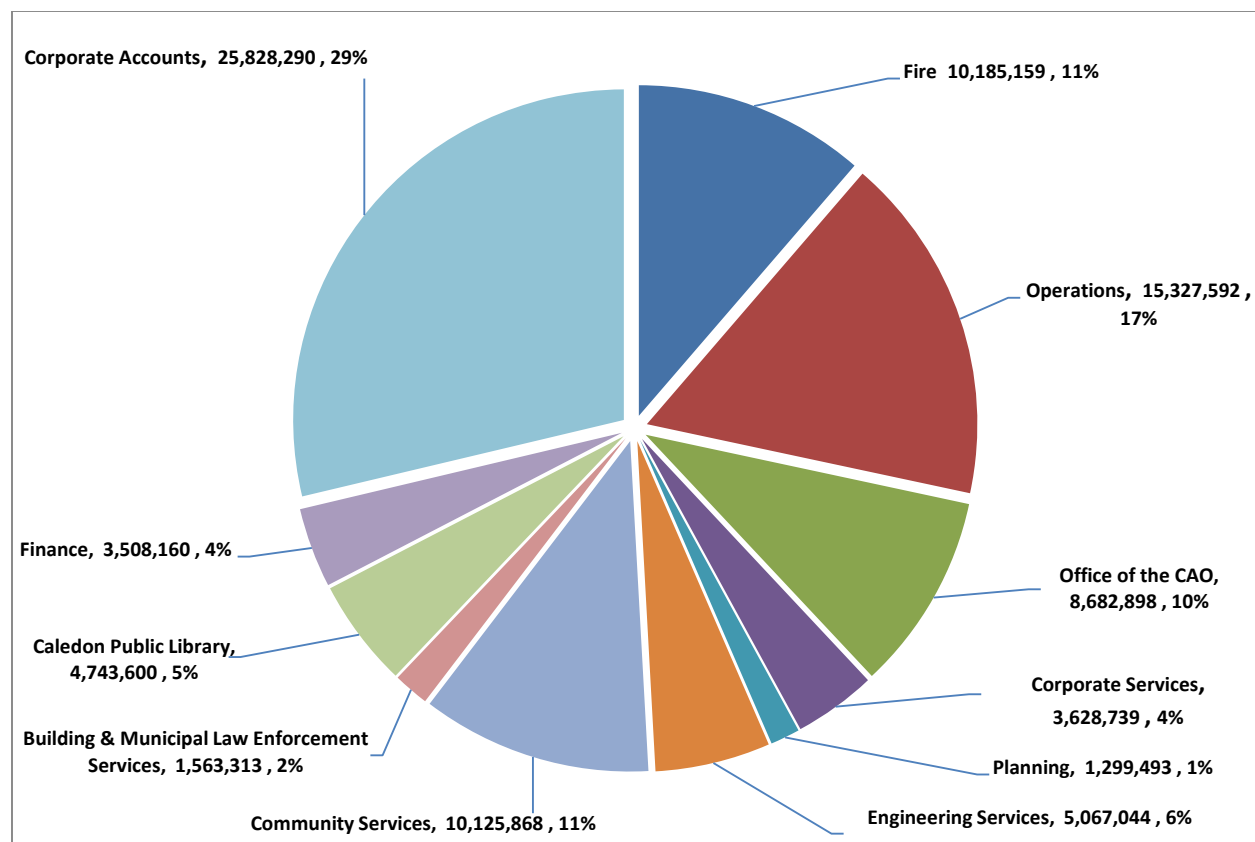


Chart is based on the 2022 Net Budget per Department and excludes Taxation Revenue.

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

7) 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.

8) 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

9) 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. The Town of Caledon has a roster of 285 volunteer firefighters and continues to actively recruit more.



10) 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



11) 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.

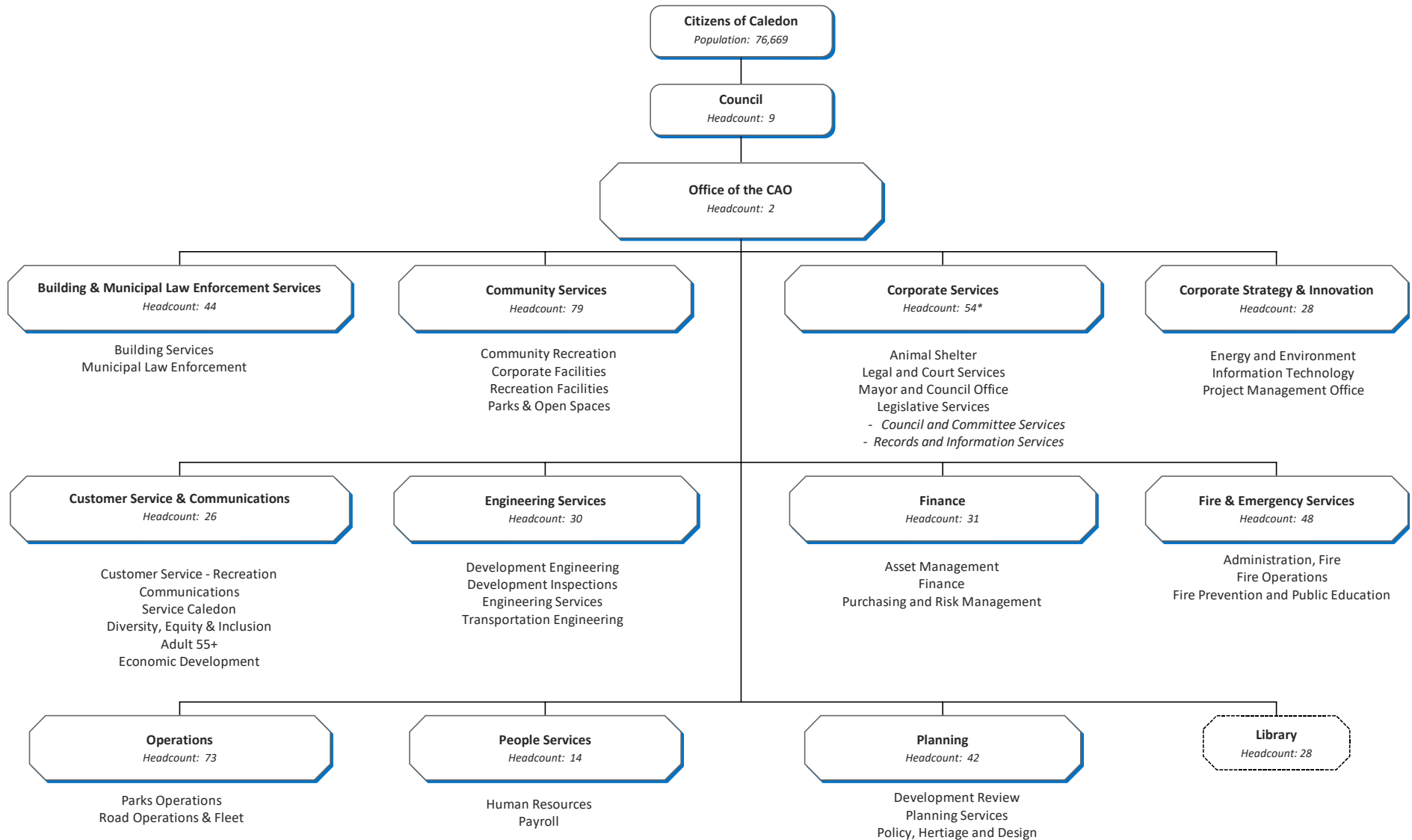
12) Planning Department

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 2022 Approved Headcount 499 (includes two (2) full-time positions for knowledge transfer of retirees
Population taken from the Peel Data Centre (2021 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

DEPARTMENT	2020 Approved	2021 Approved	2022 Approved
Building & Municipal Law Enforcement Services	37	42	44
Director, Building Services/CBO	1	1	1
Building Services	23	26	27
Municipal Law Enforcement	13	15	16
Community Services	67	73	79
Director, Community Services	1	1	1
Admin Coordinator, Community Services	1	1	1
Community Recreation	25	26	31
Corporate Facilities	12	13	14
Community Facilities	28	28	28
Parks and Open Spaces	0	4	4
Corporate Services	51	53	54
Director, Corporate Services/Town Clerk	1	1	1
Legislative Coordinator	1	1	1
Animal Shelter	3	3	3
Legal & Court Services	26	28	29
Mayor & Council Office-			
Elected	10	10	10
Staff	2	2	2
Legislative Services -			
Council and Committee Services	3	3	3
Records and Information Services	5	5	5
Engineering Services	23	26	30
Director, Engineering Services	1	1	1
Admin Coordinator, Engineering Services	1	1	1
Development Engineering	6	7	9
Development Inspection	5	5	5
Engineering Services	6	6	8
Transportation Engineering	4	6	6
Finance	26	27	31
Director, Finance/CFO	1	1	1
Administrative Assistant, Finance	1	1	1
Asset Management	2	3	3
Finance	15	15	19
Purchasing & Risk Management	7	7	7
Fire & Emergency Services	36	42	48
Fire Chief	1	1	1
Administration, Fire	4	4	2
Fire Prevention and Public Education	4	4	6
Fire Operations	27	33	39

DEPARTMENT	2020 Approved	2021 Approved	2022 Approved
Library	25	26	28
CEO / Chief Librarian	1	1	1
Director	0	0	1
Administrative Assistant-Library	1	1	1
Library-Public Services	9	9	9
Library-Information Services	5	5	5
Library-Information Technology	2	3	3
Library-Youth Services	4	4	4
Communications & Community Development	3	3	4
Operations	60	67	73
Director, Operations	1	1	1
Administration, Operations	3	3	4
Parks - Operations	13	17	17
Road Operations & Fleet	43	46	51
Planning	30	37	42
Chief Planner/Director	1	1	1
Coordinator, Planning	1	1	1
Development Review	9	13	16
Planning Services	11	11	12
Policy, Heritage & Design	8	11	12
Office of the CAO	2	2	2
Chief Administrative Officer	1	1	1
Executive Office Administrator	1	1	1
Corporate Strategy & Innovation	24	25	28
Director, Corporate Strategy & Innovation	1	1	1
Administrative Assistant	1	1	1
Energy & Environment	3	3	4
Information Technology	13	13	14
Project Management	6	7	8
Customer Service & Communications	22	23	26
Director, Customer Service & Communication	1	1	1
Adult 55+, Diversity, Equity and Inclusion	1	1	1
Communications	4	5	6
Service Caledon	6	6	8
Customer Service - Recreation	5	5	5
Economic Development	5	5	5
People Services	12	12	14
Director, Human Resources	1	1	1
Human Resources	9	9	11
Payroll	2	2	2
Total Headcount	415	455	499

Overview of Budget Processes and Policies

THE TOWN OF CALEDON FINANCIAL POLICY HIGHLIGHTS

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.

Overview of Budget Processes and Policies

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 may be 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*.

Overview of Budget Processes and Policies

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.

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 2021. For the 2022 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 2022 budget.

Caledon Council Work Plan (CWP)

With the Council inauguration on December 4, 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 and 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 2022 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 2022 base operating budget increases and decreases are categorized into one of the following sub-categories by department (see table below). All departmental base budget increases/decreases are rolled-up for the Town, as a whole, to communicate the overall impact to the Town's Operating Budget in the same categories and sub-categories:

Unavoidable Budget Changes

Mandatory Legislation	Includes new or a change in legislation that requires the department to incur additional costs to start a new service or change service levels.
Employee Compensation	This is directly linked to existing staffing and includes negotiated union contract adjustments for union staff, economic adjustments for non-union staff, job rate progression, and benefit adjustments such as statutory deductions (Canada Pension Plan, Employment Insurance) and pension rate adjustments related to the Ontario Municipal Employees Retirement System (OMERS).
Annualization of New Staff	If partial-year funding for a new hire was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
Annualization of New Services	If partial-year funding for new services was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
Inflationary	This section is used to identify budget increases due to rate increases for items such as maintenance supplies/services, insurance, winter maintenance salt. This section excludes utilities, which is specifically identified below.
Utilities	This section is used to identify utility changes; projected rate changes are provided from Finance and the volume changes are determined by the department responsible for the facility.
Revenues	This section is for departments to identify revenue adjustments based on volume only.
Previously Approved Council Initiatives	Council reports that have 2022 budget implications are included in the base 2022 budget as an unavoidable budget increase in this section.

Recommended Budget Reductions

Service Delivery Efficiencies	Departments are required to find base operating budget reductions without a reduction to service levels. That is, the same level of service as in 2021 but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.)
New Fees/Revenues	Incremental revenue impact of new fees or charges for a product, service or program that the Town has not charged for in the past.
Fee Rate Increases	Incremental revenue impact of proposed increases to existing fees in the fees by-law.

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 2022 budget, if applicable

Budget Assumptions

Consumer Price Index used for the 2022 budget is 2.0% based on Bank of Canada statement release on April 2021.
Insurance = 18% increase on 2021 Actuals

Utilities:

Natural Gas = 9% rate increase

Staff were asked to adjust the budget up or down based on projected volume for 2022 for factors like historical actuals, new energy efficient equipment recently installed and building changes;

Water = 7% rate increase; adjusted for volume changes, if applicable.

Electricity = 2% rate increase; adjusted for volume changes, if applicable, including any new energy conservation equipment/initiatives that were implemented in 2021 that lowered consumption or utility volumes in 2021

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 2021 actual and projected costs.

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2021, new improved energy efficient equipment replacements in 2021 that will lower consumption/utility volumes in 2022, 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 2022 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.

Impact of the Pandemic

As part of the 2022 budget process, Staff were directed to identify spending directly related to the pandemic that would occur with the assumption the pandemic will continue in 2022 in an unknown manner, with expenses being identified similar to 2021. One-time budget adjustments caused by the pandemic were not made in order to ensure 2022 property taxes were not increased due to the pandemic. Any remaining Safe Restart (Phase1) funding that the Town received and is unspent will be moved to the Tax Funded Operating Contingency Reserve in 2022. Any expenses that the Town continues to face that are related to the Covid-19 pandemic will be funded from the Operating Contingency Reserve in 2022 to avoid any property tax impact.

Overview of Budget Processes and Policies

It is expected there will be an impact from the pandemic on Town Revenues in 2022 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 2022 on the impact the pandemic has had on the Town budget. The Tax Funded Operating Contingency Reserve has a current balance of \$6.8 million (as of October 2021) to assist with funding these budget pressures.

Department	Description	Budgeted approved draws for COVID Expenditures
Library	Operating supplies for COVID	9,560
Fire & Emergency Services	PPE/cleaning and Clean Air Systems	132,000
Customer Service & Communications	Part time wages for greeter position at Service Caledon to coordinate appointments and complete active screening	42,224
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 Municipal Agriculture and Community Grants Program	50,000
Corporate Services	Adjudication due to remote court and security costs when holding virtual court	90,000
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
Office of the CAO - Economic Development	Marketing Coordinator (1 yr contract) to assist the Economic Development team with marketing and promotion needs to assist local businesses and promote tourism during the pandemic.	80,510
Community Services	Enhanced cleaning at Town Hall - casual wages	22,165
Corporate Strategy and Innovation	COVID-19 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. This project is to work with a consultant to create options for Caledon's future workplace to allow us to be resilient and support our staff effectively.	200,000
Corporate Accounts	Masks/PPE and other	165,000
	2022 Commitments from Reserves	1,264,901

Overview of Budget Processes and Policies

Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2022 budget implications are identified during the year and the 2022 budget implications are included in the base 2022 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2021 budget that now should be removed from the base in the 2022 operating budget.
3. Annualization of items approved in the 2021 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 2022 Base Operating Budget

Department	Description	Annualized Amount (\$)
Removal of One-time costs		(110,625.00)
Caledon Public Library	Removal of one-time furniture purchases for new staff under 2021 Changes in Service Levels	(2,500.00)
Caledon Public Library	Removal of one-time computer purchases for new staff under Library 2021 Changes in Service Levels	(3,400.00)
Caledon Public Library	Removal of one-time license and mobile phone costs for Full-Time position, Coordinator - Information Technology, within the Library's IT Department - 2021 CISL-17	(720.00)
Community Services	Removal of one-time furniture purchases for new staff under 2021 Changes in Service Levels	(25,000.00)
Corporate Accounts	Removal of one-time computer purchases for new staff under 2021 Changes in Service Levels	(57,800.00)
Engineering Services	Removal of 4 year Part time PM 2019-2022 under 2019 CSL#12 under Roads & Fleet for unassumed subdivisions fully recovered from capital project 19-085	(1,205.00)
Fire and Emergency Services	Removal of one-time costs of Uniform/Protective Clothing for Full-Time Firefighters (5) for the Valleywood Fire Station per the recommendation in the Fire Master Plan Interim Report - 2021 CISL-29	(20,000.00)

Overview of Budget Processes and Policies

Department	Description	Annualized Amount (\$)
Unavoidable Costs		585,732.00
Community Services	Salary and operating costs of Parks & Open Spaces Manager and Parks Facilitator related to Staffing Requests to Manage Growth as per Staff Report No. 2021-0271	190,025.00
Community Services	Insurance Grant for the Melville White Church building as per Proposed License Agreements for the use of Melville Church, Old Caledon Township Hall and the Kin Centre under Staff Report No. 2021-0211	4,000.00
Community Services	Cancellation of Inglewood Expansion - 2020 CISL-21	(42,039.00)
Corporate Accounts	Computer Maintenance costs related to Staffing Requests to Manage Growth as per Staff Report No. 2021-0271	1,649.00
Corporate Services	20% costs recovery from Dufferin for 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. - 2021 CISL-05	(14,322.00)
Corporate Services	MAG P3 prosecution savings in 2023 for Supervisor Prosecutions to manage the more complex Part III files as well as provide leadership for advancing the Town's response to new technological opportunities. - 2021 CISL-05	(11,822.00)
Operations	Management of Lymantria Dispar Dispar (commonly known as Gypsy Moth) and Single Source Contract Award - Staff Report -2021-0270	283,198.00
Operations	Operating impact Vehicle Operating costs (insurance, fuel, maintenance) and 4 TFTs related to 2022 Fleet Vehicles as per Staffing Report No. 2021-0229. Capital Project 22-002	142,915.00
Planning	Salary and operating costs of Senior & Intermediate Planners related to Staffing Requests to Manage Growth as per Staff Report No. 2021-0271	50,595.00
Planning	60% drawings from DAPP Reserve for full-time permanent Senior Planner, Urban Design within Policy, Heritage and Design Section - 2021 CISL-38	(18,467.00)

Overview of Budget Processes and Policies

Department	Description	Annualized Amount (\$)
Annualized Salaries and Benefits		930,749.00
Building and Municipal Law Enforcement Services	Annualized costs of two (2) additional Officers to help increase the response capacity and help facilitate timely resolution of service requests and compliance with Municipal By-laws. - 2021 CISL-36	99,764.00
Caledon Public Library	Annualized costs of Coordinator - Information Technology, within the Library's IT Department - 2021 CISL-17	29,848.00
Community Services	Annualized costs of Conversion of Facility Maintenance staff at Town hall Campus related to the expansion of CECC - 2021 CISL-30	9,644.00
Community Services	Annualized costs of Operating budget impact associated with capital project to complete the John Clarkson Park Ice Track to operate the ice track. - 2021 CISL-31	28,959.00
Community Services	Annualized costs of Operations Coordinator - Bolton Family to meet the increasing need for additional operational support - 2021 CISL-33	49,883.00
Community Services	Annualized costs of conversion of Aquatic Casual Wages to two (2) Full-Time positions as per Staff Report 2021-0309	32,070.00
Corporate Services	Annualized costs of 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. - 2021 CISL-05	92,336.00
Corporate Services	Annualized costs of Implementation of Automated Speed Enforcement on Town Roads Program - 2021 CISL-43	35,011.00
Corporate Strategy & Innovation	Annualized costs of Capital Project Coordinator - 2021 CISL-01	33,256.00
Corporate Strategy & Innovation	Annualized costs of Contract Project Manager, Facilities - 2021 CISL-02	50,953.00
Corporate Strategy & Innovation	Annualized costs of IT Student to manage increased demand for IT service - 2021 CISL-04	12,413.00
Corporate Strategy & Innovation	Annualized costs recovery from Capital project for Capital Project Coordinator - 2021 CISL-01	(8,314.00)
Corporate Strategy & Innovation	Annualized costs recovery from Capital project for Contract Project Manager, Facilities - 2021 CISL-02	(25,476.00)
Customer Service and Communications	Annualized costs of Manager, Communications - 2021 CISL-08	31,394.00
Engineering Services	Annualized costs of Senior Project Manager, Structures - 2021 CISL-16	11,314.00
Finance	Annualized costs of additional analyst for core Town assets to address a shortfall in staff resources - 2021 CISL-19	37,311.00

Overview of Budget Processes and Policies

Department	Description	Annualized Amount (\$)
Fire and Emergency Services	Annualized costs of 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. - 2021 CISL-25	24,533.00
Fire and Emergency Services	Annualized costs of Assistant Deputy Fire Chief per the recommendation in the Fire Master Plan Interim Report - 2021 CISL-28	70,163.00
Fire and Emergency Services	Annualized costs of Full-Time Firefighters (5) for the Valleywood Fire Station per the recommendation in the Fire Master Plan Interim Report - 2021 CISL-29	214,613.00
Operations	Annualized costs of Operator 1 in Roads to operate Tandem Axle Plow Truck - 2021 CISL-20	35,679.00
Operations	Annualized costs of 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 - 2021 CISL-24	9,674.00
Planning	Annualized costs of full-time permanent Senior Planner, Urban Design within Policy, Heritage and Design Section - 2021 CISL-38	30,779.00
Planning	Annualized costs of full-time permanent Intermediate Planner, Policy. - 2021 CISL-39	24,942.00

Overview of Budget Processes and Policies

Department	Description	Annualized Amount (\$)
Annualized Services		214,327.00
Building and Municipal Law Enforcement Services	Annualized Operating costs of two (2) additional Officers to help increase the response capacity and help facilitate timely resolution of service requests and compliance with Municipal By-laws. - 2021 CISL-36	1,775.00
Caledon Public Library	Annualized Operating costs of Coordinator - Information Technology, within the Library's IT Department - 2021 CISL-17	380.00
Caledon Public Library	Annualized Operating costs of 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. - 2021 CISL-18	4,500.00
Community Services	Annualized Operating costs of Operating budget impact associated with capital project to complete the John Clarkson Park Ice Track to operate the ice track. - 2021 CISL-31	27,600.00
Community Services	Annualized Operating costs of Operations Coordinator - Bolton Family to meet the increasing need for additional operational support - 2021 CISL-33	440.00
Corporate Accounts	Annualized maintenance costs and telephone service for the Implementation of 311 Program - 2021 CISL-07	5,750.00
Corporate Services	Annualized Operating revenue of Implementation of Automated Speed Enforcement on Town Roads Program - 2021 CISL-43	(80,000.00)
Customer Service and Communications	Annualized Operating costs of Manager, Communications - 2021 CISL-08	2,175.00
Engineering Services	Annualized Operating costs Senior Project Manager, Structures - 2021 CISL-16	40.00
Engineering Services	Annualized Operating costs of Implementation of Automated Speed Enforcement on Town Roads Program - 2021 CISL-43	133,000.00
Finance	Annualized Operating costs of additional analyst for core Town assets to address a shortfall in staff resources - 2021 CISL-19	1,000.00
Fire and Emergency Services	Annualized Operating costs of 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. - 2021 CISL-25	16,667.00
Fire and Emergency Services	Annualized Operating costs of Assistant Deputy Fire Chief per the recommendation in the Fire Master Plan Interim Report - 2021 CISL-28	(4,000.00)
Operations	Annualized Operating costs of Contracting out Winter Parking Lot Plowing/Maintenance for Facilities currently performed in-house - 2021 CISL-48	105,000.00

Overview of Budget Processes and Policies

Department	Description	Annualized Amount (\$)
Operating Impact of Council Approved Capital Projects		530,550.00
Building and Municipal Law Enforcement Services	Operating Impact of Capital Project 20-042 - Building Services Fleet	(4,300.00)
Caledon Public Library	Operating Impact of Capital Project 21-008 Library IT equipment	1,360.00
Community Services	Operating Impact of Capital Project 20-092 Albion Bolton Union Community Centre-Arena Program Room Enhancements	(8,000.00)
Community Services	Operating Impact of Capital Project 19-061 - Albion Bolton Union Community Centre - Lighting Retrofit	(18,000.00)
Community Services	Year Three of a three-year phase in of Caledon East Community Centre Expansion Phase 3 - 2020 Change in Service Level #18 (Operating Impact of Capital Project 19-089 - CECC Complex - Phase 3 Expansion).	110,360.00
Corporate Strategy & Innovation	Operating Impact of Capital Project 18-125 - Public Sector Network Extension	2,000.00
Corporate Strategy & Innovation	Operating Impact of Capital Project 21-018 2021 Software Upgrades and Improvements	15,180.00
Corporate Strategy & Innovation	Operating Impact of Capital Project 20-055 IT - Project 20-055 IT - Application Upgrades and Enhancements	10,500.00
Corporate Strategy & Innovation	Operating Impact of Capital Project 21-029 Time Entry Management/Human Resource Information System Replacement - Additional Funding (Consolidated with Capital Project 18-072)	80,000.00
Engineering Services	Operating Impact of Capital Project 21-047 Roads Rehabilitation Construction Program (Debt Funded)	325,000.00
Operations	Operating Impact of Capital Project 20-067 Caledon East Neighbourhood Park in Villas Plan	5,000.00
Operations	Operating Impact of Capital Project 21-111 Building Staff Fleet Vehicle Acquisition	(9,150.00)
Operations	Operating Impact of Capital Project 21-083 DC - Four (4) Light Duty Pickup Trucks	20,600.00
Net result of Unavoidable Budget Increases/(Decreases) to be included in 2022 Budget		2,150,733.00

Overview of Budget Processes and Policies

BUDGET PROCESS

In June 2021, in preparation for the 2022 Budget, budget templates were available on the Town's Corporate Intranet and parameters were provided to the departments with instructions of how to complete the templates. A Financial Analyst was assigned to each department to provide budget assistance, including researching historical actuals beyond what was provided in templates and to provide general financial/budget advice for new managers. The instructions included discussion of Town-wide goals and objectives, budgeting guidelines for the operating and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The budget directives and instructions distributed were designed to assist the departments in preparing all budget requests and forms.

The budget templates provided to the departments include the following:

Operating Budget Template

The Operating Budget worksheet is intended to develop the Town's Base Operating Budget in a focused, transparent and understandable manner. The worksheet is pre-populated with 2020 actuals, 2020 budget, current year 2021 budget which is considered the base budget, as well as 2021 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 2022 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 2022 Budget.

A sample of the 2022 Operating Budget template is shown below and is also available in Appendix C.

TOWN OF CALEDON 2022 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2021 Budget	2021 Budget Changes	2022 Base Budget (C) = (A)+(B)	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2022 Adjusted Base Budget
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L) = (C) TO (K)
Revenues			\$0									\$0
Expenses			\$0									\$0
Net Exp./Rev.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2022 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	\$0	
			\$0	\$0	
\$0	\$0	\$0	\$0	\$0	
Tax Increase/(Decrease) compared to "base budget" (C)				\$0	
% Increase/(Decrease)					

Overview of Budget Processes and Policies

Change in Service Levels Template

Increase in service levels, additional staffing, or new programs that are not part of the base operating budget from the previous year are documented on the 2022 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:

TOWN OF CALEDON

Change in Service Level

Request			
Department		Division	
Version		Year	

Description

I. Executive Summary - Overview of Proposal (How/ Why)

--

II. Background - Current Service Level (Describe the existing level of service provided)

--

III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)

--

IV. Recommendation - Proposed Service Level Impact

--

Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
Net Tax Impact						-	-	-
Total Tax Impact						-		
Expenditures								
Operating Supplies								
Expenditures Total								
Funding								
Reserve Fund To Revenue								
Funding Total								

TOWN OF CALEDON
Change in Service Level

Request			
Department		Division	
Version		Year	

Attributes		
Attribute	Value	Comment
Department		
Division		
Director		
Requested By:		
Council Work Plan Priority		
General Location		
Is there related capital		
Budget Year Submitted		
Is there legislative or regulatory requirements?		
Status		
Alternatives Considered		
Implementation Plan		

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 2022 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 2022 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2022 Budget.

Recreation

In 2016, Council approved a property tax subsidy for the Recreation division of 46% based on comparing budgeted expenses to revenues and benchmarking with other municipalities. The Recreation Subsidy is reviewed annually as part of the budget process and presented for Council's approval. The 2018 Budget resulted in an increase of 1% to the property tax subsidy, and as part of the 2020 budget, the Recreation Subsidy was increased from 47% to 49%. Primarily due to the restructure of Community Services and the pandemic the Subsidy was increased as part of the 2021 budget to 53%.

A property tax subsidy of 53% means that 47% of the Recreation division's costs are recovered by user fees from the users of recreation facilities and programs and the balance of 47% is subsidized by all 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 the subsidy.

Each year the subsidy is reviewed to ensure it is maintained at the approved rate, otherwise it is reported to Council for approval of an increase or decrease. As a result of the COVID-19 pandemic, usage of recreation centres has decreased significantly due to the public health measures put in place, this will continue to impact 2022 service levels and usage. In preparation of the 2022 proposed budget staff were directed to budget for pre-pandemic operations to minimize the impact on taxpayers. It was determined that Town reserves will be used to fund variances to budget as a result of the pandemic.

The current budgeted 2022 subsidy level for Recreation is 56%, subject to Council's approval of the proposed 2022 budget. The Community Services department experienced 2022 inflationary impacts mainly relating to cost of living increases, phase in of previously approved council initiatives (i.e. John Clarkson Park Ice Track, Winter Parking Lot, etc.), proposed Change in Service Level requests (i.e. Event and Community Development positions etc.), and increasing contracted services and insurance costs. In addition, staff are recommending that some 2022 recreation user fees rates are increased 2% to cover inflation where appropriate. User fees are the main tool used to decrease the Recreation Tax Subsidy in a given year. User fees did not increase in 2021 as part of the pandemic relief efforts but due to the increase in inflation experienced to date in 2021 it is recommended these user fees be increased.

Once the impact of the pandemic has subsided, Staff will re-evaluate an appropriate subsidy level and will bring this forward in a future budget for Council's approval.

Headcount Information

Departments are provided with the current year (2021) employee information to be reviewed for the 2022 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

Overview of Budget Processes and Policies

- 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 Process

The Town's Capital budget program identifies the major public improvements to the Town's infrastructure over the next ten years, across all funds. In general, the Town's Capital budget includes new projects and upgrades to existing facilities and the plan addresses critical infrastructure and capital needs divided into numerous categories including stormwater, facilities, parks, roads, transportation, etc.

Based on the priorities that are identified in the 10-year capital plan on an annual basis, along with any community needs that are identified by Council or Staff, departments prepare a detailed capital budget that is presented to Finance, Senior Leadership Team and the CAO for review and discussion. The different program areas such as Roads identifies the different infrastructure segments that should be addressed as part of the annual infrastructure funding based on pressures such as growth, timing of the Region of Peel projects, traffic volume, road condition and utilizing best practices relating to lifecycle costing asset management practices. These projects are prioritized based on the funding envelope that is being recommended by Senior Leadership and is presented to Council to be deliberated.

Capital Budget Template

Capital items are 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.

This year, the Town's Capital budget template was updated to include greater detail regarding project management, such as project milestones, to reflect a high-level project charter. In addition, the Capital Budget Template it is identified if there will be a future operating budget impact upon completion of the capital project.

Below is a sample of the form used by staff:

TOWN OF CALEDON

Capital Projects

Project				
Department				
Version		Year		

Description

PROJECT DESCRIPTION (BACKGROUND INFORMATION, SCOPE, IMPLEMENTATION PLAN, RISKS/BARRIERS)

REASON FOR PROJECT (BENEFITS/SERVICE DELIVERY IMPROVEMENTS, RISK IF NOT IMPLEMENTED)

Budget

	Total	2022	2023	2024	2025	2026
Expenditures						
Expenditures Total						
Funding						
Funding Total						

TOWN OF CALEDON

Capital Projects

Project			
Department			
Version		Year	2022

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		
Project Contact		
Project Type		
TCA Type		
Council Work Plan Priorities		
General Location		
Related Project		
Year Requested		
Priority		
Council Approved Initiative or Reference to Masterplan		
Department Impacted		
Milestones (QQ-YYYY)		
Target Contract Start Date		
Kickoff - Scope Deliverables		
25% Completion		
50% Completion		
75% Completion		
100% Completion		
Status		

Overview of Budget Processes and Policies

Assessment Growth

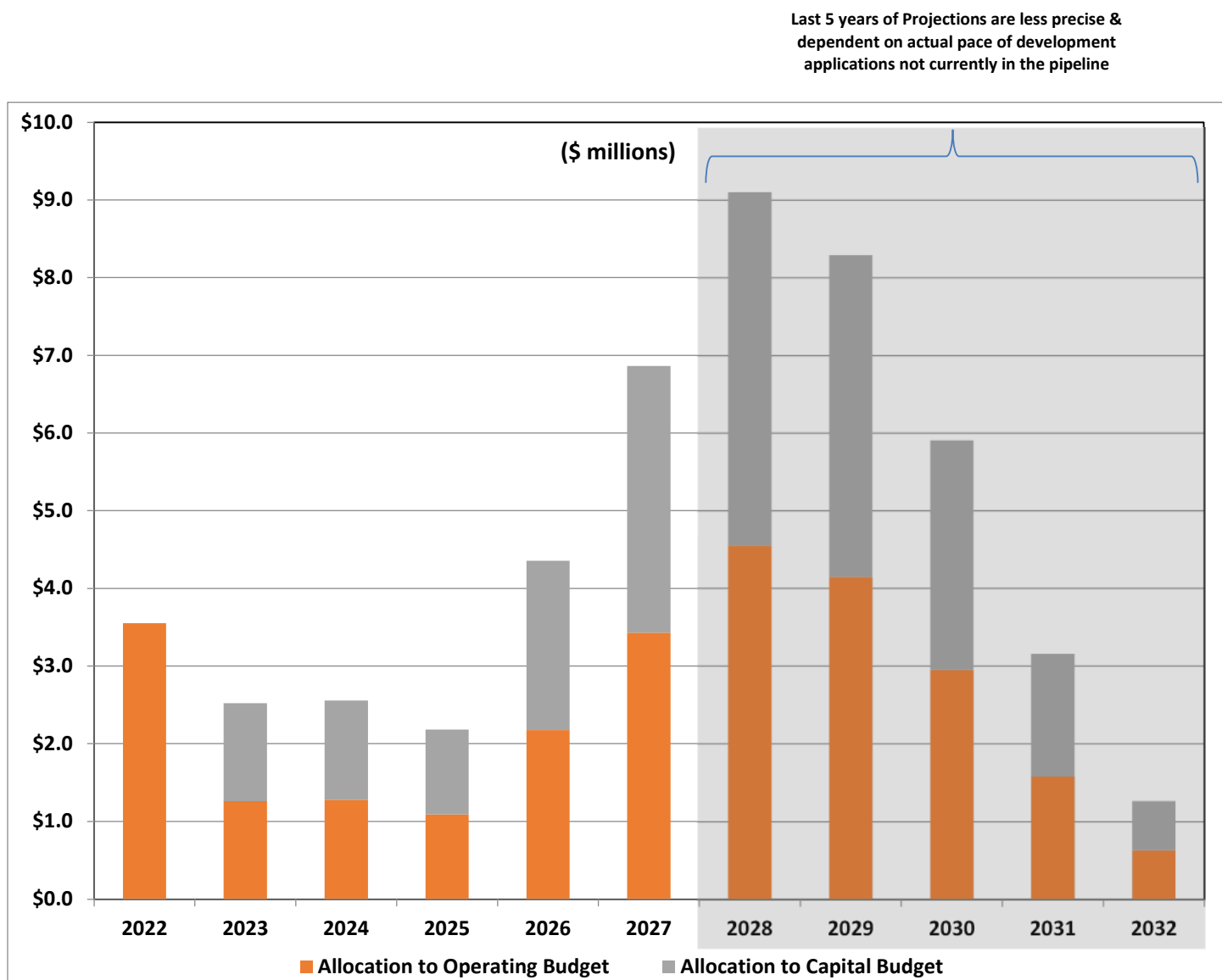
In 2012, as the Town began long-term planning of capital expenditures and tax funding to support the increased annual expenditures, Council approved the following commitment to increase the Town's tax funded capital program (a sustainable source to fund capital):

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.

Given the pressures on the 2022 budget, the Town has offset assessment growth against operating costs and has maintained its tax funded capital program at the 2021 level.

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:



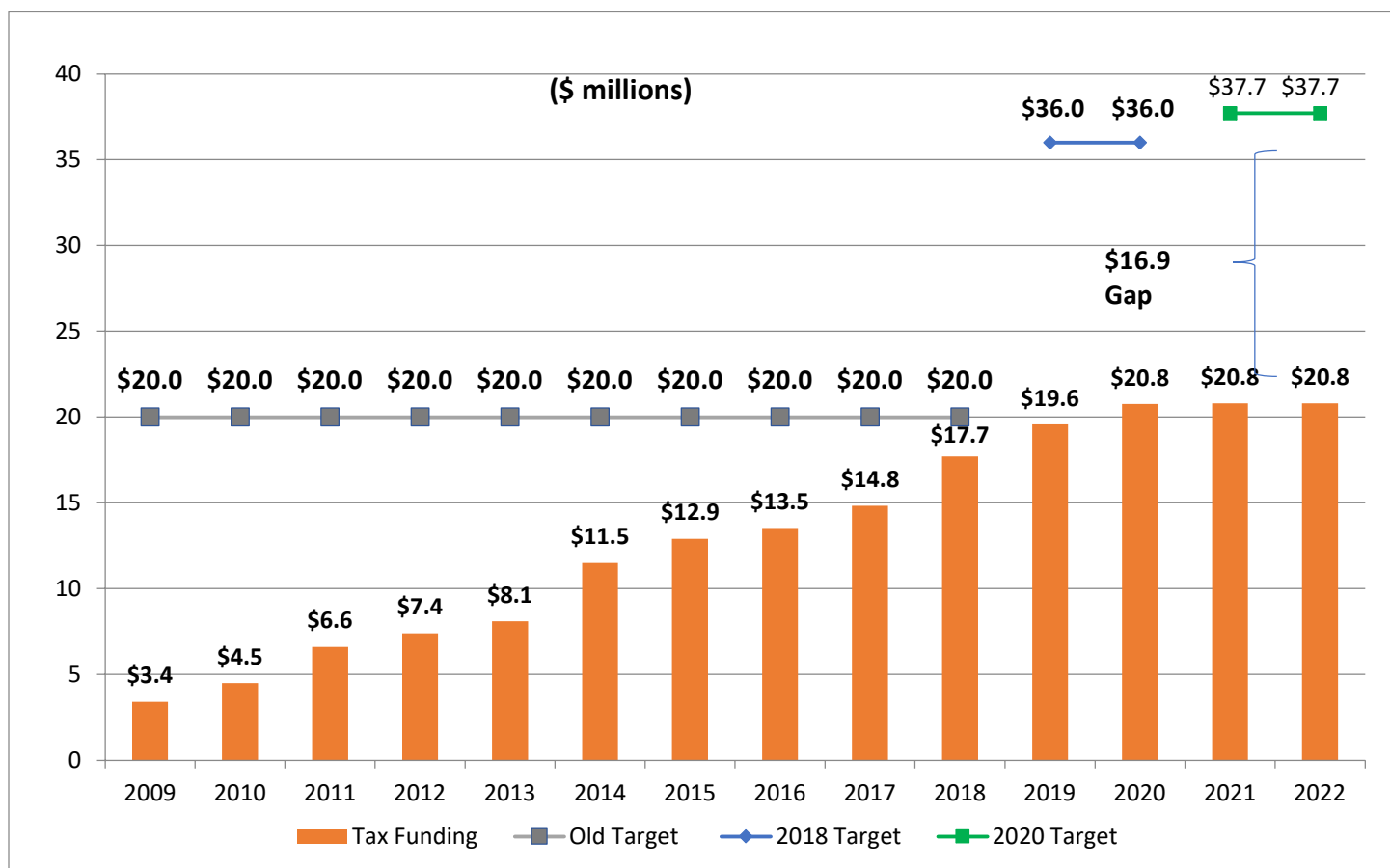
Overview of Budget Processes and Policies

The Town is working towards bridging the gap between the Tax Funded Capital Program and a new target of \$37.7 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. As the Town's capital asset management program grew, a new Asset Management Plan (AMP) target of \$37.7 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 target projection is \$37.7 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

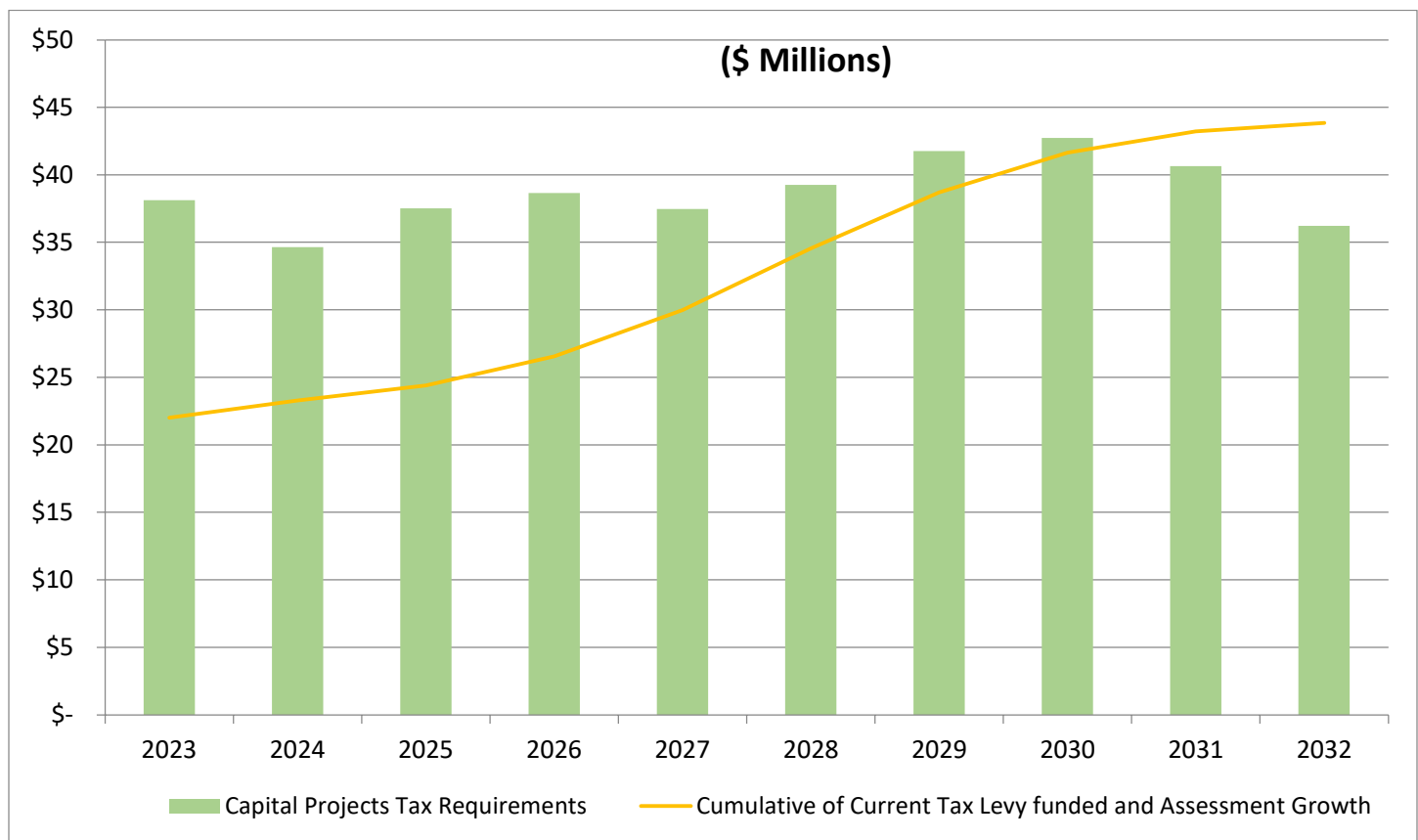
10-Year Capital Forecast Template

Departments were also provided the 10-year Capital forecast used in the proposed 2022 Budget to:

- Update their capital requirements for an additional year (e.g. 10th year of the capital projection needs to be added annually);
- Update based on changes in priorities, new costing information;
- Obtain preliminary information to prepare the 2022 Capital Budget templates (e.g. capital requests for 2022)

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.

2022 Budget Timelines

In June the 2022 Operating and Capital templates were available on our budget software with a final deadline for input by departments set for September 10, 2021. 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 2022 Operating Budget and other recommended target reductions.

The 2022 proposed Operating and Capital Budgets will be presented to Council for review on November 16, 2021. The schedule of the Town's 2022 Budget process for Council following Town staff's internal budget preparation is outlined below:

September 21, 2021: General Committee Meeting – Preliminary Budget Target Report

September 22, 2021: Online Budget Survey Opens

September 28, 2021: Council Meeting – Ratification Of Budget Target Report

October 12, 2021: Online Budget Survey Closes

November 10, 2021: Proposed Budget Released

November 10, 2021: Online Budget Q & A Portal Open

November 16, 2021: 2022 Proposed Budget Presentations

December 3, 2021: Online Budget Q & A Portal Closes

December 7, 2021: General Committee Meeting - 2022 Proposed Budget Deliberations

December 14, 2021: Council Budget Meeting final Considerations – 2022 Proposed Budget And Proposed 2022 Fees By-law

A virtual Town Council meeting was scheduled for November 16, 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. Online engagement for the 2022 Budget continued throughout November until December 3, 2021 with the launch of an online budget question and answer portal where the public asked staff questions regarding the 2022 budget. Budget deliberations were held at the General Committee meeting on December 7 with the finalization and approval of the 2022 Budget at the Council meeting scheduled on December 14, 2021

Communications and Engagement in the 2022 Budget Process

This year, the Town of Caledon launched the new haveyoursaycaledon.ca public engagement site for gathering public input throughout the budget process. In addition to the traditional survey that was completed at the beginning of the budget, the Have Your Say page also includes a current "Q and A" section where residents can ask questions and receive immediate answers from staff. The questions and answers remain on the page, so everyone can see all questions and answers posed to staff by the community.

In addition to the ongoing online engagement, the Town hosts two budget council meetings prior to budget approval that will allow for directors to present their budgets and will allow the public an opportunity to participate through delegation opportunities. Livestreaming the budget meetings will allow the public to get information about budget, budget meeting recordings and budget presentations will be posted on the Have Your Say Caledon project page for those who cannot attend.

As always, anyone in the community who would like to delegate council through the budget process is welcome to do so.

Overview of Budget Processes and Policies

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.

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.

Overview of Budget Processes and Policies

- 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.

BUDGET ACCOUNTING POLICY

As in prior years, the Town of Caledon's 2022 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 2022 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2022 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2022 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 \$76.1 million surplus which will increase to the Town's accumulated surplus when preparing the 2022 financial statements in accordance with PSAB.

	\$ Millions	
2022 Proposed Budget - Fund Accounting		
2022 Proposed Operating Budget Revenues	\$120.8	
2022 Proposed Operating Budget Expenses	(\$120.8)	
2022 Operating Budget Surplus/(Shortfall) - Fund Accounting		\$0.0
 Proposed 2022 Tangible Capital Asset Amortization	(\$23.0)	
2022 Proposed Budget Tax Levy Funded Capital Program	\$20.8	
2022 Proposed Capital Budget Items not considered TCA	(\$2.8)	
2022 Proposed Budget Transfer from Reserves considered		
Deferred Revenue & Other external Funding (e.g. grants)	\$76.4	
		\$71.4
Revised surplus after accounting for TCA		\$71.4
 Other Full Accrual Adjustments		
Net 2022 Budget Transfers to Reserves not considered as		
Expenses	\$1.7	
Long Term debt Principal Payment (External)	\$3.0	
		\$4.7
Estimated Impact on the ending 2022 Accumulated Surplus		\$76.1

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 \$23.0 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 \$76.1 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 2022 Operating Budget Summary

A summary of the 2022 Net Operating Budget Expense (Expenses less Revenue) by department is listed below with a comparison to the 2021 and 2020 Budget.

DEPARTMENT	2022 BUDGET	2021 BUDGET	2020 BUDGET
Building & Municipal Law Enforcement Services	\$ 1,563,313	\$ 1,198,102	\$ 994,085
Caledon Public Library	\$ 4,743,600	\$ 4,388,028	\$ 3,998,688
Community Services	\$ 9,552,333	\$ 8,293,313	\$ 8,672,124
Corporate Services	\$ 3,455,463	\$ 3,128,598	\$ 3,365,061
Corporate Strategy & Innovation	\$ 3,140,203	\$ 2,884,906	\$ 2,934,191
Customer Service & Communications	\$ 3,092,541	\$ 2,687,741	\$ 1,307,998
Economic Development	\$ 792,584	\$ 779,446	\$ 649,904
Engineering Services	\$ 5,067,044	\$ 4,795,902	\$ 4,830,379
Finance	\$ 3,508,160	\$ 3,086,276	\$ 3,310,683
Fire & Emergency Services	\$ 10,657,792	\$ 9,765,202	\$ 9,023,596
Operations	\$ 15,306,697	\$ 14,014,703	\$ 12,732,494
People Services	\$ 1,709,552	\$ 1,451,145	\$ 1,225,015
Planning	\$ 1,389,584	\$ 1,114,138	\$ 1,791,863
Corporate Accounts	\$ (63,978,866)	\$ (57,587,500)	\$ (54,836,081)
Total	\$ -	\$ -	\$ -












*In 2020, there was a corporate restructure that resulted in significant budget transfers in 2021. 2020 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 2022.

A summary of the 2022 approved Changes in Service Levels is listed on the next three pages. For the 2022 budget, the Changes in Service Levels were organized into Council Work Plan Priorities – Changes in Service Levels that relate to the objectives in the Council Work plan.









2022 APPROVED CHANGES IN SERVICE LEVELS

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.

Council Work Plan Priorities	Department	Ref #	Description	2022 Gross Budget \$	2022 Net Tax Funded Budget \$	% Funded by Tax	% Funded by Reserve	Full-Time Headcount	Annualized Tax Funded Budget \$
	Operations	8	Coordinator, Fleet to coordinate repairs and tool purchases with Fleet Technicians, Fleet Lead Hand and other Operations Supervisors.	\$81,564	\$81,564	100%	0%		\$97,419
	Community Services	31	Supervisor Off Campus Facilities will be responsible for all Fire Stations, Heritage Facilities, Animal Shelter, Works Yards and various other properties throughout the Town.	\$50,007	\$50,007	100%	0%		\$126,121
	Engineering Services	60	Infrastructure Analyst to develop, implement and maintain the collection and analysis of infrastructure assets; develop and maintain a repository of construction drawings; support capital planning, tracking and reporting, business analytics, and internal and external customer service.	\$29,278	\$0	0%	100%		\$0
	Engineering Services	1	New Streetlight Requests budget will allow staff to address the new street light request from the residents, where the existing lighting level is low, by filling the gaps.	\$20,000	\$0	0%	100%		\$0
	Caledon Public Library	10	Conversion of Part-Time Coordinator, Communications and Community Development to effectively mitigate this increased and evolving scope and ensure that the Library is able to continue managing the status quo while also striving to meet the objectives of the strategic plan.	\$25,325	\$25,325	100%	0%		\$25,325
	Finance	12	Supervisor. Revenue to support property taxation, assessment base management and other revenue administration at the Town	\$114,342	\$0	0%	0%		\$0
	Caledon Public Library	13	New Full-Time Leadership Position - Director, Library Corporate Services and Projects as part of the Library's organizational review and in the resulting creation of a vision for a new structure that will effectively and efficiently manage CPL's efforts to serve a growing community.	\$82,130	\$82,130	100%	0%		\$147,880
	Finance	19	Senior Financial Analyst, Development is responsible for the collection of all of the Town, Region and School board development charges as well as all financial securities related to development.	\$0	\$0	0%	100%		\$0
	Engineering Services	27	Senior Project Manager - Stormwater to manage the condition assessment of stormwater linear infrastructure and stormwater ponds.	\$46,688	\$46,688	100%	0%		\$50,799
	Corporate Strategy & Innovation	30	Climate Change Coordinator to provide the capacity to implement corporate and community programs and initiatives to meet the commitment of a target of net zero emissions by 2050.	\$38,821	\$38,821	100%	0%		\$92,662

2022 APPROVED CHANGES IN SERVICE LEVELS

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.

	Engineering Services	37	Senior Project Manager, Development Engineering to collaborate and create synergies with internal departments, external agencies and key stake holders to ensure that infrastructure planning and construction of large secondary plans and greenfield subdivisions aligns with the Town's vision and projected 2051 growth.	\$107,886		\$0	0%	100%		\$0
	Finance	40	Financial Analyst, Long-term Financial Planning to provide support to the Senior Financial Analyst in order for them to allow more of a focus towards long term financial planning in regard to multi-year budgets, cash flow forecast, financial reporting and reserve management.	\$72,548		\$72,548	100%	0%		\$97,197
	Fire & Emergency Services	33	Full-Time Firefighters - Valleywood Fire Station (5) to improve emergency response capability and firefighter safety in the Southwest quadrant of the Town.	\$366,200		\$366,200	100%	0%		\$668,900
	Fire & Emergency Services	34	Fire Inspector (1) to allow Caledon Fire & Emergency Services to meet existing and future legislative requirements with regards to community fire safety which have a corresponding relation in the reduction of emergency responses and costs. (Partially funded by Building Permit Fees)	\$75,690		\$59,505	78%	22%		\$100,660
	Corporate Services	42	Additional Caledon POA Coordinator is needed in order to meet the Provincial Standard ratio of 1 coordinator per 5000 tickets.	\$63,026		\$63,026	100%	0%		\$75,631
	Planning	58	Community Planner within the Policy, Heritage and Design Section of the Planning Department to support the intergovernmental monitoring of policies, and continued work on the Official Plan and pertaining policies.	\$59,303		\$54,118	91%	9%		\$93,075
	Corporate Strategy & Innovation	61	Business Analyst (2 Year Contract) will be responsible for performing business process analysis, including process mapping & information flows.	\$70,630		\$0	0%	100%		\$0
	Corporate Strategy & Innovation	64	18 month contract Project Management position be converted to a Full time position to support the delivery of a number of ongoing capital projects as well as those approved in the 2022 budget.	\$14,110		\$14,110	100%	0%		\$14,110
	People Services	66	HRIS Analyst to support the implementation and management of the HRIS (Human Resources Information System) in People Services.	\$85,183		\$85,183	100%	0%		\$103,660
	People Services	67	Human Resources Business Partner to support the operation of the People Services Department. This role is to primarily support the Fire Services Department and additional client portfolio's.	\$103,003		\$103,003	100%	0%		\$127,420

2022 APPROVED CHANGES IN SERVICE LEVELS

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.

	Caledon Public Library	6	Implementation of Fibre to Improve Connectivity at Albion Bolton, Caledon East and Margaret Dunn Branches	\$20,000		\$20,000	100%	0%		\$17,000
	Operations	49	Operating Costs of Approved Bolton Bandshell at RJA Potts Park - If the Trillium grant funding application is successful, design and construction of a Bandshell within RJA Potts Park will occur in 2022 under Approved Capital Project 22-091. The target completion date is June 2022.	\$79,140		\$69,140	87%	13%		\$69,140
	Operations	2	Crossing Guard Coordinator - To manage the crossing guard program because the demand for crossing guards has increased and recruitment and retention of crossing guards continues to be challenging.	\$88,616		\$88,616	100%	0%		\$96,719
	Caledon Public Library	4	Elimination of Overdue Library Fines to foster a positive customer experience where all are welcomed and library use is encouraged.	\$30,000		\$30,000	100%	0%		\$30,000
	Community Services	5	Event and Community Development PFT Positions to lead and support community, corporate and council events and initiatives and to lead Town led events, support the Mayor's office in Council involved or led events, support the Safe Events Caledon program, and increase the level of support provided to community led events, groups and organizations.	\$175,713		\$175,713	100%	0%		\$188,479
	Operations	9	Supervisor, Roads - to support the current winter maintenance shift in the afternoon/evenings as a Supervisor, Roads is necessary to ensure the Town is meeting the Occupational Health & Safety Act	\$88,617		\$88,617	100%	0%		\$107,140
	Building & Municipal Law Enforcement Services	11	To create a Manager's position within the Building Services Division. When the Town's Departments were re-organized the Manager's position in the Building Division was not maintained - it was absorbed into the newly created Director's position with the three (3) existing Supervisor positions in the Division reporting directly to the Director.	\$140,930		\$0	0%	100%		\$0
	Operations	14	Technician, Road Operations - patrolling roads, checking signs for reflectivity, inspecting streetlights at night, winter road patrol plus other important tasks that all require a regular road patrol to inspect.	\$16,922		\$16,922	100%	0%		\$37,477
	Operations	15	Operator II, Roads (Conversion of Summer & Winter TFT's) - A change in service level converting 4 TFT staff (2 summer road and 2 winter roads) to 2 Permanent Full Time will provide valuable staff retention.	\$31,295		\$31,295	100%	0%		\$31,295
	Community Services	18	Specialty Inclusion Programmer based on the required need to meet inclusive and Accessibility for Ontarians with Disabilities (AODA) requirements, in addition to increase in program and service demands.	\$38,798		\$38,798	100%	0%		\$84,990
	Finance	20	Senior Clerk, Revenue is an additional dedicated resource for the Town's property tax administration to provide escalated customer service delivery and property tax administration to the rapidly growing property tax accounts in Caledon .	\$83,877		\$83,877	100%	0%		\$92,162



2022 APPROVED CHANGES IN SERVICE LEVELS

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.

 Improved Service Delivery	Customer Service & Communications	22	Communications Advisor - Planning and Development to enhance how we engage and communicate with our community, will promote transparency to our businesses and increase access to feedback opportunities more convenient to citizens.	\$55,562		\$55,562	100%	0%		\$71,847
	Engineering Services	23	Project Coordinator - Development Engineering to review Oak Ridge Moraine Site Plan, Niagara Escarpment Commission and Committee of Adjustment applications, as well implement and administer the Town initiated Lot Grading process for building permits associated with infill lots and estate developments.	\$89,516		\$0	0%	100%		\$0
	Customer Service & Communications	25	Service Caledon Associate to provides first contact resolution for an increasing number of services in the Town of Caledon.	\$83,082		\$83,082	100%	0%		\$76,182
	Customer Service & Communications	26	Snow Removal Assistance Program to provide additional support for low-income older adults and persons with physical disabilities.	\$75,000		\$75,000	100%	0%		\$75,000
	Corporate Services	43	Real Estate Data Subscriptions to identify salient features of real estate, sales history, and to assess value through the review of comparable property transactions.	\$20,000		\$20,000	100%	0%		\$20,000
	Planning	44	Business Analyst, Planning to support the modernization of planning applications within AMANDA, streamlining the application process, finding efficiencies and reducing resources for the Town, external agencies and applicants.	\$103,855		\$103,855	100%	0%		\$128,273
	Planning	45	Planning Technician to provide additional customer service support for the Planning Department, primarily for responding to public development enquiries.	\$93,096		\$7,450	0%	92%		\$550
	Planning	46	Senior Landscape Architect to support the review of planning applications from a landscape perspective.	\$111,662		\$7,450	0%	100%		\$550
	Planning	47	Urban Designer to support the review of planning applications from an urban design perspective	\$103,905		\$7,450	0%	100%		\$550
	Corporate Strategy & Innovation	48	IT: Project Coordinator to manage increased pressures to role out new technology such as improved phone system, security portfolio. This position will allow multiple Projects to be conducted at a time by reducing the workload from the technical lead and placing it with this role, which will specialize in project management.	\$81,271		\$81,271	100%	0%		\$115,032
	Building & Municipal Law Enforcement Services	52	Supervisor - Municipal Law Enforcement Services Division. There is currently only one (1) Supervisor responsible for the direct supervision of 8 full time Municipal Law Enforcement Officers and 6 part-time Parking Control Officers.	\$122,787		\$122,787	100%	0%		\$137,956

2022 APPROVED CHANGES IN SERVICE LEVELS

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.

	Building & Municipal Law Enforcement Services	54	Summer Students - Building Services Division to assist with supporting functions during the high volume summer months.	\$44,669		\$0	0%	100%		\$0
	Corporate Services	56	Part time Court Clerk Monitor - Orangeville would work when court is in progress in Orangeville. The position was defunded in 2018 in favour of a French language position, but with the increased reliance on virtual proceedings, dedicated expertise is important in this role.	\$23,539		\$0	0%	100%		\$0
	Customer Service & Communications	70	Manager Service Caledon - Responsible for overseeing service delivery standards town-wide as well as front-line operations for Service Caledon and Customer Service - Recreation.	\$116,126		\$116,126	100%	0%		\$144,704
Technical Adjustment from Council Budget Meeting: Increase MACG Grant program funding				\$5,000		\$5,000	100%	0%		\$5,000
Technical Adjustment from Council Budget Meeting: Leash-Free Dog Park Operating Cost Impacts from added 2022 Capital Project				\$5,000		\$5,000	100%	0%		\$10,000
Total Funded Change in Service Levels				\$3,433,712		\$2,475,239			42	\$3,360,905

New Full-Time Headcount



37

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

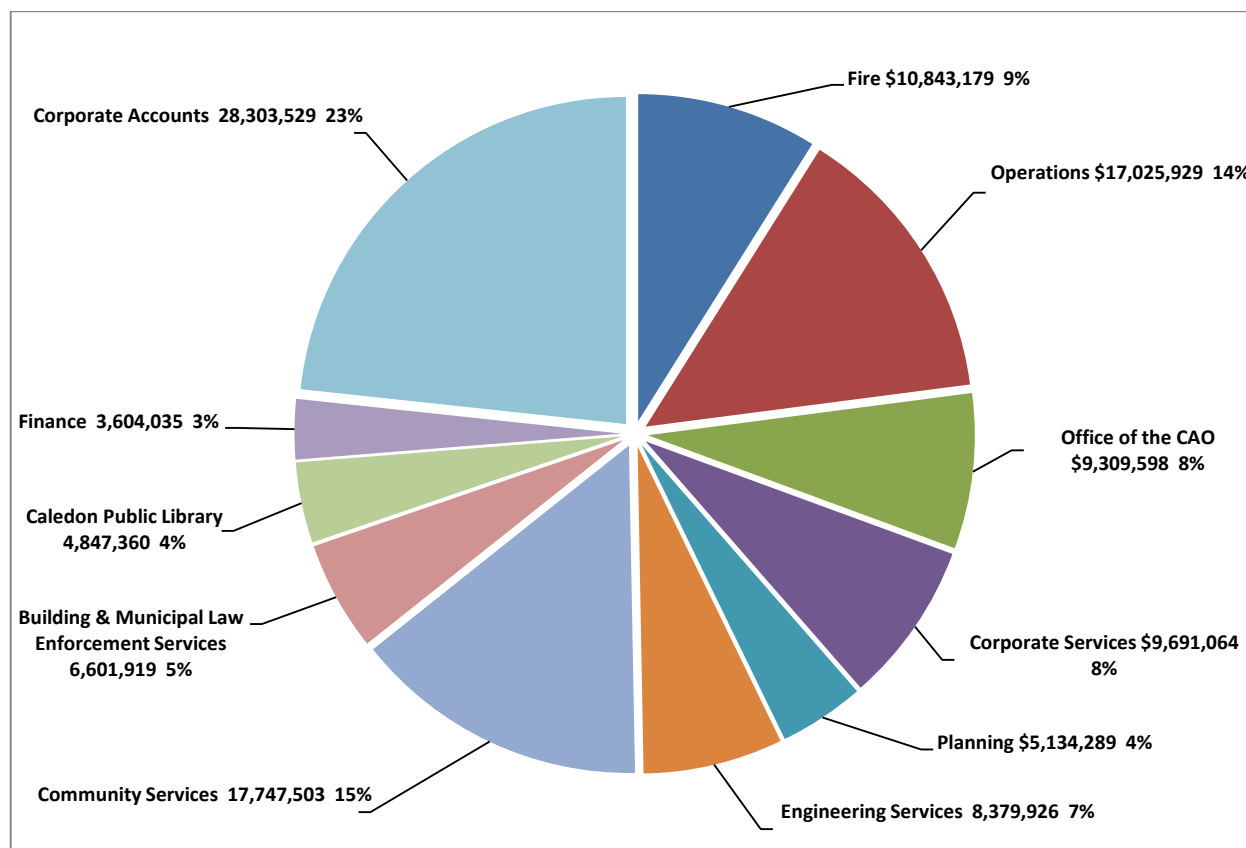


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* Budget requests associated with headcount include salary, statutory payroll deductions, computer equipment and training costs

2022 Operating Budget

Expenditures by Department*



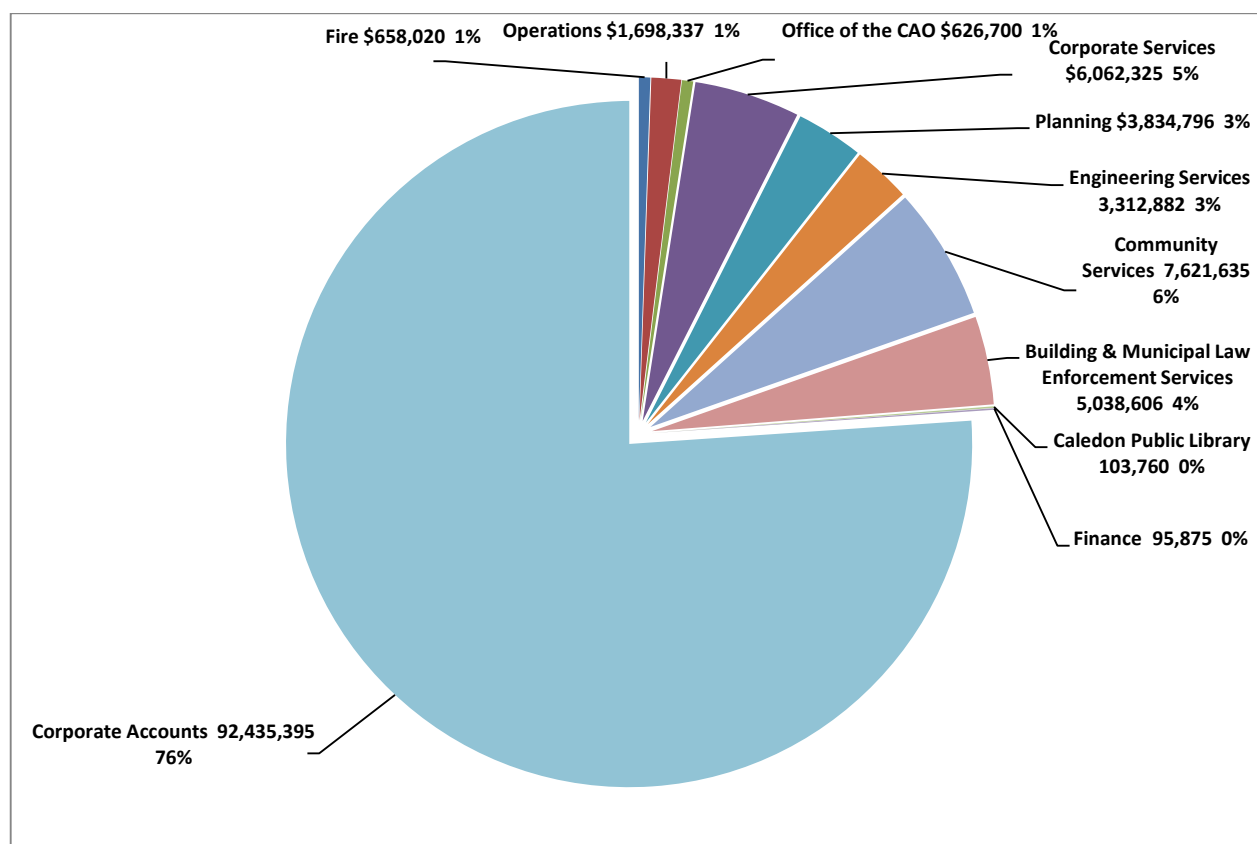
Expenditures by Category

	2020 Approved Budget	2021 Approved Budget	2022 Approved Budget
Salaries, Wages & Benefits	52,037,613	54,428,692	61,958,894
Transfer to Reserves/Capital	24,072,895	27,198,304	25,698,513
Services and Rents	9,283,282	11,255,044	11,890,811
Materials, Equipment & Supplies	5,662,506	6,503,360	6,857,485
Utilities	2,794,566	2,983,773	2,907,281
Other	10,550,127	12,001,699	12,175,347
Expenditures Total	\$104,400,989	\$114,370,872	\$121,488,331

*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.

2022 Operating Budget

Revenues by Department*



Revenue By Source	2020 Approved Budget	2021 Approved Budget	2022 Approved Budget
Tax Revenue	74,818,785	77,578,376	83,778,466
Fines and Penalties	5,680,539	6,366,911	6,428,813
User Fees/Rentals	14,680,593	19,304,011	16,963,732
Transfer from Reserves	272,059	2,138,274	4,876,602
Interest	3,915,143	3,915,143	4,020,143
Grants	976,602	974,939	993,287
Sales	206,465	206,465	216,465
Other	3,850,803	3,886,753	4,210,823
Revenue Total	\$104,400,989	\$114,370,872	\$121,488,331

*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 - \$83,778,466

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 2022 is projected to increase by approximately 4.0%. The estimated projection added to the tax base is \$3,471,286 of assessment growth which will fund the Town's operating program. The proposed 2022 Budget requires an additional \$2.1 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 - \$6,428,813

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 - \$16,908,732

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 - \$4,876,602

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

Interest - \$4,020,143

Proactive cash management and investment strategies will continue to be used in 2022 to maintain or increase Interest revenue included in the Operating Budget. 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 - \$993,287

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 - \$216,465

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

Other – \$4,210,823

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.

2022 APPROVED CAPITAL BUDGET

The total approved capital budget for 2022 is \$118,163,235. 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	Debtenture/ Internal Debt	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment
Caledon Public Library	Lending Services	22-019	Library Collections and Materials	\$ 450,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-020	Library IT Equipment	\$ 51,000	\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-021	Library Furniture Replacement	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-022	Library Master Plan	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	DC Library
		22-025	Library In-Branch Signage and Wayfinding	\$ 24,000	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-026	Library and Town Joint Technology Services Review	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-027	Library Print Management and Wireless Printing Services	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Caledon Public Library Total				\$ 792,000	\$ 742,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -		
Community Services	Recreation Facilities	17-071	Rotary Place Expansion - Design	\$ 5,350,019	\$ -	\$ -	\$ -	\$ -	\$ 133,853	\$ 5,216,166	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		18-036	Caledon East Community Complex - Expansion Design Work	\$ 13,751,934	\$ -	\$ -	\$ 2,271,593	\$ -	\$ -	\$ 11,480,341	\$ -	DC Parks and Recreation, DC Library, Debtenture
		21-130	Old Bolton Fire Hall Reno	\$ 5,479,800	\$ -	\$ 3,500,000	\$ 1,979,800	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
		22-036	Artificial Turf and Dome - Mayfield	\$ 4,300,000	\$ -	\$ -	\$ -	\$ -	\$ 1,328,270	\$ 2,971,730	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-044	Lloyd Wilson Centennial Arena - Furnace Replacement	\$ 8,750	\$ 8,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
		22-045	Mayfield Recreation Complex - Alarm System Replacement	\$ 9,325	\$ 9,325	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
		22-058	Mayfield Recreation Complex - Arena Insulation	\$ 34,750	\$ 34,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-059	Recreation - Large Equipment Replacement	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
		22-060	New Entrance to the Tractor Room - Albion Bolton Union Community Centre	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-063	Albion Bolton Union Community Centre- Arena flooring replacement	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
		22-068	Caledon Centre for Recreation and Wellness - Outdoor Learning space / garden refresh	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-070	Caledon Centre for Recreation and Wellness - HVAC Replacement - Multiple units	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
		22-073	Caledon Centre for Recreation and Wellness- New Pool Air Handling Unit	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
		22-098	Mayfield West Recreation Centre #2 - Preliminary Design	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ 262,531	\$ 587,469	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-099	Mayfield Recreation Complex - Expansion - Preliminary Design	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 570,000	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-104	Rotary Place Enhancements	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-105	John Clarkson Park - Ice Resurfacers Building	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 135,000	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
	Community Development	22-034	Recreation and Parks Master Plan	\$ 200,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	DC Parks and Recreation
		22-035	Fitness Equipment Replacement - Caledon Centre for Recreation and Wellness	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	Fitness Equipment Replacement Reserve
		22-037	Terra Cotta Community Centre Enhancements	\$ 34,500	\$ 34,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-134	Mayfield Artificial Turf Equipment	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	DC Parks and Recreation
	Parks	22-082	Playground Improvements	\$ 274,000	\$ 274,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-083	Park and Playground Surfacing Improvements	\$ 26,000	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-084	Palgrave Baseball Diamonds - Field #1 Lighting	\$ 205,000	\$ 145,336	\$ -	\$ 59,664	\$ -	\$ -	\$ -	\$ -	

2022 APPROVED CAPITAL BUDGET

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Department	Division/Service Area	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Debenture/ Internal Debt	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment
Community Services	Parks	22-085	Park Sustainable Neighbourhood Action Plan (SNAP) Improvements	\$ 245,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000	Community Revitalization Grant
		22-087	Outdoor Active Recreation Infrastructure Caledon East	\$ 605,000	\$ -	\$ -	\$ -	\$ -	\$ 60,500	\$ 544,500	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-088	Dennison Park Washroom Building	\$ 268,500	\$ -	\$ -	\$ -	\$ -	\$ 13,425	\$ 255,075	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-089	Johnston Sports Park - Phase 4 Washroom	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 1,350,000	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-090	Mayfield West II - Community Park	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 1,900,000	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-091	Bolton Bandshell - RJA Potts Park	\$ 472,500	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470,000	Rotary Club of Bolton Contribution, Trillium Grant Application
		22-093	Palgrave Baseball Diamonds - Washroom Upgrade	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-108	Villas Park Shade Structure	\$ 40,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000	\$ -	
		22-128	Sport Field Parking Lot Expansions	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-129	Mayfield West - Off Leash Dog Park	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 57,000	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		22-136	Mayfield West 1 Southfields Community Park	\$ 1,140,000	\$ -	\$ -	\$ -	\$ -	\$ 57,000	\$ 1,083,000	\$ -	DC Parks and Recreation, Cash in Lieu of Parkland Reserve
		Corporate Facilities	20-033	Works Yard 1/2 Strategic Growth Plan	\$ 4,458,005	\$ -	\$ -	\$ 2,910,425	\$ -	\$ -	\$ 1,547,580	\$ -
	21-024		Salt Dome Replacement	\$ 365,000	\$ -	\$ -	\$ 365,000	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
	22-015		OPP Caledon Centre for Recreation and Wellness Back Up Generator	\$ 1,071,003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,071,003	Region of Peel
	22-074		Electric Vehicle Charging Stations	\$ 176,040	\$ 176,040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	22-075		35 Chapel Street Renovation	\$ 181,500	\$ -	\$ -	\$ 181,500	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
	22-076		Building Envelope and Parking Lot Repairs	\$ 500,000	\$ 370,000	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	Facility Repairs and Reinvestment Reserve
	22-101		Vehicle for Supervisor Off Campus Facilities	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	22-139		Replace Light Fixtures	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	Capital Asset Replacement Reserve
	22-097	Town Hall Improvements	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Community Services Total				\$ 46,746,626	\$ 2,152,201	\$ 3,500,000	\$ 9,017,982	\$ -	\$ 2,323,579	\$ 28,031,861	\$ 1,721,003	
Corporate Strategy & Innovation	IT Operations	22-072	IT- Application Upgrades and Enhancements	\$ 729,424	\$ 579,424	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	
		22-100	Refresh of Hardware	\$ 630,000	\$ 630,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-126	Connecting Caledon- Broadband Fund	\$ 321,622	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 321,622	Broadband Levy
	Project Management Office	22-127	Building Information Management Strategy	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Energy & Environment	22-077	Building Condition Assessments with a Climate Change Lens	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-078	Energy and Environment Projects	\$ 36,700	\$ 36,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Corporate Strategy & Innovation Total				\$ 1,992,746	\$ 1,521,124	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 321,622	
Corporate Services	Animal Services	22-018	Animal Services Needs Assessment	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	Animal Shelter Reserve
	Information Services	22-029	Records Digitization	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	
	Provincial Offences Court	22-107	10 Year Capital Plan for POA Courts	\$ 60,000	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ 22,500	\$ 15,000	DC POA, Town of Dufferin
Corporate Services Total				\$ 160,000	\$ 22,500	\$ -	\$ -	\$ -	\$ 100,000	\$ 22,500	\$ 15,000	

2022 APPROVED CAPITAL BUDGET

The total approved capital budget for 2022 is \$118,163,235. 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	Debtenture/ Internal Debt	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment	
Engineering Services	Engineering Services	22-048	Roads Rehabilitation Construction Program (Debt)	\$ 2,269,021	\$ -	\$ -	\$ 2,269,021	\$ -	\$ -	\$ -	\$ -	Debtenture	
		22-049	Bridge and Culvert Construction Program	\$ 3,093,611	\$ 60,000	\$ -	\$ 3,033,611	\$ -	\$ -	\$ -	\$ -	Debtenture	
		22-050	Roads Engineering Design & Environmental Assessment	\$ 750,115	\$ 683,678	\$ -	\$ -	\$ -	\$ -	\$ 66,437	\$ -	DC Roads	
		22-051	Castlederg Sideroad Reconstruction	\$ 2,013,964	\$ -	\$ -	\$ 1,097,388	\$ -	\$ -	\$ 916,576	\$ -	DC Roads, Debtenture	
		22-052	Mississauga Road Reconstruction	\$ 3,191,227	\$ 356,697	\$ 2,604,530	\$ -	\$ -	\$ -	\$ -	\$ 230,000	Aggregate Levy	
		22-054	Norton Boulevard/Haines Drive & Meadowvale Court New Storm Infrastructure	\$ 1,814,530	\$ 155,001	\$ -	\$ -	\$ 1,659,529	\$ -	\$ -	\$ -		
		22-055	Stormwater Management Program	\$ 1,650,000	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		22-056	Storm Sewer Lining - Pond #10 to the Humber River	\$ 667,000	\$ 237,307	\$ -	\$ 429,693	\$ -	\$ -	\$ -	\$ -	Debtenture	
		22-106	Alton Cemetery Retaining Wall Replacement	\$ 352,000	\$ 352,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		22-130	Guard Rail Program	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		22-133	Strawberry Hill Retaining Wall Stabilization	\$ 2,600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	Tax Funded Capital Contingency Reserve	
		22-135	Additional Road Rehabilitations	\$ 3,275,000	\$ 241,389	\$ 3,033,611	\$ -	\$ -	\$ -	\$ -	\$ -		
		22-137	Mayfield West C.A.M.P	\$ 20,162	\$ -	\$ -	\$ -	\$ -	\$ 20,162	\$ -	\$ -	Comprehensive Adaptive Management Plan (C.A.M.P.) Reserve	
		22-140	McLaughlin Sidewalk at LWCA	\$ 50,000	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ 12,500	\$ -	DC Roads	
	Development Engineering	22-109	Tim Manley Avenue (Spine Road) Construction	\$ 12,957,573	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,957,573	\$ -	DC Roads	
		22-110	Trail Bridge North of McKee Drive South	\$ 227,700	\$ 34,155	\$ -	\$ -	\$ -	\$ -	\$ 193,545	\$ -	DC Parks and Recreation, Developer Contribution	
	Transportation	22-039	Cycling Program	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
22-040		Traffic Data Collection Program	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
22-046		Traffic Calming Program	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
22-047		Active Transportation Master Plan	\$ 400,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	DC Roads, DC Parkland		
Engineering Services	Transportation	22-138	Caledon Transportation Master Plan	\$ 85,000	\$ 42,500	\$ -	\$ -	\$ -	\$ -	\$ 42,500	\$ -	DC Roads	
Engineering Services Total				\$ 35,896,903	\$ 5,130,227	\$ 5,638,141	\$ 6,829,713	\$ 1,659,529	\$ 2,020,162	\$ 14,389,131	\$ 230,000		
Finance	Finance	22-057	Planning and Engineering Fees Review	\$ 50,900	\$ -	\$ -	\$ -	\$ -	\$ 50,900	\$ -	\$ -	Development Approvals Stabilization Reserve, Engineering Stabilization Reserve	
	Purchasing	22-081	Updating Construction Contracts - Excess Soils Regulations	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-092	Social Procurement Consulting Services	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Asset Management	22-111	Needs-based assessment (Town wide AM resource assessment)	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-112	Current and Target Levels of Service	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Finance Total				\$ 480,900	\$ 430,000	\$ -	\$ -	\$ -	\$ 50,900	\$ -	\$ -		
Fire and Emergency Services	Emergency Operations & Fire Suppression	20-035	Design Expansion Palgrave/Mono Mills/Alton Fire Stations	\$ 7,700,000	\$ 1,491,875	\$ -	\$ -	\$ -	\$ -	\$ 6,208,125	\$ -	DC Fire	
		21-100	Auto Extrication - 3 Year Upgrade	\$ 45,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -		
		21-103	Large Fire Apparatus Replacement (6)	\$ 2,120,000	\$ 2,120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

2022 APPROVED CAPITAL BUDGET

The total approved capital budget for 2022 is \$118,163,235. 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	Debenture/ Internal Debt	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment
Fire and Emergency Services	Emergency Operations & Fire Suppression	21-104	Fire Training Facility - Final Phase	\$ 3,093,750	\$ 468,750	\$ -	\$ -	\$ -	\$ -	\$ 2,625,000	\$ -	DC Fire
		22-114	Large Fire Equipment Replacement	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	
		22-115	Personal Protective Equipment	\$ 135,000	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-116	Hose Replacement, High Rise and Large Facility Firefighting Equipment Upgrades	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	
		22-117	VCOM Capital Project - Infrastructure Improvements	\$ 73,000	\$ 73,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-118	Fire Inspector Vehicle	\$ 45,000	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ 40,500	\$ -	DC Fire
		22-119	Medical Equipment/Defibrillator Unit - Replacement	\$ 125,000	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	
		22-120	Station Wear Boots - Volunteer Firefighters	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-121	Tactical Portable Radios - Additional	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-122	Fire Master Plan - Update	\$ 125,000	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500	\$ -	DC Fire
		22-123	Station 310 Land and Construction	\$ 8,334,667	\$ 833,467	\$ -	\$ -	\$ -	\$ -	\$ 7,501,200	\$ -	DC Fire
Fire and Emergency Services Total				\$ 22,061,417	\$ 5,299,092	\$ -	\$ 215,000	\$ -	\$ 110,000	\$ 16,437,325	\$ -	
Operations	Parks Operations	22-031	Street Tree Replacements	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Road & Fleet Services	22-001	Fleet Asset Replacements	\$ 2,785,171	\$ 677,000	\$ -	\$ -	\$ -	\$ 2,108,171	\$ -	\$ -	Fleet Replacement Reserve, Tax Funded Capital Contingency Reserve
		22-002	Growth Fleet Assets	\$ 1,877,472	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,877,472	\$ -	DC Public Works
		22-003	Asphalt Roads Program	\$ 1,200,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-004	Sidewalk and Curb Rehabilitation Program	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-005	Post-Winter Roads Program	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-006	Gravel Resurfacing Program	\$ 900,000	\$ 664,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 236,000	Aggregate Levy
		22-007	Asphalt Walkways Program	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-008	Crack Sealing Program	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-009	Road Surface Treatment/Preservation Program	\$ 1,200,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		22-032	Operations Master Plan	\$ 150,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	DC Public Works
Operations Total				\$ 9,512,643	\$ 5,216,000	\$ -	\$ -	\$ -	\$ 2,108,171	\$ 1,952,472	\$ 236,000	
Planning		21-108	Official Plan Review - Provincial Conformity Exercise and Standards Guidelines	\$ 470,000	\$ 258,500	\$ -	\$ -	\$ -	\$ -	\$ 211,500	\$ -	DC Studies
		22-124	Heritage Designation Studies	\$ 20,000	\$ 6,500	\$ -	\$ -	\$ -	\$ -	\$ 13,500	\$ -	DC Studies
		22-125	Caledon Employment Study	\$ 30,000	\$ 16,500	\$ -	\$ -	\$ -	\$ -	\$ 13,500	\$ -	DC Studies
Planning Total				\$ 520,000	\$ 281,500	\$ -	\$ -	\$ -	\$ -	\$ 238,500	\$ -	
Grand Total Town of Caledon - 2022				\$ 118,163,235	\$ 20,794,644	\$ 9,138,141	\$ 16,062,695	\$ 1,659,529	\$ 6,862,812	\$ 61,121,789	\$ 2,523,625	

Town of Caledon Details of Major Capital Projects for 2022

The total 2022 capital budget for the Town of Caledon is \$118,163,235. Additional details regarding some of the significant projects to be undertaken are as follows:

Caledon Public Library

Project 22-019 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. The Library's collection of borrowable material also features a growing "Library of Things" including, but not limited to, blood pressure monitors, musical instruments, binoculars, technology kits, games, light therapy lamps and seeds.

Community Services

Project 17-071 Rotary Place Expansion - Design **Budget \$5,350,019**

The Rotary Place Seniors Centre in Bolton is proposed to increase in size by approximately 8,000 square feet to increase services and footprint in the community. The proposed addition is to include additional multi-purpose space divided into 3 rooms that will be used for programming and rental functions. There will also be an increase to the size of the main kitchen and relocation of the existing administration space. This is a term of council project that has been funded over 4 years.

Project 18-036 Caledon East Community Complex – Expansion Design Work **Budget \$13,751,934**

Design costs for the Caledon East Community Complex (CECC) 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 which is a term of council project that has been funded over 4 years. The main components of this expansion could include a gymnasium, fitness centre, walking track, swimming pool, community and/or program rooms and a library.

Project 20-033 Works Yard 1 and 2 Strategic Growth Plan **Budget \$4,458,005**

Continue the works yard strategic growth plan to ensure Town of Caledon yards can support the development growth and work required throughout the Town of Caledon efficiently and professionally. Yard 2 facility redesign to include male and female washroom and change areas. Moreover, it will include an office area, a training room, 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 top-coat asphalt will be installed.

Project 21-130 Old Bolton Fire Hall Reno **Budget \$5,479,800**

This project is to repurpose the Old Bolton Fire Hall as a community space over the course of 2021 and 2022. Grant funding has been applied for and this could change the cost of the project or increase the scope and estimated completion dates. Staff submitted an application to the Green and Inclusive Community Buildings grant program, which aims to improve existing and construct new community buildings in areas with populations experiencing high needs (e.g. youths, seniors, indigenous, LGBTQ+, minority groups and people facing accessibility challenges).

The grant funding, if approved, will support offsetting the capital costs of the Old Bolton Fire Station renovation project related to making the building more energy efficient and low carbon, more resilient to climate impacts and offset costs related to bringing the building up to code and accessibility standards.

Project 22-015 OPP Caledon Centre for Recreation and Wellness Generator **Budget \$1,071,003**

As part of the Seniors Centre Expansion at Caledon Centre for Recreation and Wellness, the current satellite OPP office is going to be relocated into the new addition. This project is to add full back up generator power for the facility as well as necessary electrical upgrades to the existing infrastructure to allow for automatic transfer of electricity in case of a power interruption. In case of an emergency and evacuation, it will allow for the facility to become an evacuation centre for Bolton and surrounding area.

Town of Caledon Details of Major Capital Projects for 2022

Project 22-036 Artificial Turf and Dome – Mayfield **Budget \$4,300,000**

Request to construct a covered turf at Mayfield Secondary School as part of a larger scale Mayfield recreation campus long term plan. This covered artificial turf field with lights would host several sports activities; including meeting the demand and request for a covered turf by local soccer and lacrosse associations. This would allow these affiliate sport organizations to stay in town and rent locally rather than from neighboring municipalities. This is a partnership with Peel District School Board and the budget represents the Town's share of 50% of the Turf and 86% of the dome.

Project 22-087 Outdoor Active Recreation Infrastructure Caledon East **Budget \$605,000**

Project will begin with community consultation to determine the outdoor active needs of the Caledon East catchment areas. An in-depth review of the Town Hall Campus Plan (2017) will determine prime location(s) for potential outdoor infrastructure such as skate park, pump track, BMX facilities, obstacle course, etc. The design and construction of the proposed facility will be based on the input received during the community consultation.

Project 22-089 Johnston Sports Park – Phase 4 Washroom **Budget \$1,500,000**

Johnston Sports Park is a large soccer facility with 6 soccer fields and a large shade structure. As part of phase 4, Johnston Sports Park is to receive the design and construction of a new washroom/storage building. The washroom facility will be fully accessible, contain storage area for user groups and a snack bar. A septic system will also need to be designed and installed for the washroom facility. Should budget allow, the already designed additional full-size soccer field and associated lighting will be constructed.

Project 22-090 Mayfield West II – Community Park **Budget \$2,000,000**

Residential development has already begun within Mayfield West II. The Construction of the new community park located at Tweedhill Ave and McLaughlin Road has been moved up from 2023 to 2022 to better meet the needs of the community. Lesson learned from the pandemic; outdoor active spaces are necessary to maintain quality of life. These Ward 2 residents will be living in an underdeveloped area and will rely on their local park. The park will see the addition of two soccer fields, playground, splash pad, skate park, washroom, multi-use court, parking lot, pathways and robust plantings.

The park will be constructed in 2 phases:

Phase 1 - One Soccer field, Playground, splash pad, skate park, washroom, multi-use court, parking lot, pathways and associated planting which is planned to be constructed in 2022

Phase 2 - One Soccer field, remaining pathways and robust plantings which is planned to be constructed in 2023

Project 22-098 Mayfield West Recreation Centre #2 – Preliminary Design **Budget \$850,000**

This project will fund preliminary planning and early site design and consulting work related to the Mayfield West Recreation Centre #2. There may be additional costs based on the results of the preliminary design, but further investigation is required. This project will advance the required design work for the next Term of Council project, Mayfield West Recreation Centre #2. This planning will account for the future construction of a high school to the immediate east of the Recreation Centre and create efficiencies in amenities selected and where they will be located on the property itself. Outdoor sport fields and basketball courts are examples of site amenities that would be well shared and will be considered in the exterior site design.

Project 22-099 Mayfield Recreation Complex – Expansion – Preliminary Design **Budget \$600,000**

This project will fund preliminary amenity layout and site design work related to the expansion of the Mayfield Recreation Complex.

This project will assess the feasibility of twinning the Mayfield Recreation Complex with an additional ice pad and assess other renovation options based on the current building footprint, space available on site and community needs.

Town of Caledon Details of Major Capital Projects for 2022

Project 22-136 Mayfield West I Southfields Community Park

Budget \$1,140,000

Construction of a new community park within the Mayfield West I Southfields Development. Project was to be constructed in 2021, however the development was not ready at this time for this park to be constructed. The park is now ready for construction and will include but not be limited to a junior skate area, splash pad, and hard court.

Corporate Strategy & Innovation

Project 22-072 IT-Application Upgrades and Enhancements

Budget \$729,424

Continuing to digitize processes, continued improvements are proposed to the AMANDA system totaling \$296,000: Additional modules for mobile inspections for Regulatory Services, additional folder improvements with the AMANDA application for Planning and Fire Services, and additional AMANDA Bluebeam Adaptor.

Continuing to upgrade existing Town software systems to address continued automation improvements totaling \$50,704: Upgrade Energy Management software and integration with Great Plains (GP) and Upgrade & configure new version of Public Sector Digest Citywide (PSDCitywide) Route Patrol.

To implement new applications to further help support business efficiency and automated processes totaling \$362,720.

Project 22-100 Refresh of Hardware

Budget \$630,000

To replace old Laptops as per their four-year life cycle, as they will be out of warranty. Replace existing IT Backup solution with a more modern solution providing enhanced security and features and increasing storage efficiency.

Engineering Services

Project 22-048 Roads Rehabilitation Construction Program (Debt)

Budget \$2,269,021

This project provides for the rehabilitation of existing Town roads to be constructed during the 2022 construction season. The necessary engineering design and coordination of these road rehabilitation works was completed in previous years. The rehabilitation of these road segments can now proceed to construction.

The specific road segments are selected based on the results of the road condition assessment (last completed in 2020) and other considerations such as traffic volumes, Pavement Condition Index, and road function. The rehabilitation of a roadway includes making minor structural improvements and then resurfacing with a suitable treatment. Rehabilitation techniques could include pulverization or full depth reclamation, which improves pavement profile and removes major pavement distresses while improving overall road structure & recycles many materials within the process. Where sufficient base and asphalt is present, a less intrusive have and repave process could be used.

The specific road segments included in the 2022 road rehabilitation program are listed below:

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Aq. (If required)	Anticipated Construction
BOSTON MILLS RD	CREDITVIEW RD	CHINGUACOUSY RD (S)	2	EA A+ Ongoing	Design ongoing at 90%	2022
COMMERCIAL RD	MCEWAN DR E	ALBION VAUGHAN RD	5	EA A+ Ongoing	Design ongoing at 90%	2022
ROBERT CARSON DR	END (W)	END (E)	3	EA A+ Ongoing	Design ongoing at 90%	2022
MARGARET ST	MAIN ST	THOMAS ST	1	EA A+ Ongoing	Design ongoing at 90%	2022
THOMAS ST	MARGARET ST	END	1	EA A+ Ongoing	Design ongoing at 90%	2022
DAVIS DR	AGNES ST	EMELINE ST	1	EA A+ Ongoing	Design ongoing at 90%	2022
DODS DR	AGNES ST	EMELINE ST	1	EA A+ Ongoing	Design ongoing at 90%	2022

Town of Caledon Details of Major Capital Projects for 2022

Project 22-049 Bridge and Culvert Construction Program

Budget \$3,093,611

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

The Town has a full inventory of Bridges and Culverts as per legislated requirements, most of which are in need of minor maintenance, rehabilitation, or in some cases complete replacement. Through a qualified consultant as well as in-housework, Engineering undertakes a bi-annual inspection of these structures as required under law and within best practices. The results of these inspections lead to construction with costs such as contract administration, project management fees, maintenance and inspection. The structures to be rehabilitated/reconstructed in 2022 are listed below:

Street Name	Location	Ward	EA Anticipated	Detailed Design/Land Aq. (If required)	Anticipated Construction
Boston Mills Road Bridge (B20104036)	0.02km west of Chinguacousy Road	1	EA A+ Ongoing	Design ongoing at 100%	2022
Beechgrove Sideroad culvert (5603)	0.11km west of Mountainview	4	EA A+ Ongoing	Design ongoing at 90%	2022

Project 22-050 Roads Engineering Design & Environmental Assessment

Budget \$750,115

This project provides for the completion of the pre-construction engineering phase for future road improvement projects. The Engineering Department is following a multi-year capital delivery model for medium and large infrastructure projects. Year one includes the undertaking of any necessary Class Environmental Assessments, preliminary design, drainage analysis, utility coordination, geotechnical investigations, and other engineering related investigative studies. The second year is spent completing the detail design of the project, securing permits, and property acquisition. The project is advanced to the construction phase in year three. This assignment does not include Contract Administration and Inspection for the non-growth roadways (local roads), which will be budgeted at a future date during construction.

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Aq. (If required)	Anticipated Construction
Heart Lake Road	Charleston Sideroad	Beech Grove Sideroad	1	Anticipated A+ 2021	TBD	2024/2025
CRANSTON DR	MOUNTAINVIEW RD	SUMMERGATE CT	3	Anticipated A+ 2021	TBD	2024/2025
CRANSTON DR	Summergate Ct	Jean Street	3	Anticipated A+ 2021	TBD	2024/2025
CRANSTON DR	Jean Street	Airport Road	3	Anticipated A+ 2021	TBD	2024/2025
BIRCHVIEW DR	ST. ANDREW'S RD	BRIARWOOD DR	1	Anticipated A+ 2021	TBD	2024/2025
CRESTWOOD RD	HUMBER LEA RD	LITTLE CT	5	Anticipated A+ 2021	TBD	2024/2025
CRESTWOOD RD	BIRCHLAWN RD	LITTLE CT	5	Anticipated A+ 2021	TBD	2024/2025
CRESTWOOD RD	BIRCHLAWN RD	MAIDSTONE CT	5	Anticipated A+ 2021	TBD	2024/2025
CRESTWOOD RD	KENTBRIDGE CT	MAIDSTONE CT	5	Anticipated A+ 2021	TBD	2024/2025
CRESTWOOD RD	KENTBRIDGE CT	SILVERMOON AV	5	Anticipated A+ 2021	TBD	2024/2025
Little Court	Crestwood Rd	End	5	Anticipated A+ 2021	TBD	2024/2025
Maidstone Court	Crestwood Rd	End	5	Anticipated A+ 2021	TBD	2024/2025
Kentbridge Court	Crestwood Rd	End	5	Anticipated A+ 2021	TBD	2024/2025
SMITH CRT	LANDSBRIDGE ST	END	5	Anticipated A+ 2021	TBD	2024/2025
WHITBREAD AVE	COMPTON CT	PRESCOTT DR	5	Anticipated A+ 2021	TBD	2024/2025
WHITBREAD AVE	COMPTON CT	PEMBROOK ST	5	Anticipated A+ 2021	TBD	2024/2025
WHITBREAD AVE	BERRYDOWN DR	PEMBROOK ST	5	Anticipated A+ 2021	TBD	2024/2025
WHITBREAD AVE	OAKHAM PL	BERRYDOWN DR	5	Anticipated A+ 2021	TBD	2024/2025
WHITBREAD AVE	OAKHAM PL	HIGHMORE AV	5	Anticipated A+ 2021	TBD	2024/2025
WHITBREAD AVE	HIGHMORE AV	SANT FARM DR	5	Anticipated A+ 2021	TBD	2024/2025

Town of Caledon Details of Major Capital Projects for 2022

Corsham Place	Prescott Dr	End	5	Anticipated A+ 2021	TBD	2024/2025
Penhurst Place	Whitbread Av	End	5	Anticipated A+ 2021	TBD	2024/2025
Oakham Place	Whitbread Av	End	5	Anticipated A+ 2021	TBD	2024/2025
Marnet Court	Whitbread Av	End	5	Anticipated A+ 2021	TBD	2024/2025

Project 22-051 Castlederg Sideroad Construction **Budget \$2,013,964**

This project involves the reconstruction of Castlederg Sideroad from Airport Road to Innis Lake Road in support of growth. Construction involves road base improvements, slight widening of the platform to 9.0m including paved shoulders for Active Transportation, culvert and roadside drainage & safety improvements as well as an improved pavement structure to Town standards. The engineering design of these road segments was completed in previous years and the project is shovel ready for Q2-2022.

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Aq. (If required)	Anticipated Construction
Castlederg Side Road	Airport Road	Innis Lake Road	3	EA A+ Complete	Design ongoing at 90%	2021

Project 22-052 Mississauga Road Reconstruction **Budget \$3,191,227**

This project involves the reconstruction of Mississauga Road from Charleston Sideroad to a point 2.2km South in support of growth. Construction involves road base improvements for heavy vehicles due to gravel pit activities, slight widening of the platform to 9.0m including paved shoulders for Active Transportation, culvert and roadside drainage & safety improvements as well as an improved pavement structure to Town standards. The engineering design of this road segment was completed in previous years and the project is shovel ready for Q2-2022.

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Aq. (If required)	Anticipated Construction
Mississauga Road	Charleston Sideroad	1.8km North of Forks of the Credit Road	1	EA A+ Complete	Design ongoing at 90%	2021

Project 22-054 Norton Boulevard/Haines Drive New Storm Infrastructure **Budget \$1,814,530**

Norton Boulevard and Haines Drive will undergo road construction in order to manage the local stormwater runoff. The existing stormwater management system on Norton Boulevard and Haines Drive is causing severe erosion and private property flooding to residents living on Meadowvale Court. The proposed works will include the installation of Low Impact Development (LID) swales along Norton Boulevard and Haines Drive, new stormwater pipe network to provide system conveyance up to a 1:100-year Level of Service, and a trenchless installation of a continuous storm sewer pipe to connect the Norton Boulevard and Haines Drive stormwater network to Meadowvale Courts storm system.

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Aq. (If required)	Anticipated Construction
NORTON BLVD SWM HDD	NORTON BLVD / HAINES DRIVE	MEADOWVALE CRT	5	Schedule B Complete	Registered Easements established	2022

Project 22-055 Stormwater Management Program **Budget \$1,650,000**

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

Town of Caledon Details of Major Capital Projects for 2022

Project 22-056 Storm Sewer Lining – Pond #10 to the Humber River **Budget \$667,000**

To minimize community disruption, reinstate full functionality, and increase the life expectancy of the storm sewer by 50 years, the Town will complete a storm sewer cured-in-place-pipe lining assignment. This work is completed entirely below ground and is a commonly used approach by municipalities across Ontario. This project includes the detailed engineering design, permitting, contract administration and inspection, full reinstatement of approximately 534 metres of storm sewer extending from King Street and Station Street to the Humber River.

Project 22-109 Tim Manley Avenue (Spine Road) Construction **Budget \$12,957,573**

The development in the Mayfield West Two area is dependent on the construction of a new collector road (Known as Tim Manley Avenue) that will extend from Chinguacousy Road to Highway 10. Pursuant to the Master Financial Agreement between the Town and the Mayfield West 2 Landowners Group dated November 10, 2015 and the Development Agreement dated May 4, 2021, the Landowners group is responsible for designing, constructing and up-front financing this collector road as a pre-condition to development in the area. This collector roadway is considered a growth-related project and included in the Town's current Development Charge Background Study and By-law.

Project 22-133 Strawberry Hill Retaining Wall Stabilization **Budget \$2,600,000**

The scope of this project includes the required engineering design, stabilization works and replacement of the existing gabion retaining wall behind 54 to 60 Strawberry Hill Court in Bolton.

Project 22-135 Additional Road Rehabilitations **Budget \$3,275,000**

This project provides for the rehabilitation of the road surface on certain rural road segments that are in very poor condition and can no longer be effectively maintained by patching deteriorated sections. The rehabilitation of the road surface will improve the driving surface and safety of the road until they are fully reconstructed through the Engineering Capital program. The scope of this road work includes engineering, permitting, pulverizing the existing surface, placement of additional granular as needed, road profiling and resurfacing with either surface treatment or one lift of hot mix asphalt. Surface treatment is primarily used for roads with 1,500 vehicles per day or less. Roads that are planned to be rehabilitated include:

Street Name	From Location	To Location	Ward	EA Anticipated	Detailed Design/Land Aq. (If required)	Anticipated Construction
Humber Station Road	Betomat Court	Healey Road	5	NA - minor rehab	No	2022
St Andrews Road	The Grange Side Road	Beech Grove Side Road	1	Surface Treatment	No	2022
Mountainview Road	The Grange Side Road	The Grange Side Road	4-Mar	Surface Treatment	No	2022

Fire and Emergency Services

Project 20-035 Design Expansion Palgrave/Mono Mills/Alton Fire Stations **Budget \$7,700,000**

Complete the architectural design and site plan approvals for the expansion of Palgrave Fire Station 306 and Mono Mills Fire Station 308. The project will include a full design of the buildings, completion of the site plan and a Class B cost estimate for the construction budgets.

Design will include the addition of a ventilated bunker gear room, training room and washrooms and bring the facilities into compliance with National Fire Protection Association (NFPA) requirements. This work was highlighted in the Fire Master Plan approved by Council in 2018.

In the 10-year capital plan, Fire Stations 306 and 308 have been identified for expansions. Due to growth throughout the Town of Caledon, call volume is increasing, as such the allotment of Volunteer Fire Fighters (VFF) at each Fire Station has also increased. This will provide additional space in the training room and provide a separate area for bunker gear for VFF.

Town of Caledon Details of Major Capital Projects for 2022

Project 21-103 Large Fire Apparatus Replacement (6)

Budget \$2,120,000

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

2021 Replacements			2022 Replacements		
Unit No	Year		Unit No	Year	
3133	2000	\$ 800,000	3138	2001	\$ 800,000
3123	2000	\$ 800,000	3130	2003	\$ 660,000
3142	1999	\$1,250,000	3143	2003	\$ 660,000

The Caledon Fire & Emergency Services Fleet Replacement Strategy is a high priority concern as identified in the 2020 Fire Master Plan.

Project 21-104 Fire Training Facility - Final Phase

Budget \$3,093,750

Complete the final phase of the multi-disciplined Fire Training Facility.

The remaining work consists of:

1. Complete site grading, site servicing, gravel base for remaining roads and training prop pads.
2. Fire hydrant
3. Construct a training pavilion
4. Concrete pads for training props
5. Purchase, constructed and/or relocate training props (forcible entry, auto extrication, compartmentalized fire behavior, drafting tank, live fire gas distribution manifold, rail unit, and grain silo / confined space)
6. Perimeter fencing and gate
7. Remainder of asphalt

Project 22-123 Fire Station 310 Land and Construction

Budget \$8,334,667

To purchase land for the new Mayfield West Fire Station 310 to be ready to open in 2025-Q1 as identified in the Fire Master Plan presentation to Council.

Design of the new building will commence in 2022 with construction starting in 2023, completion planned in 2024, and service to commence on January 1st, 2025. The annual estimated operating budget impact will be requested as part of the 2023 budget to be phased into the operating budget over a three-year period - (2023-2025).

Operations

Project 22-001 Fleet Asset Replacements

Budget \$2,785,171

The replacement of these fleet assets are beyond their serviceable life and have resulted in higher maintenance costs with more frequent downtime where they are not available to meet desired service levels. As there is a larger list of fleet assets that need to be replaced as soon as possible, not replacing these assets will only delay a much more costly replacement in a future year, have higher maintenance costs, more downtime, additional overhauls or major component replacements and the inability to meet both current service levels and the Ontario Minimum Maintenance Standards.

Project 22-002 Growth Fleet Assets

Budget \$1,877,472

The first loader with plow and wing will provide more flexibility with plowing urban local streets with the challenge of parked cars at times. Two landscape sized trucks complete with plow and wing will provide a smaller plow to plow urban streets while providing a more flexible year round truck that can be used for many summer operations that a single axle truck with standard u-body dump does not provide. Growth brings more trees to maintain and streets to sweep beyond the spring cleanup. Additional sidewalks through development continue to add to the need for winter sidewalk maintenance. The risk of not adding these fleet and staff will continue to extend the length of existing snowplow routes requiring more time than a 8-hour shift resulting in a lower level of service and increased calls from residents.

Project 22-003 Asphalt Roads Program

Budget \$1,200,000

Town of Caledon Details of Major Capital Projects for 2022

To provide a rehabilitated road surface for town roads in poor condition and those that are challenging to maintain coordination with the Engineering Department capital program. Additionally, this project will provide repairs to existing roads for short isolated sections of hardtop roads. The work is to include use of a hot mix asphalt (HMA) paving contractor to pulverize the existing surface as required, and supply, place, grade, and compact hot-mix asphalt to address complete sections and isolated locations. Additionally, these funds are planned to be used by town operations forces to purchase hot mix asphalt to repair road edges and sections of lanes that have deteriorated to the point that the road can no longer be properly maintained with conventional cold patch. As the current budget levels are not sufficient to address all needs across the Town, the list below are the roads that are planned to be rehabilitated. If tender pricing is favourable and if there are any savings completing the identified road sections, staff will use discretion to complete additional work on other roads in need based on their current condition up to the approved budget limit.

Hotmix Asphalt Road Sections:

- Bramalea Road - Mayfield to Old School - Contracted pulverize, add 50mm gravel and pave one lift HMA
- Innis Lake Road - Healey to King - Contracted pulverize, add 50mm gravel and pave one lift HMA
- Various Road requiring road edge and large pothole area rehabilitation by Town forces as funding permits

Project 22-005 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. Deteriorated locations result in sub-soil pushing through gravel roads, tar & chip roads, and asphalt paved roads. These are "soft spot" locations within the road base or can occur for an extended length of any given road that does not have an adequately constructed granular base. These are technically known as "frost boils" where underlying subgrade soils are poor draining, have an inadequate depth of gravel to support a hardtop surface and traffic, and are high in silt (fines) and moisture content (water). The continued action of traffic running over these locations eventually cause the frost boil (soft spot) to burst open resulting in deep potholes and the destruction of the useful driving surface. When this occurs, the road is difficult to maintain and can result in a temporary lane or road closure until an adequate repair can be completed in advance of a proper repair in the warmer months. Road repairs can include full road base excavation, placement of new gravel and surface restoration in isolated locations. Additionally, sections of road may require paving an overlay of new hot-mix asphalt.

Project 22-006 Gravel Resurfacing Program

Budget \$900,000

All gravel roads lose gravel on an annual basis from heavy rain washouts, stones thrown from vehicles, and snowplowing. Road authorities should anticipate and plan for up to an average loss of 25mm or 1 inch of gravel per year. The first year of placing 100 to 125mm of compacted gravel has been successful in providing a proper road crown for surface drainage, reduce pothole potential, greater opportunity for the calcium chloride to improve dust suppression and allow for grader operations to work quickly and efficiently while reducing early grader maintenance and grader fuel costs. All remaining gravel roads are planned to re-establish at least 100 to 125mm of crushed gravel over 2022 and 2023 before moving forward with a five-year gravel resurfacing program.

Planned Tentative Road Sections Include:

- Willoughby Road from Charleston SR to Escarpment SR
- Centreville Creek Road from Hwy 9 to Patterson SR
- Beech Grove SR from Hwy 10 to Airport Road
- Innis Lake Road from North Dead End to North of Patterson SR
- Escarpment SR from Willoughby Road to Hwy 10
- Escarpment SR from Hwy 10 to Airport Road
- Duffy's Lane from Finnerty SR southerly (to be confirmed in spring)

Town of Caledon Details of Major Capital Projects for 2022

Project 22-009 Road Surface Treatment/Preservation Program

Budget \$1,200,000

Surface treatment has primarily been associated with the name Tar and Chip as a dust suppressant for roads with 1,500 vehicles per day or less; however, it also applies to other surface treatment that include Slurry Seal, Fog Seal, and Micro Surfacing. The pilot program in 2021 to Micro Surface a number of previously double surface treated roads with tar and chip has been successful including one hot mix paved road. Staff may need to adjust the location or length if other roads not on the list have deteriorated over the winter. If there are cost savings due to competitive tender prices or savings from actual measured work completed that are lower than estimated, staff will direct additional work under the contract where feasible and within the approved budget.

Tar/Chip Sections:

- Heritage Road from North of King Street to Dead End
- Heritage Road from King Street to Old School
- Heritage Road from Old School to Mayfield

Micro Surfacing Sections:

- St. Andrews Road - Olde Base Line to The Grange & The Grange to Escarpment SR
- Innis Lake Road - Castlederg SR to King Street & Old Church Road to Castlederg SR
- Mt. Pleasant Road - Old Church Road to approx. 1,200 metres north of Old Church
- Mt. Wolfe - disconnected sections from the hills south of Hunsden SR to Hwy 9

Planning

Project 21-108 Official Plan Review

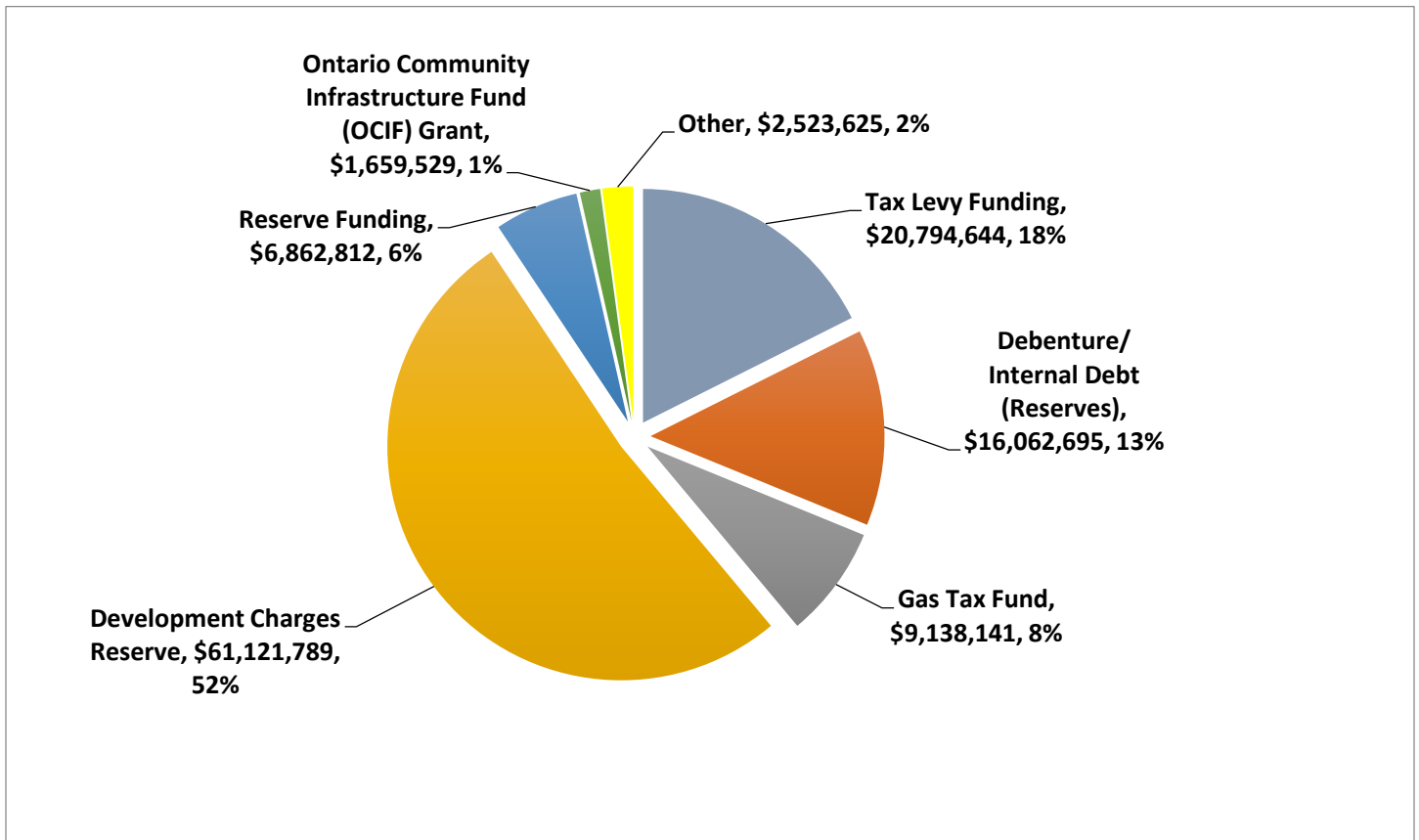
Budget \$2,785,171

The purpose of these projects is to ensure that growth positively contributes to Caledon as a great place to live, work, learn, play and invest. This work will inform the Official Plan Review and assist in its implementation. The additional funds in 2022 are requested for the creation of an Official Plan Project team, bringing on board consulting staff with experience in the management and creation of an Official Plan which will be an intricate piece in delivering an Official Plan that represents all of Caledon's values and priorities.

Town of Caledon 2022 Capital Budget Summary

The proposed 2022 Capital budget totals \$118,064,735 and is funded from the following sources:

Tax Levy Funding	Debenture/ Internal Debt (Reserves)	Gas Tax Fund	Development Charges Reserve	Reserve Funding	Ontario Community Infrastructure Fund (OCIF) Grant	Other	Total
\$20,794,644	\$16,062,695	\$9,138,141	\$61,121,789	\$6,862,812	\$1,659,529	\$2,523,625	\$118,163,235



The 2022 Capital budget will result in the estimated future unavoidable operating budget impact for 2023 as follows:

**2023 Projected Unavoidable Operating Budget Increases/ (Decreases) related to
Approved 2022 Capital Projects**

Projects	Project Details	Expense Type	2023 - \$
17-071	Rotary Place (Bolton) - Seniors Centre Expansion	Operating Cost: utilities, insurance and maintenance	75,000
17-071	Rotary Place (Bolton) - Seniors Centre Expansion	Salary and Benefits	29,000
18-036	Caledon East Community Complex	Debt Repayment	425,000
20-035	Design Expansion Palgrave, Mono Mills and Alton	Insurance	10,500
21-030	Palgrave, Mono Mills and Alton Fire Station Expansions	Operating Cost: utilities and insurance	10,500
21-104	Fire Training Facility	Operating Cost: utilities, insurance and maintenance	24,000
21-130	Old Bolton Fire Hall Reno	Operating Cost: utilities, insurance and maintenance	183,000
22-020	Library IT Equipment	Software Subscription	10,500
22-027	Library Print Management and Wireless Printing Services	License and Maintenance Cost, offset by revenue	4,400
22-036	Artificial Turf and Dome - Mayfield	Operating Cost; utilities, insurance and maintenance	260,000
22-039	Cycling Program	Maintenance	20,000
22-072	IT - Application Upgrades and Enhancements	License and Maintenance Cost	115,620
22-087	Outdoor Active Recreation Infrastructure Caledon East	Maintenance	17,500
22-088	Dennison Park Washroom Building	Utilities and Maintenance	17,500
22-089	Johnson Sports Park	Utilities and Maintenance	17,500
22-090	Mayfield West II - Community Park	Utilities and Maintenance	110,000
22-101	Vehicle for Supervisor Off Campus Facilities	Fuel, maintenance and insurance	9,500
22-118	Fire Inspector Vehicle	Fuel, maintenance and insurance	9,500
22-136	Mayfield West I Southfields Community Park	Utilities and Maintenance	110,000
22-048	Roads Rehabilitation Construction Program (Debt)	Debenture	315,000
22-049	Bridge and Culvert Construction Program	Debenture	415,000
22-051	Castlederg Sideroad Reconstruction	Debenture	150,000
22-056	Stormsewer Lining in Bolton	Debenture	59,000
20-033	Works Yard 1 and 2 Strategic Growth Plan	Internal Debt	291,043
21-024	Salt Dome Replacement	Internal Debt	36,500
22-059	Recreation - Large Equipment Replacement	Internal Debt	10,000
22-063	Albion Bolton Union Community Centre - Arena Flooring Replacement	Internal Debt	20,000
22-069	Caledon Centre for Recreation and Wellness - Road Sign Replacement	Internal Debt	10,000
22-070	Caledon Centre for Recreation and Wellness - HVAC Replacement - Multiple Units	Internal Debt	35,000
22-116	Hose replacement, High Rise and Large Facility Firefighting Equipment Upgrades	Internal Debt	9,000
22-119	Medical Equipment/Defibrillator Unit - Replacement	Internal Debt	12,500
22-075	35 Chapel Street Renovation	Internal Debt	12,100
22-129	Mayfield West Off Leash Dog Park	Maintenance	10,000
Total			\$ 2,844,163

Town of Caledon
2023-2032 Total Capital Projects Details - Tax Funded

	Term of Council				Term of Council				Term of Council		
Department	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Caledon Public Library	\$ 1,815,400	\$ 1,780,450	\$ 1,465,450	\$ 1,465,450	\$ 850,000	\$ 875,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 350,000	\$ 11,151,750
Community Services	\$ 12,843,203	\$ 10,810,882	\$ 11,111,201	\$ 11,631,952	\$ 5,811,059	\$ 5,597,621	\$ 7,826,528	\$ 4,906,785	\$ 2,630,000	\$ 2,680,000	\$ 75,849,231
Corporate Services	\$ 1,687,708	\$ 1,687,708	\$ 1,687,708	\$ 1,687,708	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 7,200,832
Corporate Strategy & Innovation	\$ 1,380,000	\$ 1,336,500	\$ 1,240,000	\$ 1,240,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 12,396,500
Engineering Services	\$ 8,587,180	\$ 6,935,180	\$ 9,435,180	\$ 9,435,180	\$ 17,435,180	\$ 20,435,180	\$ 21,435,180	\$ 24,376,000	\$ 25,376,000	\$ 25,376,000	\$ 168,826,260
Finance	\$ 322,500	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 350,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 135,000	\$ 1,767,500
Fire	\$ 3,324,976	\$ 3,882,519	\$ 3,859,675	\$ 3,609,937	\$ 2,510,482	\$ 1,206,855	\$ 834,482	\$ 1,689,482	\$ 523,000	\$ 405,000	\$ 21,846,408
Operations	\$ 7,505,000	\$ 7,435,000	\$ 7,810,000	\$ 8,110,000	\$ 8,560,000	\$ 8,810,000	\$ 9,210,000	\$ 9,610,000	\$ 9,885,000	\$ 10,035,000	\$ 86,970,000
Planning	\$ 641,372	\$ 611,372	\$ 796,997	\$ 1,270,997	\$ 863,247	\$ 637,143	\$ 39,750	\$ 39,750	\$ 39,750	\$ 39,750	\$ 4,980,128
Grand Total	\$ 38,107,339	\$ 34,644,611	\$ 37,506,211	\$ 38,651,224	\$ 37,479,968	\$ 39,261,799	\$ 41,755,940	\$ 42,722,017	\$ 40,638,750	\$ 40,220,750	\$ 390,988,609

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

TOWN OF CALEDON
2023-2032 Total Capital Forecast

	Row Labels	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Caledon Public Library	Tax Levy	\$ 1,815,400	\$ 1,780,450	\$ 1,465,450	\$ 1,465,450	\$ 850,000	\$ 875,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 350,000	\$ 11,151,750
	DC	\$ 3,902,600	\$ 3,168,550	\$ 3,143,550	\$ 3,143,550	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 50,000	\$ 13,433,250
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Caledon Public Library Total		\$ 5,718,000	\$ 4,949,000	\$ 4,609,000	\$ 4,609,000	\$ 850,000	\$ 900,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 400,000	\$ 24,585,000
Community Services	Tax Levy	\$ 12,843,203	\$ 10,810,882	\$ 11,111,201	\$ 11,631,952	\$ 5,811,059	\$ 5,597,621	\$ 7,826,528	\$ 4,906,785	\$ 2,630,000	\$ 2,680,000	\$ 75,849,231
	DC	\$ 24,107,788	\$ 19,693,048	\$ 19,005,487	\$ 19,508,528	\$ 9,731,478	\$ 10,458,700	\$ 8,559,240	\$ 8,559,240	\$ -	\$ -	\$ 119,623,509
	Reserves	\$ 587,000	\$ 502,000	\$ 1,880,000	\$ 1,895,000	\$ 865,000	\$ 805,000	\$ 180,000	\$ 226,000	\$ 208,000	\$ 216,000	\$ 7,364,000
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ 2,897,703	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,897,703
	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		\$ 40,585,694	\$ 31,155,930	\$ 32,146,688	\$ 33,185,480	\$ 16,557,537	\$ 17,011,321	\$ 16,715,768	\$ 13,842,025	\$ 2,988,000	\$ 3,046,000	\$ 207,234,443
Corporate Strategy & Innovation	Tax Levy	\$ 1,380,000	\$ 1,336,500	\$ 1,240,000	\$ 1,240,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 12,396,500
	DC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Strategy & Innovation Total		\$ 1,380,000	\$ 1,336,500	\$ 1,240,000	\$ 1,240,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 12,396,500
Corporate Services	Tax Levy	\$ 1,687,708	\$ 1,687,708	\$ 1,687,708	\$ 1,687,708	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 7,200,832
	DC	\$ 1,102,541	\$ 1,102,541	\$ 1,102,541	\$ 1,102,541	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,410,164
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Services Total		\$ 2,790,249	\$ 2,790,249	\$ 2,790,249	\$ 2,790,249	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 11,610,996
Finance	Tax Levy	\$ 322,500	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 350,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 135,000	\$ 1,767,500
	DC	\$ 202,500	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 427,500
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Finance Total		\$ 525,000	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 575,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 135,000	\$ 2,195,000
Operations	Tax Levy	\$ 7,505,000	\$ 7,435,000	\$ 7,810,000	\$ 8,110,000	\$ 8,560,000	\$ 8,810,000	\$ 9,210,000	\$ 9,610,000	\$ 9,885,000	\$ 10,035,000	\$ 86,970,000
	DC	\$ 1,877,500	\$ 930,000	\$ 1,160,000	\$ 2,145,000	\$ 928,000	\$ 1,041,000	\$ 946,000	\$ 993,000	\$ 584,000	\$ 474,000	\$ 11,078,500
	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	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000
Operations Total		\$ 10,047,500	\$ 9,030,000	\$ 9,635,000	\$ 10,920,000	\$ 10,153,000	\$ 10,516,000	\$ 10,821,000	\$ 11,268,000	\$ 11,134,000	\$ 11,174,000	\$ 104,698,500

TOWN OF CALEDON
2023-2032 Total Capital Forecast

	Row Labels	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Fire	Tax Levy	\$ 3,324,976	\$ 3,882,519	\$ 3,859,675	\$ 3,609,937	\$ 2,510,482	\$ 1,206,855	\$ 834,482	\$ 1,689,482	\$ 523,000	\$ 405,000	\$ 21,846,408
	DC	\$ 9,476,779	\$ 10,957,657	\$ 3,246,068	\$ 3,315,330	\$ 2,470,336	\$ 4,291,685	\$ 2,470,336	\$ 2,470,336	\$ -	\$ -	\$ 38,698,527
	Reserves	\$ -	\$ -	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Total		\$ 12,801,755	\$ 14,840,176	\$ 7,105,743	\$ 8,725,267	\$ 4,980,818	\$ 5,498,540	\$ 3,304,818	\$ 4,159,818	\$ 523,000	\$ 405,000	\$ 62,344,935
Engineering Services	Tax Levy	\$ 8,587,180	\$ 6,935,180	\$ 9,435,180	\$ 9,435,180	\$ 17,435,180	\$ 20,435,180	\$ 21,435,180	\$ 24,376,000	\$ 25,376,000	\$ 25,376,000	\$ 168,826,260
	DC	\$ 18,206,962	\$ 6,184,286	\$ 11,755,714	\$ 11,755,714	\$ 19,184,286	\$ 24,755,714	\$ 26,612,857	\$ 32,184,286	\$ 34,041,429	\$ 34,041,429	\$ 218,722,677
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ 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	\$ 4,091,879	\$ 40,468,165
	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	\$ 1,408,121	\$ 1,408,121	\$ 1,408,121	\$ 14,117,575
Engineering Services Total		\$ 36,334,962	\$ 22,660,286	\$ 30,731,714	\$ 30,731,714	\$ 46,160,286	\$ 54,731,714	\$ 57,588,857	\$ 66,160,286	\$ 69,017,429	\$ 69,017,429	\$ 483,134,677
Planning	Tax Levy	\$ 641,372	\$ 611,372	\$ 796,997	\$ 1,270,997	\$ 863,247	\$ 637,143	\$ 39,750	\$ 39,750	\$ 39,750	\$ 39,750	\$ 4,980,128
	DC	\$ 1,292,128	\$ 1,395,628	\$ 1,003,003	\$ 1,489,003	\$ 946,753	\$ 392,857	\$ 20,250	\$ 20,250	\$ 20,250	\$ 20,250	\$ 6,600,372
	Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ 224,000	\$ 238,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 462,000
Planning Total		\$ 2,157,500	\$ 2,245,000	\$ 1,800,000	\$ 2,760,000	\$ 1,810,000	\$ 1,030,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 12,042,500
Grand Total		\$ 112,340,660	\$ 89,172,141	\$ 90,158,394	\$ 95,161,710	\$ 81,961,641	\$ 91,612,575	\$ 90,900,443	\$ 97,590,129	\$ 85,907,429	\$ 85,437,429	\$ 920,242,551
Total Tax Funding		\$ 38,107,339	\$ 34,644,611	\$ 37,506,211	\$ 38,651,224	\$ 37,479,968	\$ 39,261,799	\$ 41,755,940	\$ 42,722,017	\$ 40,638,750	\$ 40,220,750	\$ 390,988,609
Total Development Charges		\$ 60,168,798	\$ 43,431,710	\$ 40,416,363	\$ 42,459,666	\$ 33,260,853	\$ 41,189,956	\$ 38,608,683	\$ 44,227,112	\$ 34,645,679	\$ 34,585,679	\$ 412,994,499
Total Reserve Funds		\$ 1,052,000	\$ 967,000	\$ 2,345,000	\$ 4,160,000	\$ 1,330,000	\$ 1,270,000	\$ 645,000	\$ 691,000	\$ 673,000	\$ 681,000	\$ 13,814,000
Total Gas Tax		\$ 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	\$ 4,091,879	\$ 40,468,165
Total Debentures		\$ 6,997,703	\$ 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	\$ 43,897,703
Total Other		\$ 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	\$ 1,758,121	\$ 18,079,575
Grand Total		\$ 112,340,660	\$ 89,172,141	\$ 90,158,394	\$ 95,161,710	\$ 81,961,641	\$ 91,612,575	\$ 90,900,443	\$ 97,590,129	\$ 85,907,429	\$ 85,437,429	\$ 920,242,551

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

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. The Region of Peel has maintained a Triple A credit rating (the highest possible rating) since 1995 which is a benefit to the Town in the attractive debenture terms the Region of Peel is able to provide. Region of Peel's rating incorporates its baseline credit assessment (BCA) of AAA, as well as Moody's assessment of a high likelihood of extraordinary support from the Province of Ontario (Aa3) in the event that the Region of Peel faced acute liquidity stress. 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 2021 Annual Repayment Limit statement from the Province states that the Town is utilizing 4.4% 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 when choosing projects to debenture looks at infrastructure areas that are in the most need and there is an urgency to spend more funds in a given year than tax funding allows. This need is predominately in linear assets such as road improvements. The Town's Asset Management Plans assists with the overall analysis with the Town's state of infrastructure to guide the Town's infrastructure spending.

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 completion of the 2014-2019 Enhanced Road Programs.

The chart below shows the balance of outstanding debt:

	2021 estimated	2020
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:	4,072,667	4,208,333
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:	-	383,781
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:	1,550,000	1,860,000
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:	5,081,000	5,735,000

Town of Caledon Debt and Long-Term Debt Limit

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

2,888,000 3,249,000

Road Enhancement Program debenture, issued in 2021 in the amount of \$4,100,000, has annual principal payments of \$410,000 with interest rates ranging from 0.25% to 1.5% and a maturity date of August 17, 2031. At the end of the year the outstanding principal amount of the liability is:

4,100,000 -

Road Enhancement Program debenture, issued in 2021 in the amount of \$4,000,000, has annual principal payments of \$400,000 with interest rates ranging from 0.8% to 2.3% and a maturity date of Nov 8, 2031. At the end of the year the outstanding principal amount of the liability is:

4,000,000 -

Net long-term liabilities	21,691,667	15,426,114
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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. This debenture was fully repaid in 2021.

Road Enhancement Program (2016)

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

Town of Caledon Debt and Long-Term Debt Limit

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 in 2020 but due to a lack of opportunity to debenture due to the pandemic this was delayed to February 2021. The ten-year debenture was issued in 2021 and requires annual debt repayments of \$0.4 million with interest costs ranging from 0.25% to 1.5%. These debt payments have been included in the calculation of the Town's updated annual repayment limit.

Enhanced Roads Programs (2021)

In 2021, Council approved capital projects for the reconstruction and rehabilitation of roads in Caledon funded by external debt, through the Region of Peel of \$4.0 million. The ten-year debenture was issued in 2021 and requires annual debt repayments of \$0.4 million with interest costs ranging from 0.8% to 2.3%. These debt payments have been included in the calculation of the Town's updated annual repayment limit.

Non-Material Leases

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

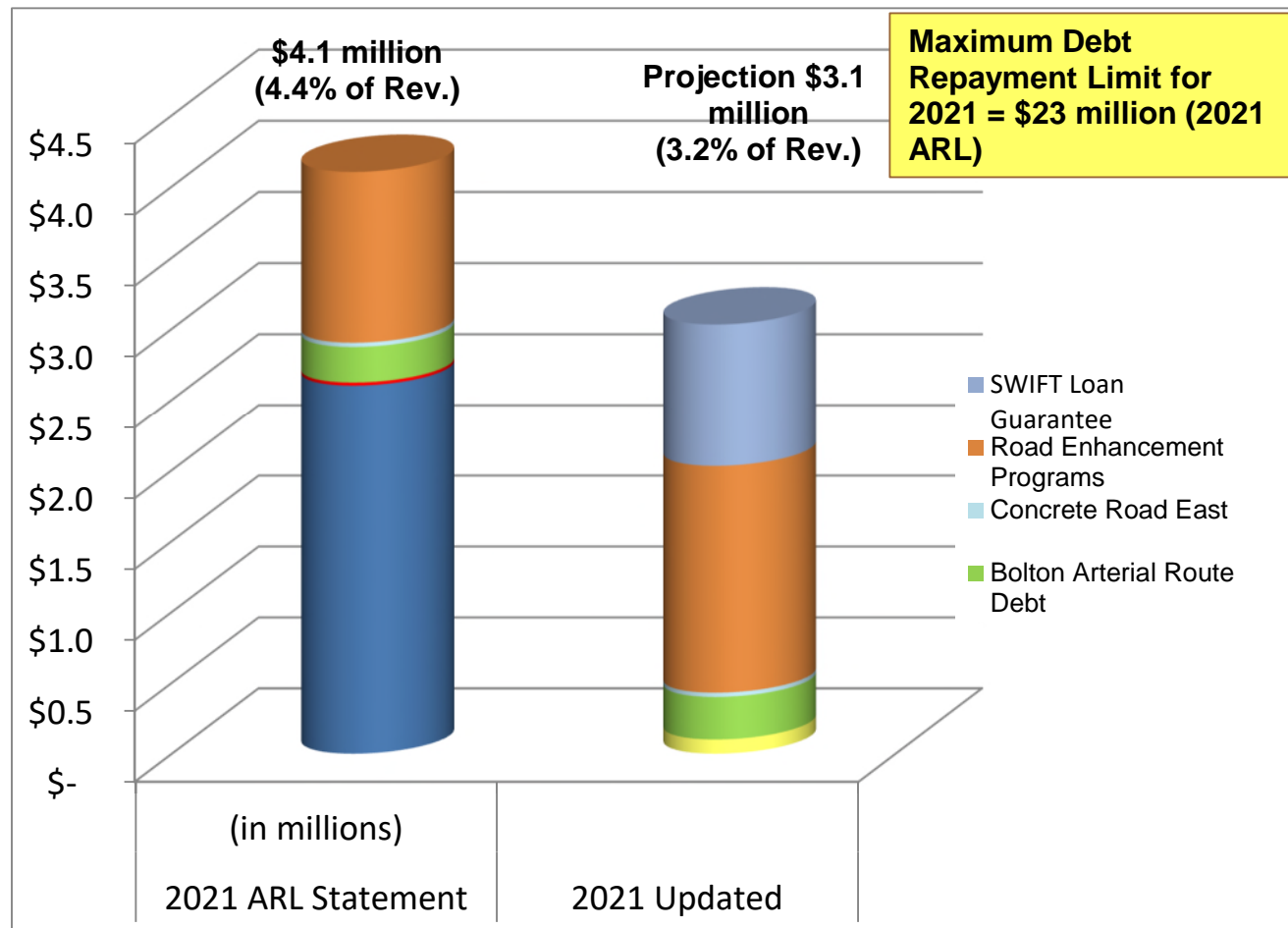
Annual Repayment Limit (ARL)

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 2021 is based on its analysis of data contained in the 2019 Financial Information Return (FIR). The Town of Caledon's 2021 ARL statement report indicates that the Town has net debt charges of \$4.1 million or approximately 4.4% of the Town's net revenues. This leaves a balance of 20.6% (25% - 4.4%) or approximately \$19 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:

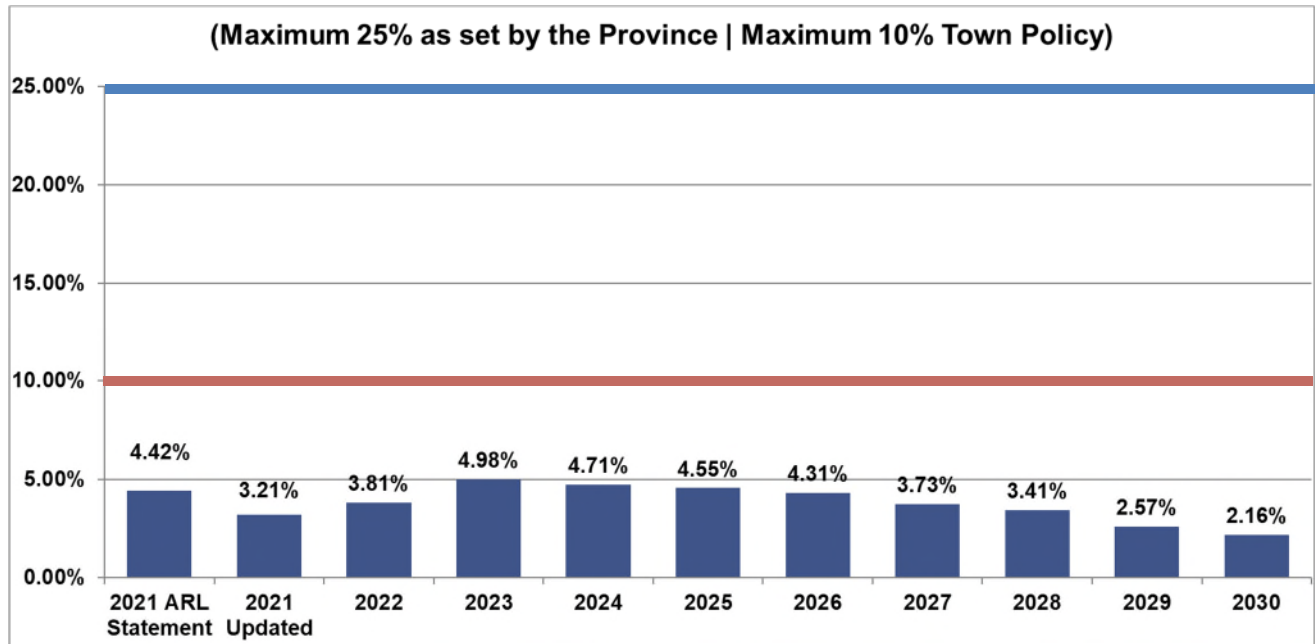
Town of Caledon Debt and Long-Term Debt Limit



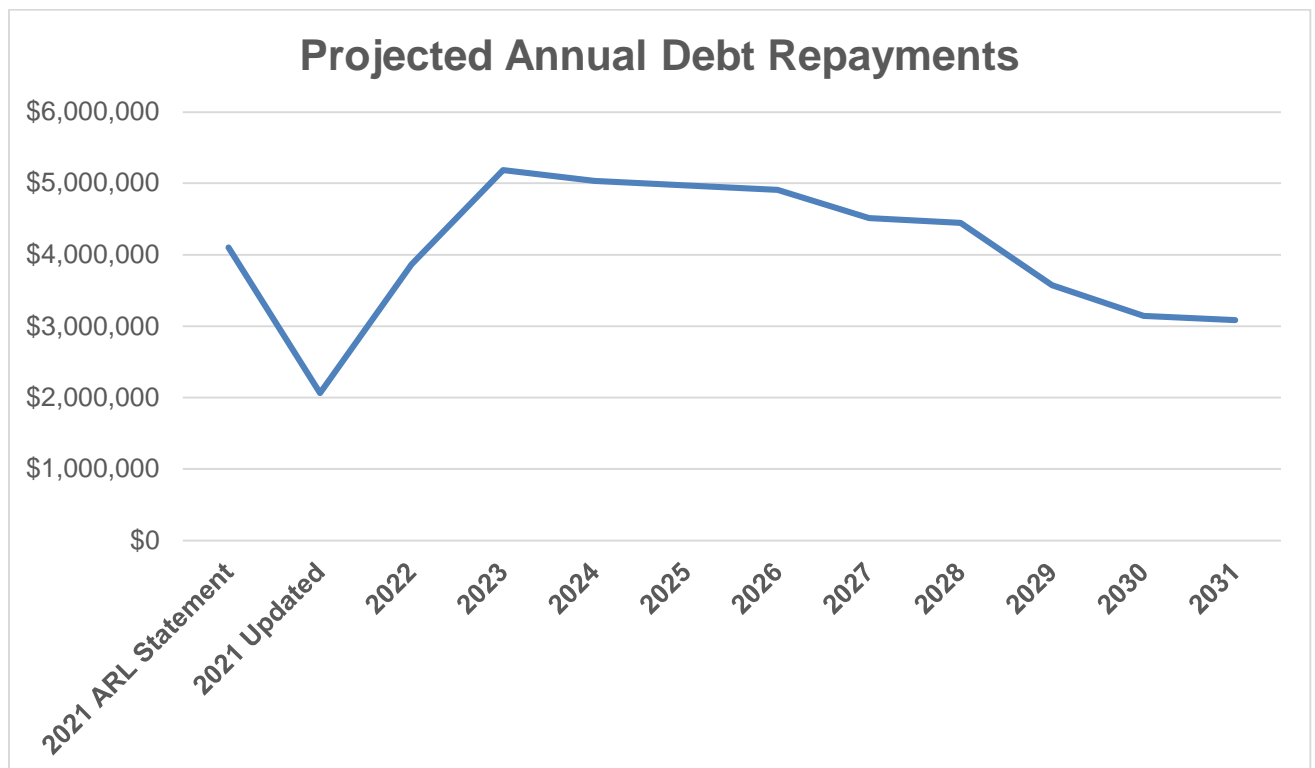
The chart below shows an updated 2022 ARL and forecasts debt repayments as a percentage of Net revenues based on updates/assumptions such as:

- Photocopier lease costs and OPP property lease costs;
- Future debentures assumed:
 - 2021 Roads Project of \$4.1 million to be debentured in 2022;
 - 2020 Streetlight Program - \$3.4 million in 2022;
 - CECC phase 4 - \$4.6 million in 2023;
 - 2022 Roads Rehabilitation, Castlederg Sideroad, Bridge and Culvert Construction, Storm Sewer lining of \$6.8 million in 2022;
 - 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 to 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 2022 to 2032 based on the same assumptions used in the 2022 budget

Town of Caledon Debt and Long-Term Debt Limit



As shown in the chart above, the Town's updated 2021 ARL shows the 2019 maturity of the Town's Caledon Hydro debenture and Fire Aerial. There is a gradual increase in debt servicing costs from 2021 to 2025 due to projected debt related to the Town's existing infrastructure and a planned 20 year debenture for the expansion of the Caledon East Community Centre as outlined above. In 2026 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. Below is a depiction of the Town's total debenture payments amount for a 10 year period using the same information from the annual repayment limits.

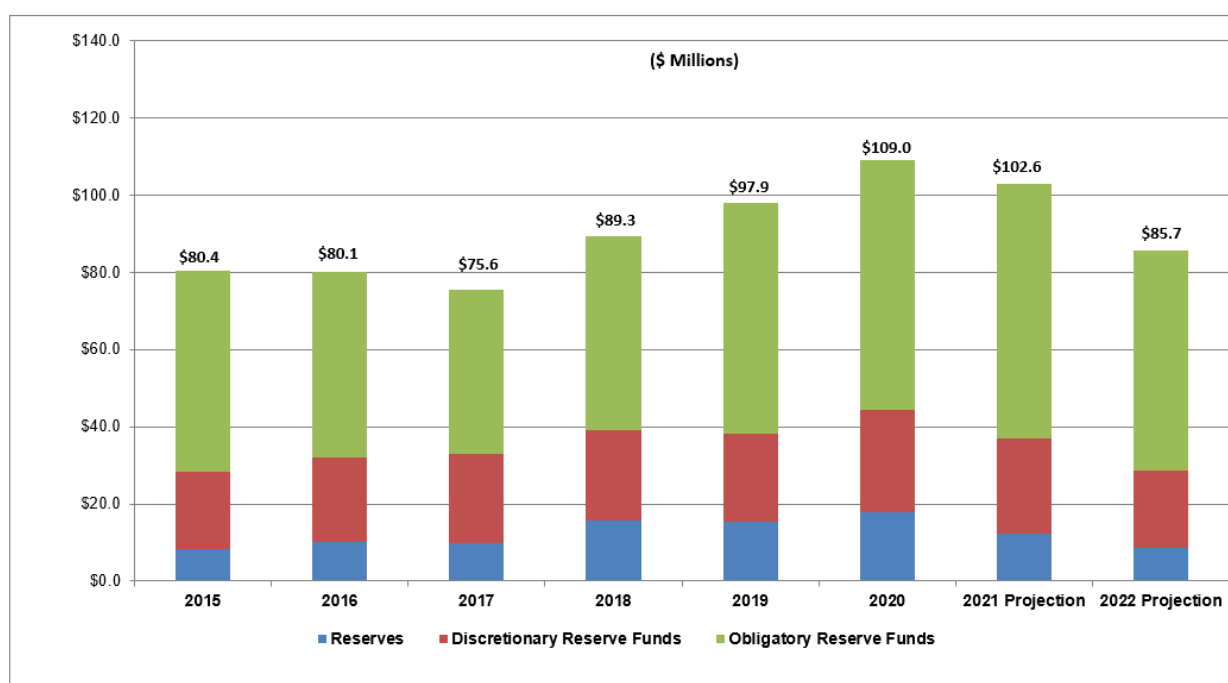


Reserves and Reserve Funds

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 2021 and 2022 to be used for budgeting purposes. 2022 Projection includes all the commitments pertaining to the 2022 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 1, 2021**, the Town had available the following reserves for operating and Infrastructure purposes. Staff then took the proposed use of reserves in the 2022 budget and the expected development activity that is expected in 2022 to provide an estimate of the 2022 reserve balances.

Projected Reserve Balances		
Reserve	2021 Uncommitted Balance	2022 Proposed Uncommitted Projected Balance
<u>Reserves for Operating Purposes</u>		
<u>Reserves</u>		
Tax Funded Operating Contingency Reserve	\$ 6,849,306	\$ 6,903,184
Fire Equipment Reserve	\$ 17,699	\$ 1,753
Building & Equipment Reserve	\$ 34,678	\$ 4,019
Land Sale Reserve	\$ 57,432	\$ 61,106
Ice Resurfacers Reserve	\$ 62,927	\$ 66,535
Information Systems and Technology Reserve	\$ 60,340	\$ 15,579
Election Reserve	\$ 353,308	\$ 257,355
Firefighter Post-Retirement Benefits Reserve	\$ 198,397	\$ 199,319
Caledon Public Library Board Donation and Bequests Reserve Fund	\$ 7,489	\$ 7,527
<u>Discretionary</u>		
Winter Maintenance	\$ 1,387,170	\$ 1,464,115
Group Benefit Stabilization	\$ 1,284,260	\$ 1,290,689
Community Improvement Plan	\$ 134,688	\$ 135,362
Development Approvals Stabilization	\$ 3,335,553	\$ 3,330,748
Development Charge Exemptions & Discounts	\$ 108,035	\$ 108,576
<u>Obligatory</u>		
Building Permit Stabilization	\$ 4,425,110	\$ 4,300,057
Heritage Property	\$ 2,845	\$ 2,860
Deferred Grant Funds	\$ 35,999	\$ 36,179
<u>Reserves for Infrastructure Purposes</u>		
<u>Reserves</u>		
Equipment	\$ 188,535	\$ 142,741
Accessibility (previously tax rate stabilization)	\$ 119,156	\$ 145,752
Animal Shelter	\$ 113,875	\$ 72,604
Transit	\$ 73,260	\$ 73,626
Corporate Energy	\$ 170,987	\$ 187,702
Fitness Equipment Replacement	\$ 90,090	\$ 90,541
Tax Funded Capital Contingency Reserve	\$ 3,815,842	\$ 242,682
<u>Discretionary</u>		
Capital Asset Replacement Fund (previously Caledon Hydro)	\$ 16,668,713	\$ 11,835,077
Northwest Caledon Indoor Recreation Facility	\$ 1,035,853	\$ 1,165,838
Cash in Lieu of Parking	\$ 475,463	\$ 477,843
Roads Capital	\$ 66,786	\$ 67,119
Broadband	\$ 25,933	\$ 26,063
Comprehensive Adaptive Management Plan (CAMP) Agreement	\$ 153,469	\$ 133,666
<u>Obligatory</u>		
Federal Gas Tax	\$ 5,278,449	\$ 41,113
Provincial Gas Tax - Transit	\$ 664,719	\$ 667,571
Payment In Lieu of Parkland	\$ 11,148,792	\$ 9,919,181
Development Charges	\$ 44,495,215	\$ 42,250,945
Total	\$ 102,940,374	\$ 85,725,026

Reserves and Reserve Funds

Reserve	Purpose
<u>Reserves for Operating Purposes</u>	
Reserves	
Tax Funded Operating Contingency Reserve	To be used to meet cash flow requirements and unforeseen contingencies throughout the year. Reserve will also be used to stabilize tax rate increase.
Fire Equipment Reserve	To be used for Fire Equipment in order to mitigate impact on tax base.
Building & Equipment Reserve	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
Land Sales Reserve	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.
Ice Resurfacers Reserve	To provide funding for Recreation Equipment
Information Systems and Technology Reserve	For software and technology purchases
Election Reserve	To finance future Town costs to administer municipal election
Firefighter Post-Retirement Benefits Reserve	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.
Caledon Public Library Board Donation and Bequests Reserve Fund	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.
Discretionary	
Winter Maintenance	This reserve has been set up per Council direction to provide winter maintenance funding as needed to offset unusual/severe winter maintenance costs.
Group Benefit Stabilization	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

Community Improvement Plan	Established in 2009 to carry forward unexpended Community Improvement Plan funding. To be used for the Caledon East and Bolton Community Improvement Plan areas.
Development Approvals Stabilization	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.
Development Charge Exemptions & Discounts	Established as part of the 2014 operating budget for the Town's top-up of development charge reserves for future exemptions and discounts.
Obligatory	
Building Permit Stabilization	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.
Heritage Property	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.
Deferred Grant Funds	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.
<u>Reserves for Infrastructure Purposes</u>	
Reserves	
Equipment	Established in 1980 for equipment replacement related to capital fleet equipment.
Accessibility (previously tax rate stabilization)	The balance of the funds in this reserve relate to accessibility contributions and will be used for accessibility issues.
Animal Shelter	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.
Transit	To be used to support the CCS' Transportation Program and Town of Caledon Transit needs.
Corporate Energy	Established in 2008 to be used for Town Hall energy Efficiency retrofits.
Fitness Equipment Replacement	This reserve was establish to provide funding for future replacement of fitness equipment without requesting additional funding from the tax base.
Tax Funded Capital Contingency Reserve	Established to set aside funding for replacement of Town capital infrastructure.

Reserves and Reserve Funds

Discretionary	
Capital Asset Replacement Fund (previously Caledon Hydro)	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.
Northwest Caledon Indoor Recreation Facility	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.
Cash in Lieu of Parking	This reserve was establish per Council direction to provide funds to address the issue of parking in downtown Bolton.
Roads Capital	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.
Broadband	This reserve was established for purpose of providing Broadband through Town of Caledon
Comprehensive Adaptive Management Plan (CAMP) Agreement	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.
Obligatory	
Federal Gas Tax	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.
Provincial Gas Tax - Transit	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.
Payment In Lieu of Parkland	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.
Development Charges	The reserve funds have been set up as per the <i>Development Charges Act, 1997</i> (DCA) and it is restricted to its use

ANNUAL BUDGET FISCAL YEAR 2022

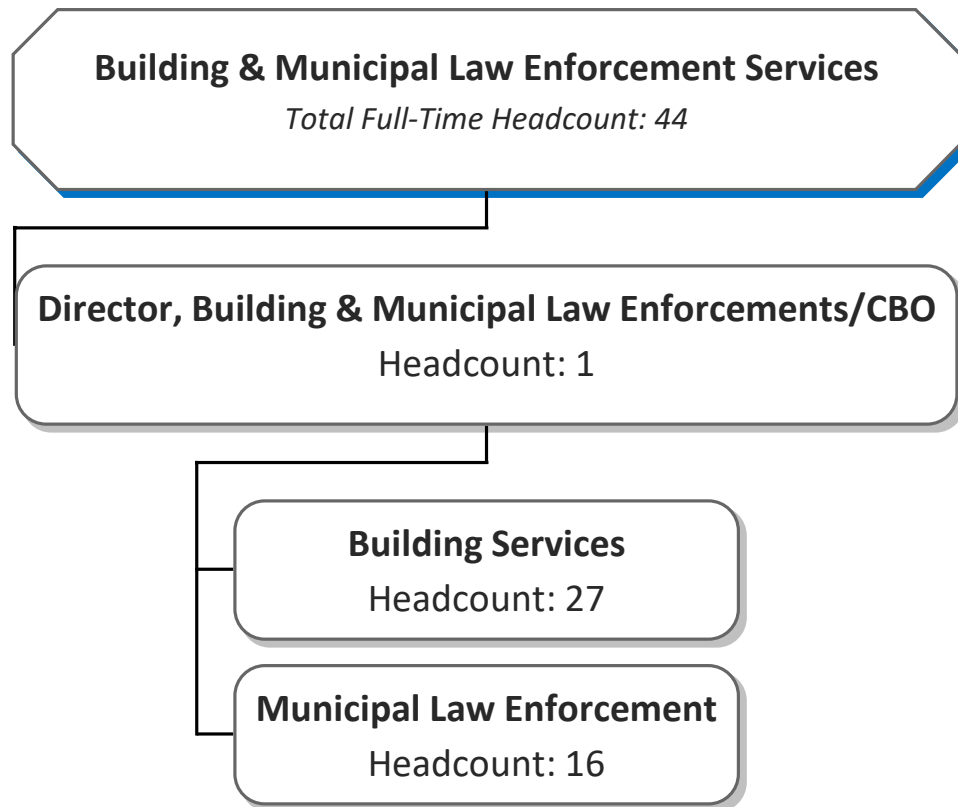
Building & Municipal Law Enforcement Services

2022



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*.

2021 Achievements

Building Services

- Implemented digital building permit submission capability for all classes of residential building permits. Resulted in over 90% of all residential building permits being submitted digitally since January 1, 2021.
- Implemented new functionality/process improvements in AMANDA system.
- Conducted over 9600 building inspections between Jan. 1 – Sept. 30.
- Completed a Building Permit process review and have commenced implementation of recommendations.
- Implement on-line digital submission solution for Permit application processes.
- Issued 1567 building permits between Jan 1 – Sept 30, 2021, this was a 118% increase over the number of building permits issued same time period in 2020.
- Construction value of permits issued between Jan 1 – Sept 30, 2021 increased by 52% over same time period in 2020.
- Commenced implementation of mobile inspection solution that will enable Inspectors to capture inspection results in real time directly from the field via smartphones.

Municipal Law Enforcement Services

- In conjunction with the Communications Division developed an Education and Communication Plan for the Illegal Land Use Initiative.
- Updated all correspondence templates related to Orders and Letters for greater clarity and understanding for the recipient.
- Implemented a new service request workload management solution in AMANDA.
- Continue with enforcement of Covid-19 related regulations.

- Responded to over 1450 service requests.
- Initiated proactive enforcement regarding illegal land uses.
- Implemented expanded on-duty hours to seven days/week for Municipal Law Enforcement.

2022 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.
- Continue to transition to digital permit submission requirements for all classes of building permits – objective is to be a completely paperless permit process by end of Q2 2022.
- 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.
- 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.
- Continue with implementation of digital submission solution for Licensing and Permit application processes.
- Continue with proactive enforcement actions related to illegal land uses.

TOWN OF CALEDON

2022 APPROVED OPERATING BUDGET - BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES

	2022 Budget	2021 Budget	2020 Budget
Revenue			
Fines & Penalties	\$ (346,400)	\$ (346,400)	\$ (346,400)
User Fees & Rentals	\$ (4,436,900)	\$ (4,922,732)	\$ (3,922,992)
Transfers from Reserves	\$ (255,306)	\$ (20,000)	\$ (124,524)
Total Revenue	\$ (5,038,606)	\$ (5,289,132)	\$ (4,393,916)
Expense			
Salaries & Benefits	\$ 4,979,054	\$ 4,178,219	\$ 3,789,005
Transfers to Reserves/Capital	\$ 98,558	\$ 702,424	\$ -
Services & Rents	\$ 80,890	\$ 98,660	\$ 76,410
Materials, Equipment, & Supplies	\$ 46,212	\$ 41,962	\$ 46,162
Other	\$ 1,397,205	\$ 1,465,969	\$ 1,476,424
Total Expense	\$ 6,601,919	\$ 6,487,234	\$ 5,388,001
Total Building & Municipal Law Enforcement Services	\$ 1,563,313	\$ 1,198,102	\$ 994,085

ANNUAL BUDGET FISCAL YEAR 2022

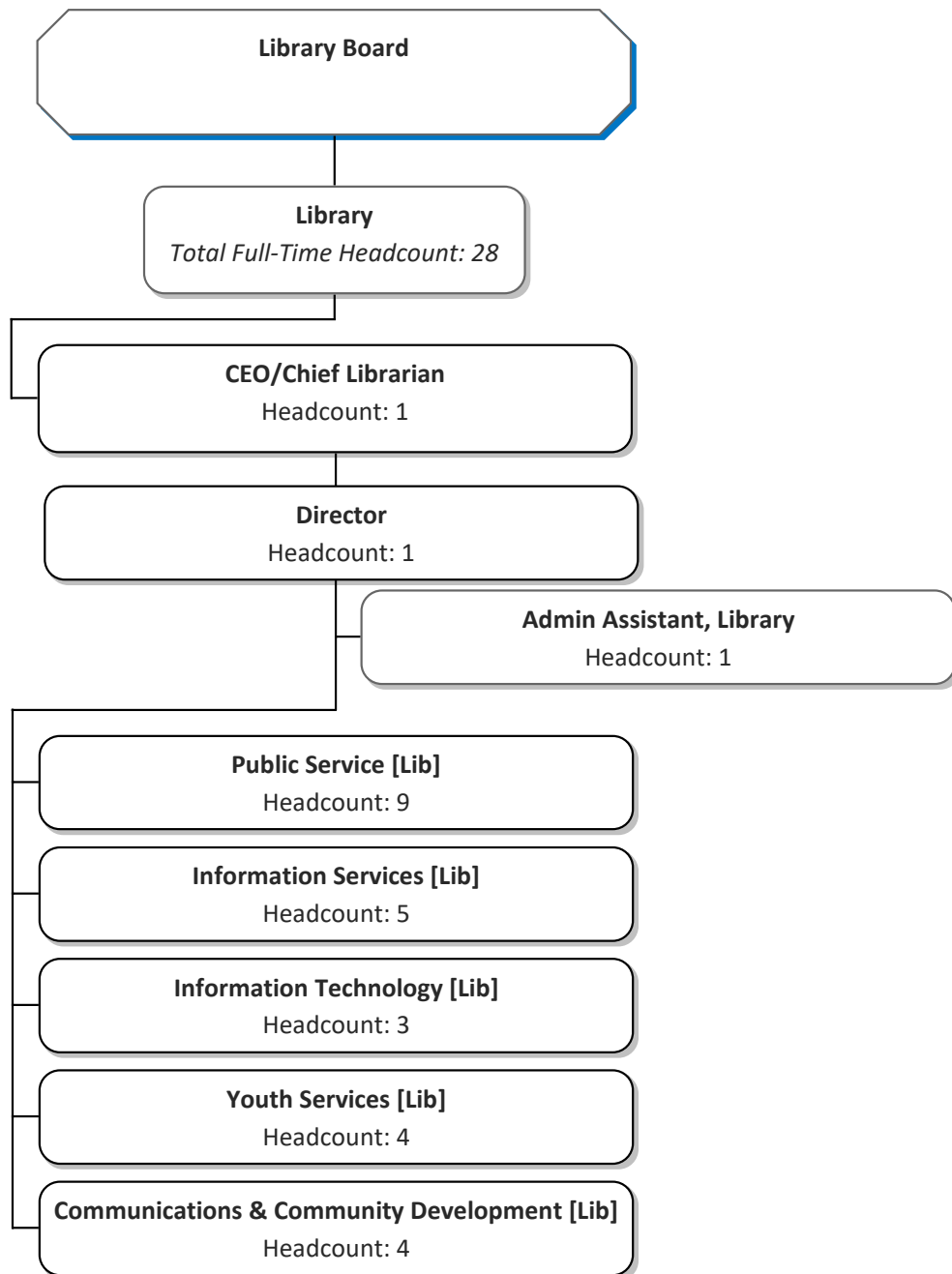
Caledon Public Library

2022



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 newly approved strategic priorities to Grow and Innovate, Respond to Community Needs, Celebrate Culture and Inclusion, and Demonstrate our Value.

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:

- The **CEO/Chief Librarian** reports directly to the Library Board and is responsible for the operational and financial management of the Caledon Public Library and for advancing the Library's strategic direction in a manner that reflects the organization's mission, vision and values. The CEO/Chief Librarian is also tasked with policy development and oversight, management of all capital facility projects, and administration of all grant funding and related reporting requirements.
- **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.

2021 Achievements

- The Library adopted a new strategic plan, *Building the Bridge to Possibilities*. This document will direct library efforts through to 2024 and confirms the Library's mission to empower community connections, spark innovation and creativity, and energize the transfer of knowledge.

- Library service models and hours of operation expanded in response to shifting provincial COVID-19 regulations. A move to passive screening allowed for improved patron access at all locations while continuing to ensure the health and safety of residents and staff.
- The Library continued to aid 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.
- CPL's Artful Caledon initiative was refreshed and relaunched, offering an online portal and in-branch exhibits to spotlight Caledon's creative talent, including authors, artists and performers.
- A comprehensive assessment of the Library's Information Technology operations was completed. The resulting recommendations will inform the department's priorities in the months and years ahead.
- Diversity audits of several Library collections were completed in an effort to ensure that the CPL's available print materials effectively and respectfully represent Caledon's diverse community.
- A reorganization of the Information Services Department resulted in the creation of a new position. The Coordinator, Community and Creation, is tasked with delivering services beyond the wall of the Library's branches, supporting the Library's emerging maker technologies, and addressing the needs of local businesses.
- The Library Board endorsed and adopted an Indigenous Respect and Acknowledgement Policy, formally recognizing and embracing the principles of Truth and Reconciliation with Ontario's Indigenous peoples and acknowledging the ninety-four (94) calls to action within the Truth and Reconciliation Commission Report
- A refresh of the Inglewood Branch included the installation of a new service desk and furnishings, as well as reallocation of the space to provide seating so that residents can comfortably spend time working, learning and connecting within the branch.
- Construction at the Albion Bolton Branch began, with completion expected in Q1 of 2022.
- The Library was successful in receiving the following grants to improve library spaces:
 - Investing in Canada Infrastructure Program (ICIP) - \$223,422 to support the repurposing of the Margaret Dunn Valleywood Branch as a Maker, Learning and Innovation hub.
 - Employment and Social Development Canada's Enabling Accessibility Fund - \$36,691 to allow for the installation of automatic door openers at the Caledon Village and Albion Bolton branches.
 - Federal program funding of \$91,910 to install shade sails, furniture and garden planters at the Southfields Village Branch Reading Garden

2022 Priorities

Office of the CEO/Chief Librarian

- The CEO's focus in 2022 will be to realize the priorities and objectives identified within the Library's new strategic plan, including the following:
 - Undertaking a masker plan to reflect the impact of updated population forecasts on future spaces, services and staffing;
 - Ensuring the Library has the staff capacity to meet the needs of a growing Caledon;
 - Building a staff culture of personal development and accountability;

- Continuing to deliver on the Library’s commitment to inclusivity through expanded staff development;
- Exploring opportunities for grants to supplement municipal funding; and,
- Planning for the smooth succession in anticipation of the end of the current Board’s term.

Public Service

- Division priorities in the year ahead also support the Library Board’s strategic objective to Grow and Innovate by “exploring new opportunities and creative solutions for expanding services and spaces”. In 2022 this work will include:
 - The completion of the Albion Bolton Branch refurbishment, resulting in improved public areas, including ample space for residents to connect, study, browse or attend a program; and,
 - The reimagining of the Margaret Dunn Valleywood Branch as a maker, learning and innovation lab.

Public Service will also remain focused on strategic efforts to Respond to Community Needs, most notably by “supporting Caledon’s recovery as we emerge from the COVID-19 pandemic”, including:

- Eliminating any barriers to service, including the proposed 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 2022 support the Library Board’s strategic objective to Respond to Community Needs by “facilitating programs that are relevant, responsive, informative and engaging” and Celebrate Culture and Inclusion by “ensuring that our collections represent all voices”. Areas of focus for the year ahead will include:
 - 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;
 - Development of programs and learning modules that empower residents to make use of maker and media technologies; and,
 - The implementation of a hybrid approach to program delivery in response to the new expectation of virtual programming and the easing of provincial restrictions on in-person gatherings.

Information Technology

- Moving forward, division priorities will support the Library Board’s strategic objective to Grow and Innovate by “enhancing efforts to bridge the digital divide by investing in technologies for exploration, learning, connection, and creativity”. Areas of focus for the year ahead will include:

- The investment in maker and media technologies as part of the reimagined Margaret Dunn Valleywood Branch;
- The addition of meeting room technologies in support of in-person and hybrid virtual meetings and programs as part of the Albion Bolton refurbishment and within the Southfields Village Branch; and,
- Strengthening the reliability of the Library's network and IT operations by addressing the recommendations of the recently completed division assessment and investigating options for improved partnerships and synergy with Town IT.

Communications and Community Development

- Division priorities in the year ahead align with the Library Board's strategic objective to Demonstrate Our Value, specifically efforts to “raise awareness of our inherent value to the community and our relevance to residents’ lives” and to “encourage opportunities to invest in the Library”. The division’s focus in 2022 will include:
 - Seeking out opportunities to speak to community groups and partners as a means of raising awareness of library services;
 - Strengthening relationships with local community organizations and businesses;
 - Installation of improved wayfinding within branches; and,
 - Implementing a fundraising strategy in support of initiatives not already reflected within the tax-supported budget, including the launch of a planned giving program;

TOWN OF CALEDON
2022 APPROVED OPERATING BUDGET - CALEDON PUBLIC LIBRARY

	2022 Budget	2021 Budget	2020 Budget
Revenue			
Fines & Penalties	\$ (10,000)	\$ (40,000)	\$ (40,000)
User Fees & Rentals	\$ (10,500)	\$ (10,500)	\$ (3,500)
Transfers from Reserves	\$ (9,560)	\$ (8,910)	\$ -
Grants	\$ (58,200)	\$ (58,200)	\$ (58,200)
Sales	\$ (5,500)	\$ (5,500)	\$ (5,500)
Other	\$ (10,000)	\$ (10,000)	\$ (10,000)
Total Revenue	\$ (103,760)	\$ (133,110)	\$ (117,200)
Expense			
Salaries & Benefits	\$ 3,929,825	\$ 3,614,660	\$ 3,475,008
Services & Rents	\$ 690,143	\$ 690,122	\$ 459,000
Materials, Equipment, & Supplies	\$ 119,402	\$ 114,682	\$ 84,432
Other	\$ 107,990	\$ 101,674	\$ 97,448
Total Expense	\$ 4,847,360	\$ 4,521,138	\$ 4,115,888
Total Caledon Public Library	\$ 4,743,600	\$ 4,388,028	\$ 3,998,688

TOWN OF CALEDON
2022 CAPITAL BUDGETS - CALEDON PUBLIC LIBRARY

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Caledon Public Library	Lending Services	22-019	Library Collections and Materials	\$ 450,000
		22-020	Library IT Equipment	\$ 51,000
		22-021	Library Furniture Replacement	\$ 120,000
		22-022	Library Master Plan	\$ 100,000
		22-025	Library In-Branch Signage and Wayfinding	\$ 24,000
		22-026	Library and Town Joint Technology Services Review	\$ 35,000
		22-027	Library Print Management and Wireless Printing Services	\$ 12,000
Caledon Public Library Total				\$ 792,000

Town of Caledon																		
2023-2032 Total Capital Projects Details and Funding Sources																		
Caledon Public Library																		
Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
00-010 IT & Buildings	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		\$ 1,350,000	\$ 1,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,350,000
00-011 Materials & Equipment	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000		\$ 3,600,000	\$ 3,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,600,000
01-002 Materials & Equipment (Top Up)	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,800,000	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000
22-019 Library Collections and Materials	\$ 475,000	\$ 500,000	\$ 500,000	\$ 500,000							\$ 1,975,000	\$ 1,975,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,975,000
23-001 Alton Branch Refurbishment		\$ 290,000									\$ 290,000	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,000
23-002 Caledon Village Branch Refurbishment	\$ 300,000										\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
23-006 Mayfield West Branch - Materials	\$ 800,000										\$ 800,000	\$ 40,000	\$ -	\$ 760,000	\$ -	\$ -	\$ -	\$ 800,000
23-007 Mayfield West Library Branch	\$ 3,308,000	\$ 3,309,000	\$ 3,309,000	\$ 3,309,000							\$ 13,235,000	\$ 661,750	\$ -	\$ 12,573,250	\$ -	\$ -	\$ -	\$ 13,235,000
23-035 Library Implementation of Microsoft 365	\$ 35,000										\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
24-001 Strategic Plan		\$ 50,000									\$ 50,000	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 50,000
26-001 Service/Facility Review and Master Plan										\$ 100,000	\$ 100,000	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000
28-001 Strategic Plan						\$ 50,000					\$ 50,000	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 50,000
Total Caledon Public Library	\$ 5,718,000	\$ 4,949,000	\$ 4,609,000	\$ 4,609,000	\$ 850,000	\$ 900,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 400,000	\$ 24,585,000	\$ 11,151,750	\$ -	\$ 13,433,250	\$ -	\$ -	\$ -	\$ 24,585,000

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

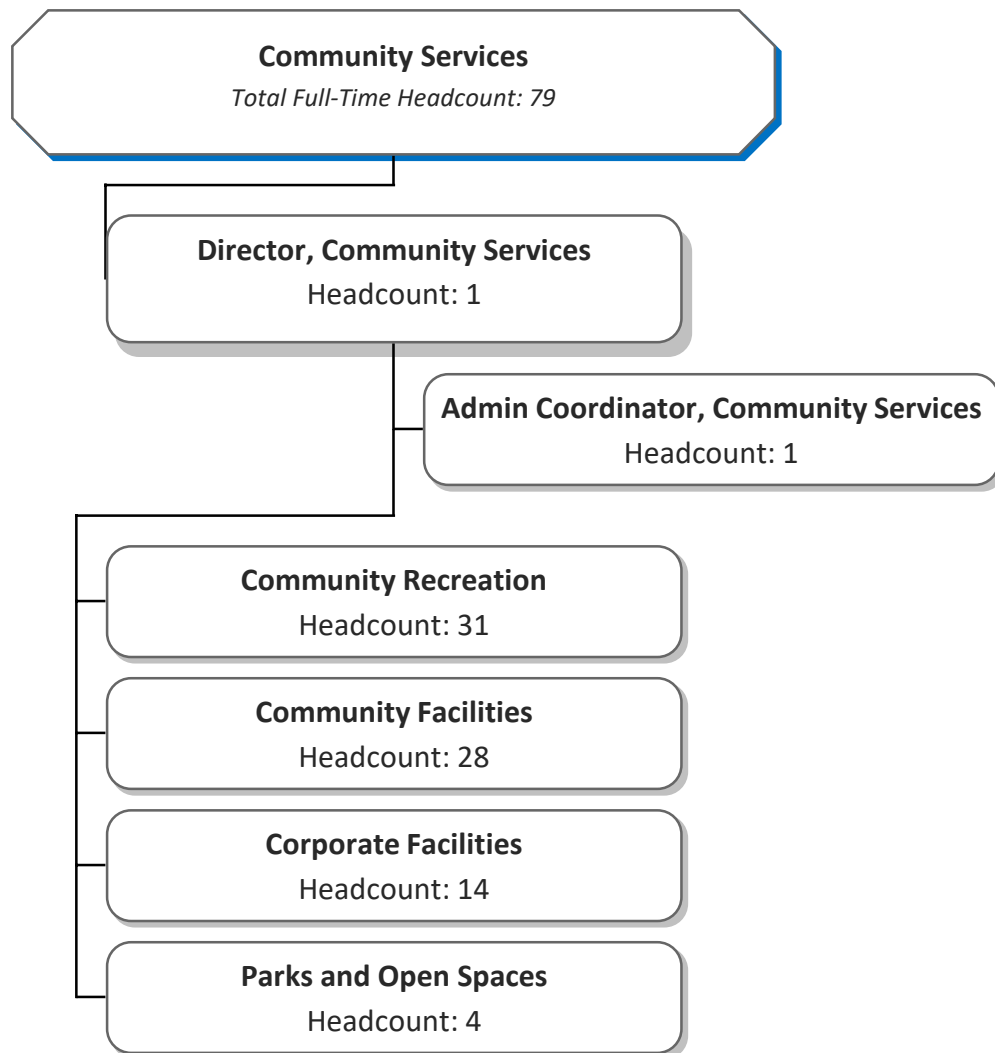
Community Services

2022



Community Services

Roles & Structure



The Community Services Department consists of four divisions that is responsible for the overall operations and administration of the Town's community and corporate facilities, recreation programs, events, rental spaces, park development and park services.

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 45 Town-owned and leased Community and Corporate facilities, representing approximately 660,000 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 the Canadian South Asian Association, work closely with resident and affiliate groups to increase their service delivery capacity.
- Implementation of event strategies, marketing plans and staff visioning/training programs.
- Plan, design and construct community and neighbourhood parks based on community needs.
- Provides design expertise, and review/comment on planning applications and submissions working closely with the Planning Services and Development Services, Legal and Engineering services in the processing of development applications.
- Site inspection and release of landscape securities and administration of cash in lieu of parkland.

2021 Achievements

- 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.
- Completed design, Building Permit and commenced construction of CECC Phase 3/4.
- Rotary Place Expansion design complete with the construction groundbreaking ceremony taking place in September 2021.
- Project management of large capital projects including the construction of the Fire Training Facility, Fire Station expansions and the continuation of the Works Yard expansions, as per the Yard Strategic Growth Plan, Old Bolton Fire Station redevelopment and the addition of a building at the OPP Station.
- Project management for Community Facilities capital program included: CCRW changeroom improvements, roof repairs, HVAC replacements at Mayfield Recreation Centre, ABUCC Lobby flooring replacement, EarlyON washroom upgrades. Advancing the John Clarkson Park skating trail initiative, LED Lighting retrofit and pool related enhancements.
- Implemented the 2021 Facilities Capital Plan including Cheltenham roof replacement, Yard 3 parking lot design, LED lighting retrofit at Town Hall, Caledon East Community Complex insulation and board replacements, Caledon East Dog park, and Generator installations at Caledon East and Inglewood Fire Stations.

- Contributed to various Town working groups to reimagine the future of the workforce; Completed many construction and office modifications to meet both immediate and long-term goals.
- Assisted with the migration and implementation of a new electronic consolidated asset management and work order system, CityWide.
- Operated staffed outdoor ice rinks accommodated over 8,000 visits at Caledon East Town Hall Campus and the Caledon Centre for Recreation and Wellness.
- Provided new and innovative drowning prevention initiatives, including virtual Water Smart drowning prevention education to Grade 3's in four Caledon schools. Educated students on water safety awareness and included important information for parents about being safe in open water and pools.
- Processed over 1900 memberships and adapted membership types and sales to accommodate the re-opening requirements due to the pandemic. Online memberships sales were introduced.
- Currently managing over 32,000 active clients in PerfectMind database, with a 32.4% growth rate per year
- Support twenty-six affiliated groups who offer resident services using town indoor and outdoor facilities, and one new affiliation with the Caledon South Asian Association.
- Over 3000 preregistered community program registrations welcomed back into facilities within reduced program offerings and capacities due to the pandemic
- Continued to join and support community partners on various regional committees, including Peel Hunger Relief Network Steering Committee, Community Response Table, Community Safety and Wellbeing Committee, and Peel Funders Consortium.
- Increased social media and online presence, including new webpages, frequent email updates and implementation of focused marketing campaigns (Get Back to Caledon Life).

2022 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).
- 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 the purchase of land for Yard.
- 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.
- Execute design of the Caledon East Community Complex (CECC) Phase 3 and 4 expansion.

Community Recreation



- Develop a ten-year Recreation and Parks Masterplan that provides direction on the planning and delivering of recreation and parks services, infrastructure, resources and systems to 2041.
- Investigate a second partnership with Peel District School Board on track and turf.
- Launch the Safe Events Caledon program; a process that supports and enables community events to obtain approval and guidance through efficient and collaborative consultation with town staff.
- Apply a diverse lens throughout the Town's operations and services, including intentional and meaningful engagement with Mississauga of the Credit First Nations and other indigenous communities ; importance of equity, inclusion and diversity.

- Continue to negotiate and complete agreements for property managers, tenants and partners such as the Bolton Italian Cultural Club, Bolton Rotary Club (Guides and Boy Scouts) and the Parent Child Centre Centre.
- Embark on Phase 4 of the Youth Voice Collective Impact Project (received \$100K in grant funding for this phase): increase meaningful job opportunities for Youth in Caledon by 10% above our baseline by 2025.
- Modify the delivery of community and corporate events such as the Caledon East and Bolton bicentennial celebrations.
- Develop a Recovery Strategy that supports the reintroduction of community programs, user group support, volunteer capacity building, and a vision to re-evaluate services post-pandemic.
- Support the safe return to play of all affiliated groups and adult sport organizations.

Parks Services



- Parks Facilitator role and Parks Manager to be onboarded.
- Assist in collaboration with the new Parks and Recreation Master Plan scheduled for 2022.
- Parkland Dedication By-law expires in Q3; work with new team to develop an enhanced by-law that better serves the needs of the residents.
- Implement portions of the Bolton SNAP project within parks based on funding received.
- Provide playground equipment upgrades to existing parks in need based on allotted budget.
- Provide rubber tile surfacing pilot at Dell'Unto Parkette to determine if a change from engineered wood fiber mulch is warranted.
- Create a new washroom facility within Johnston Sports Park and Dennison Park.
- Provide accessibility updates to the existing washroom facility at Palgrave Baseball Diamonds.
- Provide new lighting at the Bolton Tennis Club and field #1 at the Palgrave Baseball Diamonds.
- Construct new community park within Mayfield West Phase II.
- Complete community consultation for potential new skateboard/cycling facility within Caledon East.
- Balance financial planning for operating and capital budgets; Manage reasonable community expectations.

TOWN OF CALEDON

2022 APPROVED OPERATING BUDGET - COMMUNITY SERVICES

	2022 Budget	2021 Budget	2020 Budget
Revenue			
User Fees & Rentals	\$ (6,563,407)	\$ (6,513,856)	\$ (6,201,012)
Transfers from Reserves	\$ (355,607)	\$ (333,442)	\$ -
Grants	\$ (8,000)	\$ (8,000)	\$ (8,000)
Sales	\$ (172,465)	\$ (172,465)	\$ (172,465)
Other	\$ (522,156)	\$ (478,180)	\$ (575,199)
Total Revenue	\$ (7,621,635)	\$ (7,505,943)	\$ (6,956,676)
Expense			
Salaries & Benefits	\$ 10,185,850	\$ 9,138,971	\$ 9,920,724
Transfers to Reserves/Capital	\$ 900,978	\$ 849,734	\$ 738,373
Services & Rents	\$ 2,345,320	\$ 2,089,193	\$ 1,536,409
Materials, Equipment, & Supplies	\$ 1,085,483	\$ 1,049,312	\$ 941,860
Utilities	\$ 2,002,517	\$ 2,122,877	\$ 2,000,224
Other	\$ 653,820	\$ 549,169	\$ 491,210
Total Expense	\$ 17,173,968	\$ 15,799,256	\$ 15,628,800
Total Community Services	\$ 9,552,333	\$ 8,293,313	\$ 8,672,124

TOWN OF CALEDON
2022 CAPITAL BUDGETS - COMMUNITY SERVICES

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Community Services	Recreation Facilities	17-071	Rotary Place Expansion - Design	\$ 5,350,019
		18-036	Caledon East Community Complex - Expansion Design Work	\$ 13,751,934
		21-130	Old Bolton Fire Hall Reno	\$ 5,479,800
		22-036	Artificial Turf and Dome - Mayfield	\$ 4,300,000
		22-044	Lloyd Wilson Centennial Arena - Furnace Replacement	\$ 8,750
		22-045	Mayfield Recreation Complex - Alarm System Replacement	\$ 9,325
		22-058	Mayfield Recreation Complex - Arena Insulation	\$ 34,750
		22-059	Recreation - Large Equipment Replacement	\$ 100,000
		22-060	New Entrance to the Tractor Room - Albion Bolton Union Community Centre	\$ 40,000
		22-063	Albion Bolton Union Community Centre- Arena flooring replacement	\$ 200,000
		22-068	Caledon Centre for Recreation and Wellness - Outdoor Learning space / garden refresh	\$ 180,000
		22-070	Caledon Centre for Recreation and Wellness - HVAC Replacement -Multiple units	\$ 350,000
		22-073	Caledon Centre for Recreation and Wellness- New Pool Air Handling Unit	\$ 500,000
		22-098	Mayfield West Recreation Centre #2 - Preliminary Design	\$ 850,000
		22-099	Mayfield Recreation Complex - Expansion - Preliminary Design	\$ 600,000
		22-104	Rotary Place Enhancements	\$ 350,000
		22-105	John Clarkson Park - Ice Resurfacer Building	\$ 150,000
	Community Development	22-034	Recreation and Parks Master Plan	\$ 200,000
		22-035	Fitness Equipment Replacement - Caledon Centre for Recreation and Wellness	\$ 40,000
		22-037	Terra Cotta Community Centre Enhancements	\$ 34,500
		22-134	Mayfield Artificial Turf Equipment	\$ 200,000
		22-082	Playground Improvements	\$ 274,000
		22-083	Park and Playground Surfacing Improvements	\$ 26,000
		22-084	Palgrave Baseball Diamonds - Field #1 Lighting	\$ 205,000
		22-085	Park Sustainable Neighbourhood Action Plan (SNAP) Improvements	\$ 245,000

TOWN OF CALEDON
2022 CAPITAL BUDGETS - COMMUNITY SERVICES

Department	Division/Service Area	Project #	Project Name	Total Project Budget
	Parks	22-087	Outdoor Active Recreation Infrastructure Caledon East	\$ 605,000
		22-088	Dennison Park Washroom Building	\$ 268,500
		22-089	Johnston Sports Park - Phase 4 Washroom	\$ 1,500,000
		22-090	Mayfield West II - Community Park	\$ 2,000,000
		22-091	Bolton Bandshell - RJA Potts Park	\$ 472,500
		22-093	Palgrave Baseball Diamonds - Washroom Upgrade	\$ 100,000
		22-108	Villas Park Shade Structure	\$ 40,000
		22-128	Sport Field Parking Lot Expansions	\$ 100,000
		22-129	Mayfield West - Off Leash Dog Park	\$ 60,000
		22-136	Mayfield West 1 Southfields Community Park	\$ 1,140,000
	Corporate Facilities	20-033	Works Yard 1/2 Strategic Growth Plan	\$ 4,458,005
		21-024	Salt Dome Replacement	\$ 365,000
		22-015	OPP Caledon Centre for Recreation and Wellness Back Up Generator	\$ 1,071,003
		22-074	Electric Vehicle Charging Stations	\$ 176,040
		22-075	35 Chapel Street Renovation	\$ 181,500
		22-076	Building Envelope and Parking Lot Repairs	\$ 500,000
		22-101	Vehicle for Supervisor Off Campus Facilities	\$ 55,000
		22-097	Town Hall Improvements	\$ 75,000
		22-139	Replace Light Fixtures	\$ 100,000
Community Services Total				\$ 46,746,626

Town of Caledon 2023-2032 Total Capital Projects Details and Funding Sources Community Services																		
	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
00-023 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
00-024 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
01-017 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
01-018 Capital Projects and Property Management (General)	\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 7,250,000	\$ 5,450,000	1,800,000	\$ -	\$ -	\$ -	\$ -	\$ 7,250,000
01-020 Caledon Trailway Bridges & Structures	\$ 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
01-025 Park Washroom Building Upgrades		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000
01-026 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
01-029 Sport Field Lighting Replacement Program		\$ 200,000	\$ 400,000	\$ 400,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 3,200,000	\$ 3,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,200,000
01-031 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
01-034 Facility Energy Reduction		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
17-071 Rotary Place Expans. - Design	\$ 1,230,846										\$ 1,230,846	\$ 61,542	\$ -	1,169,304	\$ -	\$ -	\$ -	\$ 1,230,846
20-033 Works Yard 1/2 Strat Grwth Pl	\$ 4,458,005										\$ 4,458,005	\$ -	\$ -	1,560,302	\$ -	2,897,703	\$ -	\$ 4,458,005
22-035 Fitness Equipment Replacement - Caledon Centre for Recreation	\$ 82,000	\$ 22,000		\$ 30,000				\$ 46,000	\$ 28,000	\$ 36,000	\$ 244,000	\$ -	244,000	\$ -	\$ -	\$ -	\$ -	\$ 244,000
22-076 Building Envelope and Parking Lot Repairs	\$ 500,000										\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
22-094 Fire Administration Repairs	\$ 235,000										\$ 235,000	\$ 235,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 235,000
22-129 Mayfield West - Off Leash Dog Park	\$ 100,000										\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-012 Caledon East - Community Park 1	\$ 1,302,486										\$ 1,302,486	\$ 65,124	\$ -	1,237,362	\$ -	\$ -	\$ -	\$ 1,302,486
23-013 Caledon Centre for Recreation and Wellness - Parking Restoration	\$ 300,000										\$ 300,000	\$ -	300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
23-014 Caledon East Community Complex - Banquet Hall & Office	\$ 25,000										\$ 25,000	\$ -	25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
23-015 Cheltenham - Parkette	\$ 249,643										\$ 249,643	\$ 12,482	\$ -	237,161	\$ -	\$ -	\$ -	\$ 249,643
23-018 Inglewood Community Centre - Concrete Walkway Restoration	\$ 3,657										\$ 3,657	\$ 3,657	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,657
23-019 Inglewood Community Centre - Replace Exterior Doors	\$ 10,000										\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
23-020 Lloyd Wilson Centennial Arena - Refurbishment			\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000					\$ 2,500,000	\$ -	2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
23-021 Mayfield West II - Community Park	\$ 1,302,487										\$ 1,302,487	\$ 65,124	\$ -	1,237,363	\$ -	\$ -	\$ -	\$ 1,302,487
23-023 Mayfield West Recreation Centre # 2	\$ 10,774,050	\$ 10,774,050	\$ 10,774,050	\$ 10,774,050							\$ 43,096,200	\$ 13,310,608	\$ -	29,785,592	\$ -	\$ -	\$ -	\$ 43,096,200
23-024 Mayfield West Skatepark	\$ 596,973										\$ 596,973	\$ 59,697	\$ -	537,276	\$ -	\$ -	\$ -	\$ 596,973
23-025 Mayfield Recreation Complex - Expansion	\$ 5,387,025	\$ 5,387,025	\$ 5,387,025	\$ 5,387,025							\$ 21,548,100	\$ 1,077,404	\$ -	20,470,696	\$ -	\$ -	\$ -	\$ 21,548,100
23-026 Mayfield Recreation Complex - Pool Pumps, Filters & Boiler			\$ 175,000								\$ 175,000	\$ -	175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
23-027 Public Works New Operation Centre - (New Yard 3)	\$ 8,789,594	\$ 8,789,594	\$ 8,789,594	\$ 8,789,594							\$ 35,158,376	\$ 16,117,908	\$ -	19,040,468	\$ -	\$ -	\$ -	\$ 35,158,376
23-030 Trail Development - Town Wide North South Route	\$ 219,000										\$ 219,000	\$ 32,850	\$ -	186,150	\$ -	\$ -	\$ -	\$ 219,000
23-032 Bolton - Community Park 2	\$ 651,243										\$ 651,243	\$ 32,562	\$ -	618,681	\$ -	\$ -	\$ -	\$ 651,243
23-033 Caledon Centre for Recreation and Wellness - Outdoor Arena	\$ 100,000										\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-037 Inglewood Community Centre - Lighting Upgrades	\$ 24,645										\$ 24,645	\$ 24,645	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,645
23-038 Margaret Dunn - Lighting Upgrades	\$ 25,000										\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
23-039 Margaret Dunn - Air Handling Unit Replacement	\$ 15,000										\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
23-040 Upper Floor - Replacement - Albion Bolton Union Community	\$ 80,000										\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
23-041 Albion Bolton Union Community Centre- Arena Hooks and Bench replacement	\$ 42,000										\$ 42,000	\$ 42,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,000
23-042 Install Elevator - Bocce Centre	\$ 200,000										\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
23-043 Caledon Centre for Recreation and Wellness - Block Window Replacement	\$ 60,000										\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-044 Caledon Centre for Recreation and Wellness - Teaching Kitchen Refresh	\$ 35,000										\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
23-045 Caledon Centre for Recreation and Wellness - New- snow removal equipment	\$ 15,000										\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
23-046 Caledon East Community Complex Improvements	\$ 195,000										\$ 195,000	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 195,000
23-047 Caledon East Family Envelope Repairs	\$ 195,000																	

Town of Caledon 2023-2032 Total Capital Projects Details and Funding Sources Community Services																		
Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							Total Funding
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	
26-004 Caledon Centre for Recreation and Wellness - Pool Pumps & Filters				\$ 100,000							\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
26-005 Caledon East Community Complex - Pad 2 Condenser				\$ 75,000							\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
26-006 Caledon East Community Complex - Parking Surface Restoration				\$ 285,000							\$ 285,000	\$ -	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ 285,000
26-009 Margaret Dunn - Replacement Exterior Lighting				\$ 10,000							\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
26-011 Mayfield West II - Tournament Sports Park				\$ 2,170,811							\$ 2,170,811	\$ 325,622	\$ -	\$ 1,845,189	\$ -	\$ -	\$ -	\$ 2,170,811
26-012 Mayfield Recreation Complex - Furniture, Fixtures & Equipment				\$ 800,000							\$ 800,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
26-020 Trail Development - Town Wide North South Route				\$ 399,000							\$ 399,000	\$ 59,850	\$ -	\$ 339,150	\$ -	\$ -	\$ -	\$ 399,000
26-023 Alton - Parking Surface Restoration					\$ 250,000						\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
26-024 Caledon Centre for Recreation and Wellness - Roof Replacement					\$ 250,000						\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
27-001 Caledon East Community Complex - Arena Desiccant Dehumidification					\$ 350,000						\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
27-002 Caledon East Community Complex - Pad 1 & 2 Heating System Replacement					\$ 60,000						\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
27-003 Cheltenham - Furnace, Condensor Units and MAU					\$ 60,000						\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
27-005 Inglewood Community Centre - Furnace Replacement					\$ 10,000						\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
27-006 Inglewood Community Centre - Replacement of Carpet Flooring					\$ 20,000						\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
27-007 Margaret Dunn - Driveway, Parking Lot and Walkway					\$ 140,000						\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000
27-008 Margaret Dunn - Replace Electric Water Heaters					\$ 10,000						\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
27-009 Margaret Dunn - Vinyl Flood Replacement					\$ 21,000						\$ 21,000	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
27-010 Mayfield West II - Community Park					\$ 1,302,487						\$ 1,302,487	\$ 130,249	\$ -	\$ 1,172,238	\$ -	\$ -	\$ -	\$ 1,302,487
28-002 Albion Bolton Union Community Centre - Roof Repairs and Replacements						\$ 160,000					\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000
28-004 Building Condition Assessment						\$ 100,000					\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
28-006 Johnston Sports Park Phase 6						\$ 1,628,109					\$ 1,628,109	\$ 162,811	\$ -	\$ 1,465,298	\$ -	\$ -	\$ -	\$ 1,628,109
28-007 Mayfield West II - Neighborhood Park						\$ 434,162					\$ 434,162	\$ -	\$ -	\$ 434,162	\$ -	\$ -	\$ -	\$ 434,162
28-010 Rotary Place - Exterior Windows, Doors						\$ 130,000					\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000
28-011 Rotary Place - Fire Alarm Upgrade						\$ 25,000					\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
28-012 Rotary Place - Interior Flooring, Kitchen, Washroom Restoration						\$ 120,000					\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
28-013 Rotary Place - Walkway Interlock and Stone Restoration						\$ 65,000					\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
28-015 Victoria Parks - HVAC Replacements						\$ 15,000					\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
29-001 Alton - Domestic Water Heaters and Distribution							\$ 20,000				\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
29-002 Alton - HVAC Replacements							\$ 45,000				\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
29-004 Caledon Centre for Recreation and Wellness - Emergency Lighting Upgrade							\$ 100,000				\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
29-005 Albion Bolton Union Community Centre - Elevator Upgrade and Modernization							\$ 200,000				\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
29-006 Albion Bolton Union Community Centre - Fire Alarm Upgrade							\$ 105,000				\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000
29-007 Albion Bolton Union Community Centre - Flooring Replacement							\$ 160,000				\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000
29-008 Caledon Centre for Recreation and Wellness - Outdoor Rink Boards							\$ 60,000				\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
29-009 Caledon Centre for Recreation and Wellness - Parking Surface Restoration							\$ 440,000				\$ 440,000	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440,000
29-010 Caledon East Community Complex - Domestic Water Heaters, Distribution, and Sewers							\$ 65,000				\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
29-011 Caledon East Community Complex - Flooring Replacements							\$ 360,000				\$ 360,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
29-012 Caledon East Community Complex - Roof Repairs and Restoration							\$ 95,000				\$ 95,000	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000
29-013 Caledon Village Place - Elevator Modernization							\$ 65,000				\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
29-014 Caledon Village Place - HVAC							\$ 30,000				\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
29-015 Caledon Village Place - Parking Surface Repairs and Restoration							\$ 255,000				\$ 255,000	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000
29-016 Caledon Village Place - Water and Sewer Systems							\$ 45,000				\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
29-017 Mayfield Recreation Complex - Arena Compressors							\$ 146,718				\$ 146,718	\$ 146,718	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 146,718
29-018 Mayfield Recreation Complex - Arena Cooling Tower and Pumps							\$ 80,000				\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
29-019 Mayfield Recreation Complex - Domestic Water Heaters and Distribution							\$ 65,000				\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
29-020 Mayfield Recreation Complex - Electrical Upgrade and Replacements							\$ 200,000				\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
29-021 Mayfield Recreation Complex - Fire Alarm and Standpipe Upgrade							\$ 95,000				\$ 95,000	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000
29-022 Mayfield Recreation Complex - Flooring Replacements							\$ 80,000				\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
29-023 Mayfield Recreation Complex - HVAC Replacements							\$ 155,000				\$ 155,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,000
29-024 Mayfield Recreation Complex - Roof Repairs and Restoration							\$ 100,000				\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
29-026 Victoria Parks - Electrical							\$ 10,000				\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
29-027 Victoria Parks - Exterior Building Restoration							\$ 15,000				\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
29-028 Victoria Parks - Roof Replacement							\$ 45,000				\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
29-029 Victoria Parks - Water and sewers							\$ 20,000				\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
30-002 Inglewood Community Centre - Water Heater								\$ 6,975			\$ 6,975	\$ 6,975	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,975
30-003 Mayfield Recreation Complex - Glazing								\$ 80,000			\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Total Community Services	\$ 40,585,694	\$ 31,155,930	\$ 32,146,688	\$ 33,185,480	\$ 16,557,537	\$ 17,011,321	\$ 16,715,768	\$ 13,842,025	\$ 2,988,000	\$ 3,046,000	\$ 207,234,443	\$ 75,849,231	\$ 7,364,000	\$ 119,623,509	\$ -	\$ 2,897,703	\$ 1,500,000	\$ 207,234,443

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

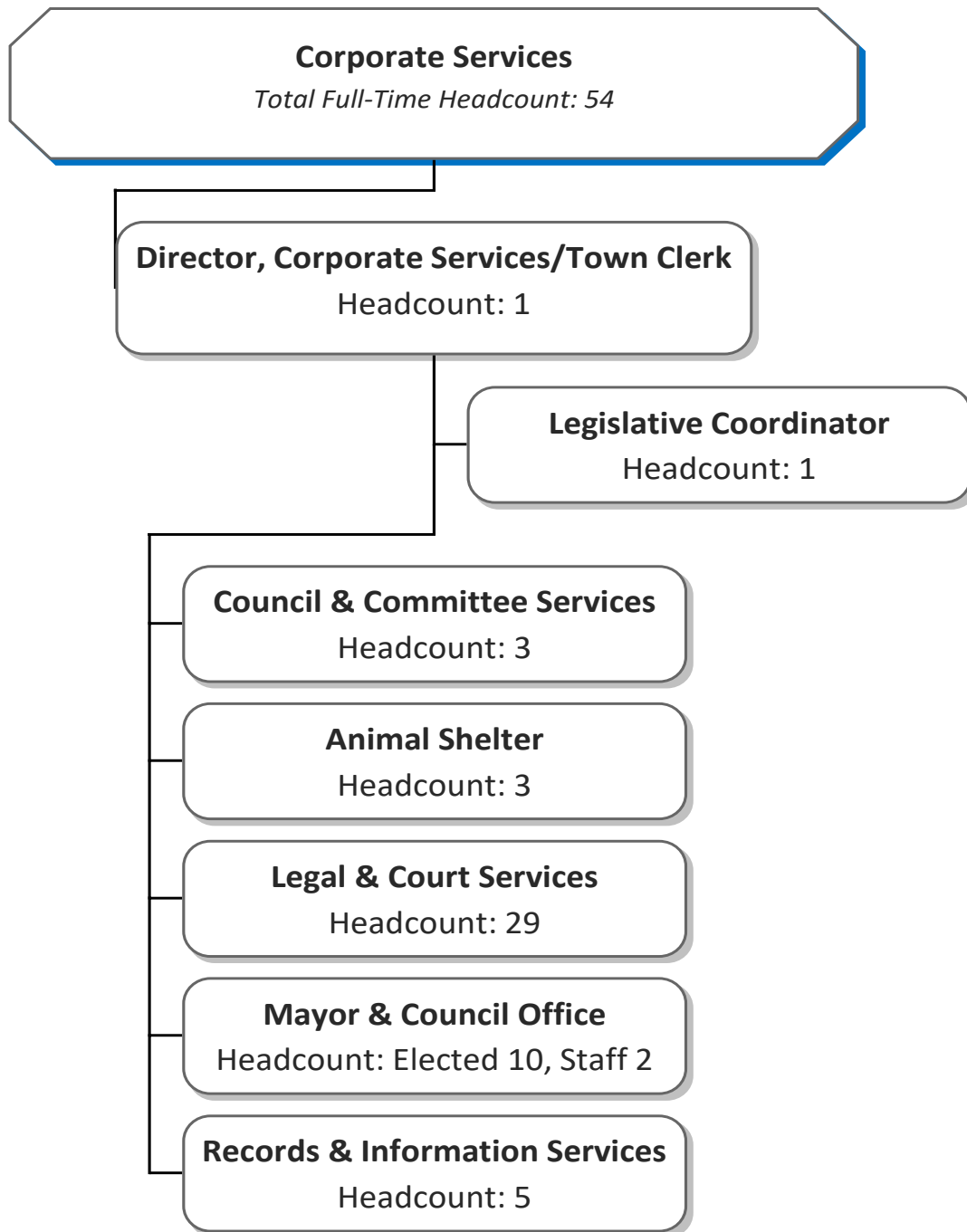
Corporate Services

2022



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.

2021 Achievements

- Launched livestreaming technology of all Council and Committee meetings.
- Complete changes to the Town's Council and Committee Meetings Calendar on the website to enhance customer experience and ease of accessing information.
- Work towards full Implementation of the new electronic document management system to centralize corporate records and improve access and security.
- Ward boundary review project was completed, and a new ward system will be in effect for the 2022 Municipal Election.
- Support was enhanced for Regional Councillors in preparation of Regional Council meetings.
- A full workflow review of services and supports was completed to ensure initiatives and objectives of Council are addressed and delivered.
- Virtual trials for Provincial Offences matters was implemented.
- Advocacy was done for municipal protection in preparation for the Part III download from the Province.
- New Realty Services group in Legal Services was fully implemented.
- Foster care program in animal services was added as a new service level and care option.
- Preparation was completed to support an animal services review in 2022 to determine challenges and opportunities that will support the community through continued growth.

2022 Priorities

Council and Committee Services



- Administer the 2022 Municipal Election, inaugural meeting of Council and training and orientation of new Council members.
- Conduct a comprehensive review of the current model and structure of Committees, Boards and Task Forces' and bring forward any recommended changes to take effect as part of the 2022-2026 Term.

Records and Information Services

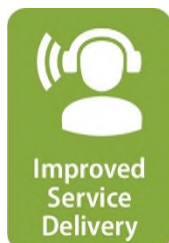


- Fully implement the new electronic document management system (Laserfiche) to centralize corporate records and improve access and security.
- Develop a Strategy to address the digitization of corporate paper records.

Mayor and Council Office

- Develop an internal standard and process on Council relations with other levels of government to ensure Council continues to be well represented in advocacy efforts and relationship building.
- Continue to explore efficient communication enhancements for members of Council to connect with the community.
- Prepare for the new Council orientation program to successfully onboard the new members.

Legal and Court Services



- Undertake a comprehensive review of Court Services to develop a 10-year capital and services plan.
- Participate in the review of the Development Application process to streamline and identify efficiencies.

Animal Services



- Conduct a comprehensive review of the current model for animal services to determine challenges and opportunities that will support the community through continued growth.

TOWN OF CALEDON

2022 APPROVED OPERATING BUDGET - CORPORATE SERVICES

	2022 Budget	2021 Budget	2020 Budget
Revenue			
Fines & Penalties	\$ (4,064,787)	\$ (4,012,885)	\$ (3,521,513)
User Fees & Rentals	\$ (301,310)	\$ (235,971)	\$ (232,211)
Transfers from Reserves	\$ (287,500)	\$ (90,000)	\$ -
Grants	\$ (216,787)	\$ (205,739)	\$ (192,202)
Other	\$ (1,191,941)	\$ (1,035,230)	\$ (983,906)
Total Revenue	\$ (6,062,325)	\$ (5,579,825)	\$ (4,929,832)
Expense			
Salaries & Benefits	\$ 5,842,211	\$ 5,339,233	\$ 5,338,476
Transfers to Reserves/Capital	\$ 521,304	\$ 501,304	\$ 501,304
Services & Rents	\$ 1,751,658	\$ 1,632,700	\$ 1,395,863
Materials, Equipment, & Supplies	\$ 109,700	\$ 83,900	\$ 78,400
Utilities	\$ 18,090	\$ 17,352	\$ 17,752
Other	\$ 1,274,825	\$ 1,133,934	\$ 963,098
Total Expense	\$ 9,517,788	\$ 8,708,423	\$ 8,294,893
Total Corporate Services	\$ 3,455,463	\$ 3,128,598	\$ 3,365,061

TOWN OF CALEDON
2022 CAPITAL BUDGETS - CORPORATE SERVICES

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Corporate Services	Animal Services	22-018	Animal Services Needs Assessment	\$ 50,000
	Information Services	22-029	Records Digitization	\$ 50,000
	Provincial Offences Court	22-107	10 Year Capital Plan for POA Courts	\$ 60,000
Corporate Services Total				\$ 160,000

Town of Caledon																		
2023-2032 Total Capital Projects Details and Funding Sources																		
Corporate Services	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
22-029 Records Digitization	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000				\$ 1,050,000	\$ 1,050,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,050,000
23-008 POA Expansion	\$ 1,405,600	\$ 1,405,600	\$ 1,405,600	\$ 1,405,600							\$ 5,622,400	\$ 1,967,840	\$ -	\$ 3,654,560	\$ -	\$ -	\$ -	\$ 5,622,400
23-011 Animal Shelter	\$ 1,234,649	\$ 1,234,649	\$ 1,234,649	\$ 1,234,649							\$ 4,938,596	\$ 4,182,992	\$ -	\$ 755,604	\$ -	\$ -	\$ -	\$ 4,938,596
Total Corporate Services	\$ 2,790,249	\$ 2,790,249	\$ 2,790,249	\$ 2,790,249	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 11,610,996	\$ 7,200,832	\$ -	\$ 4,410,164	\$ -	\$ -	\$ -	\$ 11,610,996

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

ANNUAL BUDGET FISCAL YEAR 2022

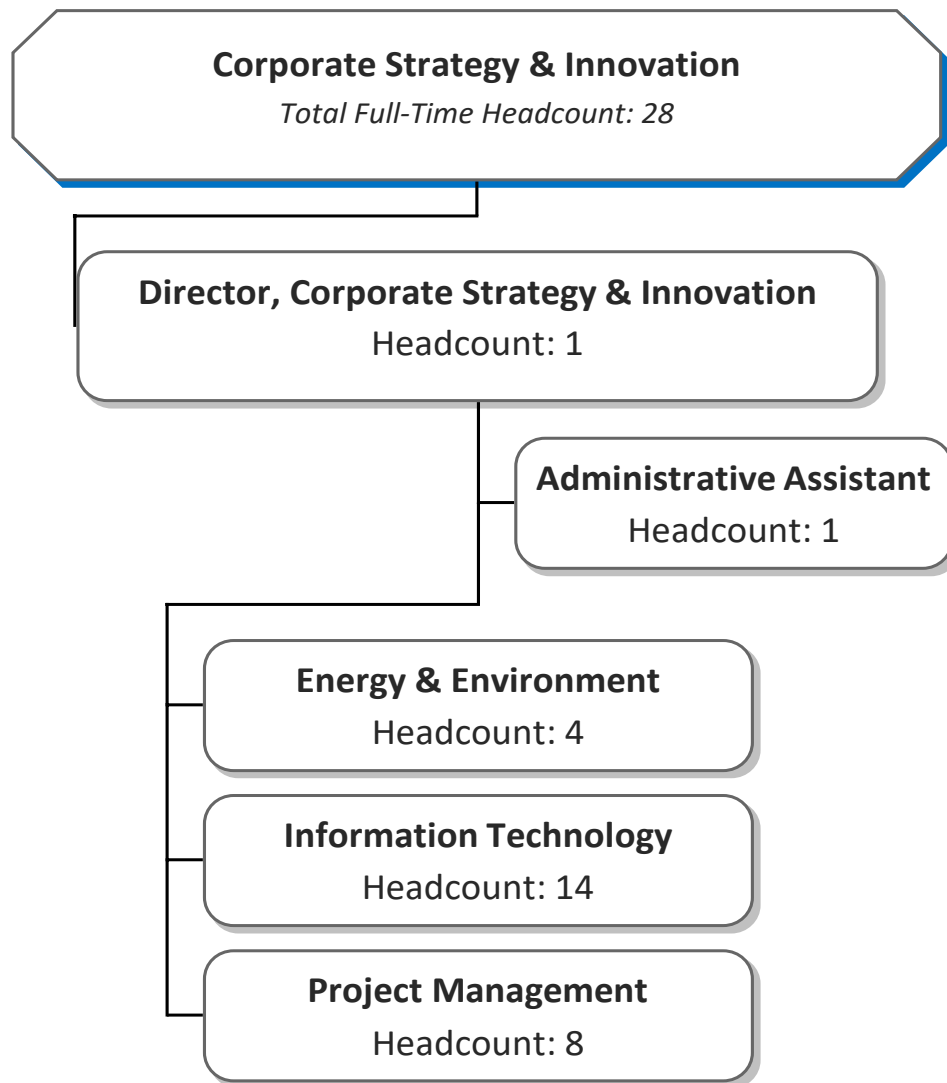
Corporate Strategy & Innovation

2022



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.

2021 Achievements

Information Technology

- Continued to modernize technology in response to COVID-19 while increasing security of infrastructure through improved password policies and Multi-Factor Authentication.
- Expanded the Town's usage of Geographic Information Systems (GIS) tools such as the Lost Pet tool.
- Continue to make improvements to the back-end technology environment to minimize disruptions caused by application or system outages (over 99% up time).
- Collaborated with Facilities staff on the return to work process, creating drop in workstations, and enhancing technology available for staff remotely.
- Sourcing new applications for Time Entry Management, Human Resource Management and Information Management to better support a growing organization.

Project Management Office

- Centralizing corporate project management and process management resources under a Project Management Office.
- Capital Project Management for Community Services, Fire & Operations, including:
 - Completion of the Southfields Community Centre.
 - Completion of the Caledon East Community Centre (CECC) Renovation
 - Completion of the Caledon Village Fire Training Facility.
 - Completion of Bolton Fire Station 302.
 - Initiation of Bolton Fire Hub renovation
- Continued progress towards completion of three SWIFT projects in Caledon to connect over 1000 homes to high speed access, and continued advocacy on access to Broadband for all residents in Caledon.
- Completion of a number of process reviews relating to the delivery of key services onboarded by Service Caledon, including:
 - Feedback Management Process
 - Streetlight Management Process
 - Road Access Agreement Process
 - Public Utilities Processes

Energy and Environment

- Completion of a Green Fleet Strategy for corporate fleet.
- Resilient Caledon Community Climate Change Action Plan received Council endorsement.
- Initiated a joint project with the Cities of Brampton and Mississauga to design a home retrofit program, aligned with the Resilient Caledon Plan.

2022 Priorities

Energy and Environment



- Implementing a governance strategy, to enable the successful implementation of the Resilient Caledon Plan
- Update of the Green Fund program to align with the Resilient Caledon Plan
- Finalizing new Corporate Green Building Standard and Single Use Plastics Reduction Strategy
- Development of a Town-wide Green Development Standard.
- Update of the Town's building condition assessments with a climate change lens.

Information Technology



- Further improvements to AMANDA system including a portal for the public.
- Moving Accounts Payable processes online.
- Begin 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 and Time Entry System.
- Further improvements to IT security, in particular focusing security while staff are working remotely.

Project Management Office



- Introduction of a continuous improvement framework utilizing Lean-Six Sigma tools and corporate Key Performance Indicators
- Continued Project Management support on several Capital projects including:
 - Caledon East Community Centre expansion
 - Bolton Fire Hub
 - Three Fire Station improvement projects
 - Planning for Mayfield West 2 Town Facilities
- Continued focus on process improvement initiatives including in the areas of:
 - Planning Services
 - Finance
 - Corporate Project Management
- Reporting & advocating on Rural Broadband

TOWN OF CALEDON

2022 APPROVED OPERATING BUDGET - CORPORATE STRATEGY & INNOVATION

	2022 Budget	2021 Budget	2020 Budget
Revenue			
User Fees & Rentals	\$ (16,800)	\$ (16,800)	\$ (16,800)
Transfers from Reserves	\$ (280,630)	\$ (210,000)	\$ -
Other	\$ (67,280)	\$ (64,957)	\$ (66,348)
Total Revenue	\$ (364,710)	\$ (291,757)	\$ (83,148)
Expense			
Salaries & Benefits	\$ 3,055,519	\$ 2,702,479	\$ 2,743,993
Transfers to Reserves/Capital	\$ 26,750	\$ 26,750	\$ 26,750
Services & Rents	\$ 262,405	\$ 287,595	\$ 86,457
Materials, Equipment, & Supplies	\$ 4,600	\$ 4,450	\$ 2,700
Other	\$ 155,639	\$ 155,389	\$ 157,439
Total Expense	\$ 3,504,913	\$ 3,176,663	\$ 3,017,339
Total Corporate Strategy & Innovation	\$ 3,140,203	\$ 2,884,906	\$ 2,934,191

TOWN OF CALEDON
2022 CAPITAL BUDGETS - CORPORATE STRATEGY & INNOVATION

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Corporate Strategy & Innovation	IT Operations	22-072	IT- Application Upgrades and Enhancements	\$ 729,424
		22-100	Refresh of Hardware	\$ 630,000
		22-126	Connecting Caledon- Broadband Fund	\$ 321,622
	Project Management Office	22-127	Building Information Management Strategy	\$ 125,000
	Energy & Environment	22-077	Building Condition Assessments with a Climate Change Lens	\$ 150,000
		22-078	Energy and Environment Projects	\$ 36,700
Corporate Strategy & Innovation Total				\$ 1,992,746

Town of Caledon																		
2023-2032 Total Capital Projects Details and Funding Sources																		
Corporate Strategy & Innovation																		
Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							Total Funding
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	
00-019 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
01-033 Resilient Caledon Implementation	\$ 380,000	\$ 336,500	\$ 240,000	\$ 240,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,396,500	\$ 2,396,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,396,500
Total Corporate Strategy & Innovation	\$ 1,380,000	\$ 1,336,500	\$ 1,240,000	\$ 1,240,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 12,396,500	\$ 12,396,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,396,500

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

ANNUAL BUDGET FISCAL YEAR 2022

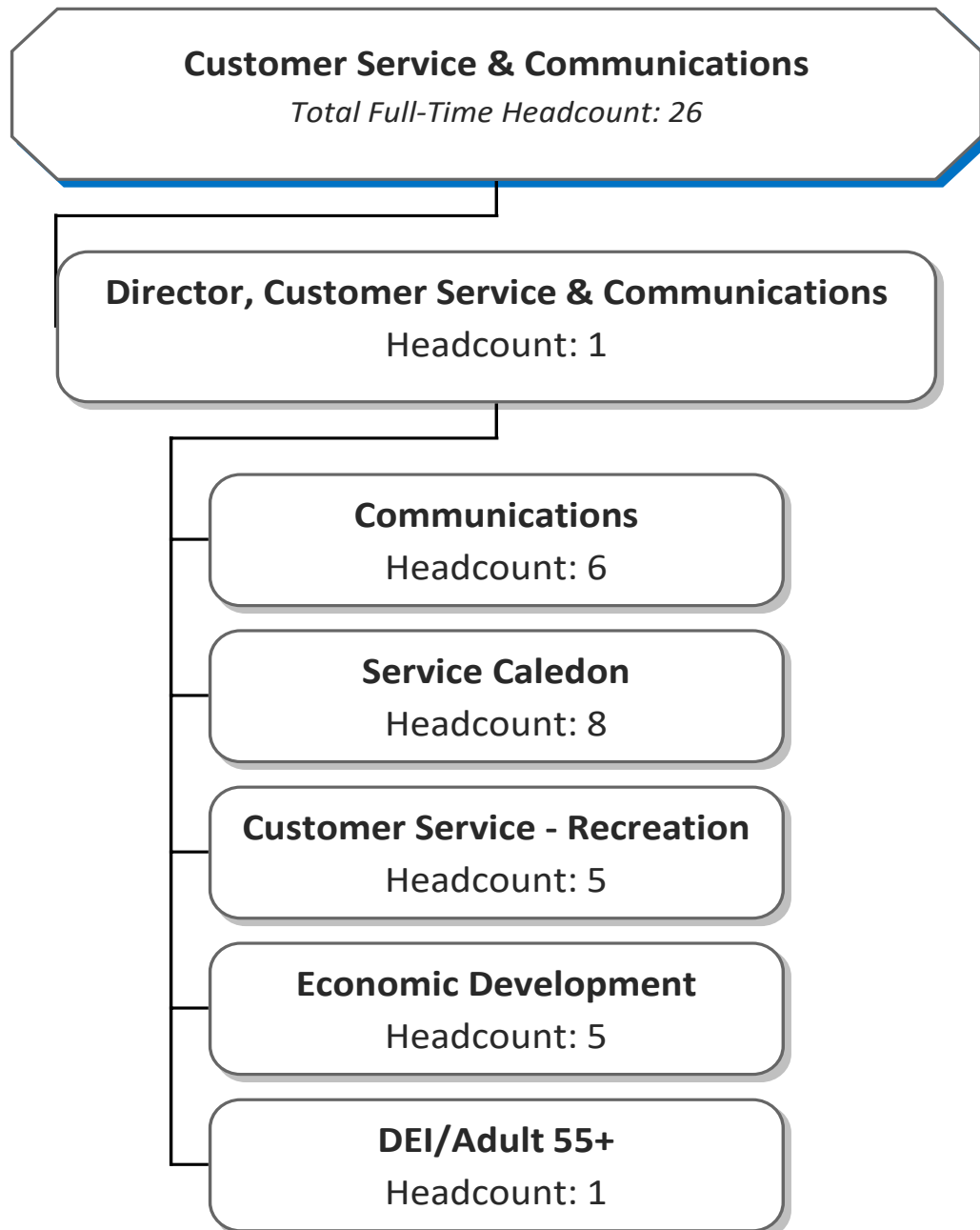
Customer Service & Communications

2022



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

Customer Service and Communications includes:

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

2021 Achievements

Communications

- Enhanced public engagement and improved the public consultation process by launching the haveyoursaycaledon.ca online community engagement site.
- Provided effective ongoing communication support for COVID-19 response including campaigns for: vaccination clinics; vaccine hesitancy; provincial announcements impacting Caledon and the proof of vaccine policies.
- Increased support to community services to promote: virtual programming, then re-opening of centres (Back to Caledon Life campaign), optimizing their enewsletter, proof of vaccination campaign and the BE KIND campaign.
- Launched a new mobile friendly Tourism website using cutting edge technology for maximum photo and video quality.
- Wrote, designed, and distributed a Good Neighbour Guide, including door knockers for officers, ensuring a successful by-law awareness campaign.
- Increased trust in local government by helping create plain language reports, providing councillor briefing packages and posting council highlights for media and citizens.
- Decreased citizen questions and complaints by providing effective communication plans for engineering projects such as the Columbia Way Stormwater project.

Customer Service

Service Caledon

- Continued to provide on site support for essential services as well as additional administration tasks to allow non-essential staff to work remotely.

- Took on additional services to support residents through COVID-19 and provided first - contract resolution for Peel Public Health COVID-19 support (testing sites, vaccine centres, re-opening framework).
- Continued to work closely with service areas in various departments to determine accurate customer service delivery and ensure processes and communications are streamlined – update Corporate Knowledge Base to provide digital resources for staff (ie:LDD moths, proof of vaccines).

Recreation

- Provided front-line support for the reintroduction of recreation programs and services to the residents of Caledon during the re-opening of our recreation centres.
- In collaboration with Community Services, developed the Vaccination Verification Protocol and FAQ's and coordinate staff training, on-site Supervisor support and Security.
- Completed a mass casual staff hiring and full-time recruit, developed and provided new onboarding training sessions and expanded the customer service team to meet the increased demand for service in alignment with Service Caledon standards.

Economic Development

- Developed the Bolton Revitalization Plan for council endorsement and formed a community led task force as well as staff action team to implement recommendations
- In collaboration with the Communications team designed and implemented new standalone economic Development website.
- Provided ongoing support to the business community through COVID-19 with Love Local toolkits, promotion of Love Local on the website and social media, communication of COVID-19 supports and funding through the monthly enewsletter and supported new business openings by attending the event and promoting a business profile for all new businesses.
- Provided comments and feedback to Planning and Policy staff for the Official Plan review specific to employment lands, transit, and tourism.
- Launched a feasibility study for a post-secondary institution in Mayfield West 2
- Developed a business plan for an eco-friendly business park in Caledon.

DEI/Adult 55+

- Completed a Diversity Equity and Inclusion strategy for the Town of Caledon
- Implemented the Language Line translation services to enhance our Diversity and Inclusion strategy.
- In collaboration with Communications created the Age-Friendly Caledon eNewsletter (September) to support increased communication on various initiatives and AFC deliverables.
- Promotion of Snow Angels Canada, experiment in kindness, third party snow removal program to assist older adults with increasing snow removal concerns.
- With the assistance of Communications and Customer Service launched a campaign to promote and support 211 services in Caledon.
- Provided input on the Age-Friendly Planning components of the Regionals Official Plan Review.
- Provided input on the Affordable Housing Study for Town of Caledon in support of Older Adults.

2022 Priorities

Communications



- Complete and start implementing a digital communications strategy that will increase social media followers, engagement, site subscribers, website visits, newsletter subscribers and livestream attendance.
- Implement Accessibility Training and Plain language training.
- Develop a Corporate Communications Strategy that will optimize processes and results for: communication campaigns, graphic services; media relations; issues management; public engagement, digital media and branding.
- Complete a public engagement strategy.
- Revisit Caledon Branding and wayfinding.
- Provide enhanced support to the Planning Department to meet the increased demand for accessible, transparent communication around growth
- Work with People Services to establish a recruitment strategy and corresponding communications campaign.

Customer Service (Service Caledon and Recreation)



- Launch corporate customer service centralized feedback management program.
- Provide satellite support to Recreation mobile service delivery of programs and initiatives.
- Develop training program and shared knowledge system for all front-line staff.
- Participate in the implementation of Service delivery review and modernization Strategy.
- Review permit/application timelines and communications.
- Complete a Citizen Satisfaction Survey.
- Establish and document service standards to communicate service levels to clients.

Economic Development.

- Adoption and implementation of updated Bolton CIP.
- Complete a business retention and expansion study .
- Support the rebuilding of the Caledon Chamber of Commerce; explore partnership opportunities for small business and entrepreneurship support programs
- Collaborate with Community Services and Caledon Public Library on maker space programs and explore opportunities to pilot the Downtown Bolton Community Hub (aka Fire Hall).
- Work with the task force to implement short term actions from Bolton Downtown Revitalization plan.
- Review of Film and Television Production policies and procedures.

DEI/Adult 55+



- Coordinate deliverables in the action plan for the council approved Age-Friendly Caledon Action Plan.
- Begin implementation of deliverables identified in the Diversity Equity and Inclusion Framework.
- Apply a diversity lens to customer service, recreation, and other services by increasing multilingual communications (service, marketing, signage).

TOWN OF CALEDON

2022 APPROVED OPERATING BUDGET - CUSTOMER SERVICE & COMMUNICATIONS

	2022 Budget	2021 Budget	2020 Budget
Revenue			
User Fees & Rentals	\$ (36,190)	\$ (36,190)	\$ (36,190)
Transfers from Reserves	\$ (42,224)	\$ (72,494)	\$ -
Sales	\$ (2,000)	\$ (2,000)	\$ (2,000)
Other	\$ (1,066)	\$ (1,066)	\$ (1,066)
Total Revenue	\$ (81,480)	\$ (111,750)	\$ (39,256)
Expense			
Salaries & Benefits	\$ 2,860,994	\$ 2,500,519	\$ 1,079,124
Services & Rents	\$ 178,920	\$ 191,965	\$ 229,580
Materials, Equipment, & Supplies	\$ 20,332	\$ 20,332	\$ 14,700
Other	\$ 113,775	\$ 86,675	\$ 23,850
Total Expense	\$ 3,174,021	\$ 2,799,491	\$ 1,347,254
Total Customer Service & Communications	\$ 3,092,541	\$ 2,687,741	\$ 1,307,998

TOWN OF CALEDON
2022 APPROVED OPERATING BUDGET - ECONOMIC DEVELOPMENT

	2022 Budget	2021 Budget	2020 Budget
Revenue			
Transfers from Reserves	\$ (180,510)	\$ (185,995)	\$ (100,000)
Total Revenue	\$ (180,510)	\$ (185,995)	\$ (100,000)
Expense			
Salaries & Benefits	\$ 649,388	\$ 623,960	\$ 441,098
Services & Rents	\$ 68,477	\$ 86,252	\$ 56,815
Materials, Equipment, & Supplies	\$ 20,360	\$ 20,360	\$ 20,360
Other	\$ 234,869	\$ 234,869	\$ 231,631
Total Expense	\$ 973,094	\$ 965,441	\$ 749,904
Total Office of the CAO	\$ 792,584	\$ 779,446	\$ 649,904

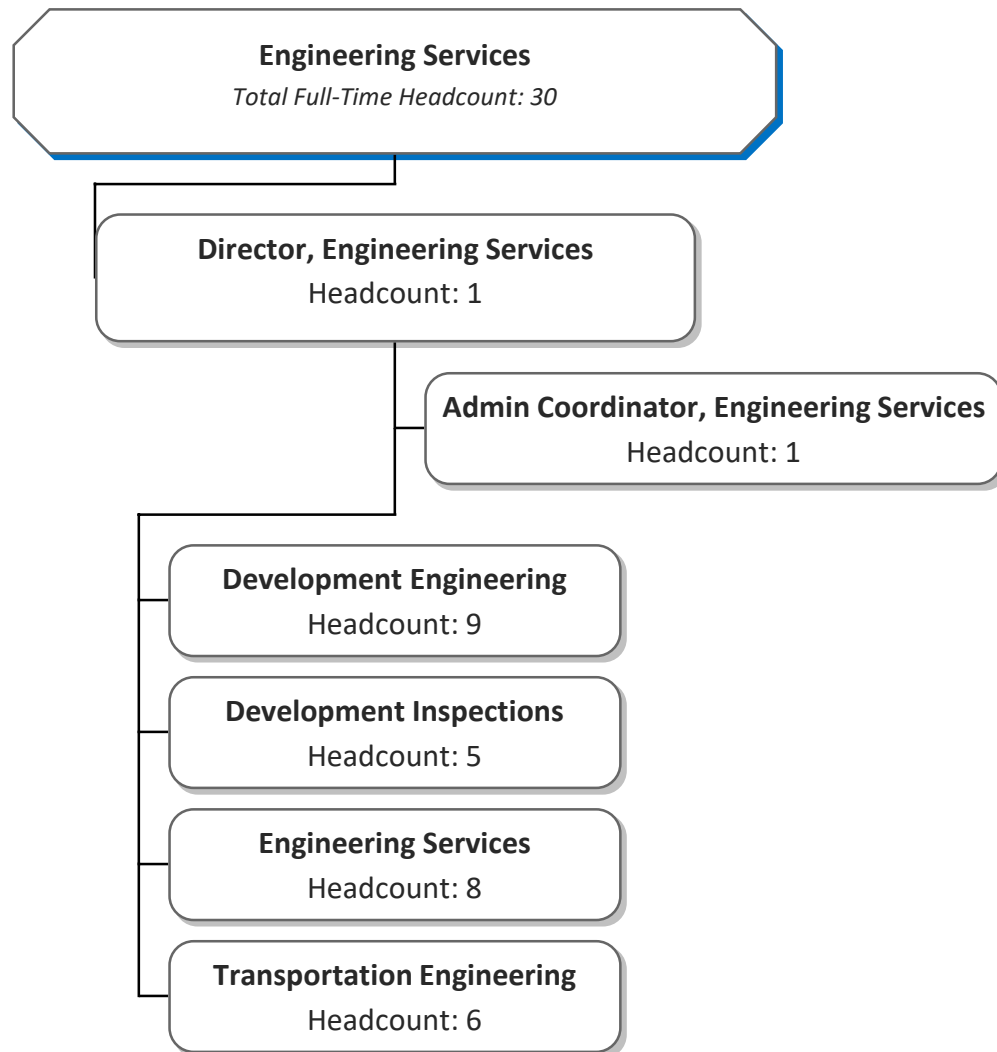
Engineering Services

2022



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 Capital Design and Construction, 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 Capital Design and Construction

- 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

- Responsible for ensuring transportation engineering studies and submissions are reviewed to meet compliance with applicable Engineering guidelines, practices, procedures, standards, and regulations.
- Implementation and completion of new traffic signals, traffic calming/safety measures, road signs, and new streetlights,
- Responsible for the Town's public transit services, including service planning, supervising transit providers, and working with external agencies,
- Establishing conditions and requirements with respect to the transportation engineering aspect of development applications, including official plan, community and secondary plans, draft plan of subdivision, official plan amendment, rezoning and site plans.
- Completion and delivering of Class Environmental Assessment (EA) studies.
- Responsible for the Town's Automated Speed Enforcement (ASE) and Red Light Camera (RLC) programs;
- Responsible for managing the review and approval of various studies submitted in support of development applications including Traffic Impact Studies (TIS), Travel Demand Management and area specific transportation plan.
- Responsible for undertaking studies and/or coordinates and oversees consultants' preparation of studies required to determine long-range infrastructure improvements from transportation perspective. Formulates implementation plans and policies based on report recommendations.
- Responsible for the preparation and oversight of technical studies such as Transportation Master Plan (TMP), Active Transportation Master Plan, Traffic Calming, and Community Safety Zone Designation studies.
- Responsible for planning, expansion and promoting of sustainable transportation facilities such as bike lanes, sidewalks, and trails across the Town; and consulting and engaging with users.

- Responsible for the public utility coordination committee and locates services in support of permitting process.

2021 Achievements

Development Engineering

- Facilitated the engineering review and approval of the following priority development projects:
 - Mayfield West II – completion of spine road network and servicing of three subdivision. House construction underway.
 - Triple Crown Subdivision – completed engineering review. Overall grading works underway.
 - Castle Caledon East Subdivision – roads and services under construction
 - Bolton Industrial – completed engineering review for site plan approvals of large industrial buildings on Coleraine Drive and Simpson Road extension to Mayfield Road.
- Developed a new permit process for the review of residential lot grading for infill home construction for implementation in 2022.
- Collaborated with the Region to facilitate the development of a servicing framework plan for future growth in the Town including BRES and SABE.
- Developed a process to transition the responsibility for the pre and post construction inspection of industrial, commercial and residential condo site developments from Development Engineering to Development Inspection, for implementation in 2022.
- Established a committee with representatives from multiple departmentals to review new products and standards for municipal infrastructure.
- Worked with Planning and Legal to transition the responsibility for preparing development agreements to Engineering and identify ways of streamlining the process.

Development Inspections

- Facilitated the assumption of the municipal services in six completed developments in the Town.
- Provided development construction administration and inspection for over 45 active land development projects.

Engineering Capital Design and Construction

- Implemented one of the Town's largest capital works programs to date at approximately \$36 million (all funds combined), including the full reconstructions of segments of Old School Road, McLaughlin Road, and Centerville Creek Road.
- Completed the replacement of four large road culverts
- Continued to advance the necessary Environmental Assessments and detailed engineering design associated with the multi-year capital plan
- Retrofit the Columbia Way stormwater management facility, valued at \$900,000
- Rehabilitated two storm water management facilities (Ponds 7 and 14) in Bolton, valued at \$900,000

- Completed CCTV inspection and condition assessments of all storm sewers in Caledon East (approximately 11 kilometers of storm sewer) for input into the Town's Asset Management System and for future capital planning
- Managed the repair of three emergency storm sewer failures, valued at over \$1.4 million
- Digitized the Town's storm water infrastructure and partnered with TRCA and CVC to identify and map the major overland flow route in the urban areas of the Town in preparation for the application to MECP for a Town-wide Environmental Compliance Approval in 2022
- Implementation of the drainage improvements on Gibson Lake Drive to address a flooding issue
- Managed the engineering assessment of a failing gabion retaining wall in Bolton

Transportation Engineering

- Reviewed over 80 requests related to traffic safety
- Implemented various traffic calming measures across the Town, including Radar Speed Sign, Speed Humps, Advisory Signage, etc.
- Completed the transportation review of over 70 development applications
- Managed Transit Services in Caledon
- Completed two (2) new traffic signals in Bolton
- Implemented over 120km of signed bike routes and applied for the Bicycle Friendly Communities application to renew the Town's cycling designation
- Prepared terms of reference for the update of the Town's Active Transportation Master Plan for study commencement in 2022.
- Managed the preparation of the Town's new Multi-Modal Transportation Master Plan (TMP)
- Revisited and prioritized Town's outstanding guardrails for about 150 locations, based on latest industry standards, and installed guiderails at 15 locations
- Implemented new streetlights on Old Kennedy Road, James Street and Sackville Street
- Worked with different levels of Government, including MTO, the Region of Peel, City of Toronto and the service provider to implement the Automated Speed Enforcement (ASE) program on Town Roads
- Completed the Columbia Way Class Environmental Assessment Study
- Completed a review of the Region's Airport Road Class Environmental Assessment Study and reported to Council with recommendations
- Worked with our municipal partners, MTO and Metrolinx to advocate for the advancement of the Caledon-Vaughan Go Rail Service
- Reported to Council on the Greater Golden Horseshoe Transportation Plan- Discussion Paper
- Continued to work with MTO on the Environmental Assessment and preliminary design of the GTA West transportation corridor

2022 Priorities

Development Engineering and Development Inspection



- Continue to review develop approval processes in preparation for growth, starting with the implementation of in-fill lot grading review, development agreement preparation, launching a construction permit process, and site plan inspections in 2022.
- Work with other internal departments to modernize the Town's Fill By-law and associated permitting process.
- Continue to update the Engineering Design Criteria, Standards and Development Standards manual.
- Provide engineering support to the Town's Official Plan Review and new secondary plans
- Work with stakeholders to facilitate the development in Mayfield West II and BRES areas.
- Make application to the MECP for an Environmental Certificate of Approval for all storm drainage infrastructure Town-wide
- Prepare terms of reference for the preparation of a Town-wide Storm Water Master Plan in 2023
- Continue to collaborate with the Region to facilitate the development of a servicing framework plan for future growth in the Town including BRES and SABE.

Engineering Capital Design and Construction



- Deliver the approved 2022 capital construction program.
- Develop an implementation strategy for the LED Retrofit Project for delivery in 2023.
- Work with the stakeholders to develop an implementation strategy for the Mayfield West II – Highway 410/10 Interchange modifications and initiate the detail design assignment in 2022.
- Continue to conduct condition assessments and collect data on the Town's existing infrastructure for capital planning and asset management purposes.
- Implement a capital project tracking system with an outwardly facing dashboard

- Complete the retrofit of two existing storm water management facilities and undertake corrected maintenance works on two others
- Manage the engineering design and replacement of the existing retaining wall on Strawberry Hill Court

Transportation Engineering



- Complete the Town's Multi-Modal Transportation Master Plan (TMP) in support of the new Official Plan and future growth
- Initiate the preparation of the Active Transportation Master Plan and continue to expand the Town's cycling network
- Implement an Automated Speed Enforcement program on Town Roads, subject to approval and implementation of AMPs.
- Provide transportation input to the Town's Official Plan review and Secondary Plans.
- Managing Transit Services in Caledon.
- Provide transportation review of development applications and related traffic impact studies
- Implement various traffic calming measures across the Town
- Work with our municipal partners, MTO and Metrolinx to advance the Caledon-Vaughan Go Rail Service and GTA West transportation corridor

TOWN OF CALEDON
2022 APPROVED OPERATING BUDGET - ENGINEERING SERVICES

	2022 Budget	2021 Budget	2020 Budget
Revenue			
User Fees & Rentals	\$ (2,705,590)	\$ (3,299,750)	\$ (577,280)
Transfers from Reserves	\$ (246,680)	\$ (175,000)	\$ -
Grants	\$ -	\$ -	\$ -
Other	\$ (360,612)	\$ (360,612)	\$ (528,887)
Total Revenue	\$ (3,312,882)	\$ (3,835,362)	\$ (1,106,167)
Expense			
Salaries & Benefits	\$ 3,012,034	\$ 2,789,074	\$ 1,754,492
Transfers to Reserves/Capital	\$ 1,250,089	\$ 2,167,248	\$ 19,500
Services & Rents	\$ 681,872	\$ 740,502	\$ 985,002
Materials, Equipment, & Supplies	\$ 305,930	\$ 149,500	\$ 367,100
Utilities	\$ -	\$ -	\$ 506,190
Other	\$ 3,130,001	\$ 2,784,940	\$ 2,304,262
Total Expense	\$ 8,379,926	\$ 8,631,264	\$ 5,936,546
Total Engineering Services	\$ 5,067,044	\$ 4,795,902	\$ 4,830,379

TOWN OF CALEDON
2022 CAPITAL BUDGETS - ENGINEERING SERVICES

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Engineering Services	Engineering Services	22-048	Roads Rehabilitation Construction Program (Debt)	\$ 2,269,021
		22-049	Bridge and Culvert Construction Program	\$ 3,093,611
		22-050	Roads Engineering Design & Environmental Assessment	\$ 750,115
		22-051	Castlederg Sideroad Reconstruction	\$ 2,013,964
		22-052	Mississauga Road Reconstruction	\$ 3,191,227
		22-054	Norton Boulevard/Haines Drive & Meadowvale Court New Storm Infrastructure	\$ 1,814,530
		22-055	Stormwater Management Program	\$ 1,650,000
		22-056	Storm Sewer Lining - Pond #10 to the Humber River	\$ 667,000
		22-106	Alton Cemetery Retaining Wall Replacement	\$ 352,000
		22-130	Guard Rail Program	\$ 400,000
		22-133	Strawberry Hill Retaining Wall Stabilization	\$ 2,600,000
		22-135	Additional Road Rehabilitations	\$ 3,275,000
		22-137	Mayfield West C.A.M.P	\$ 20,162
		22-140	McLaughlin Sidewalk at LWCA	\$ 50,000
		Development Engineering	22-109	Tim Manley Avenue (Spine Road) Construction
	22-110		Trail Bridge North of McKee Drive South	\$ 227,700
	Transportation	22-039	Cycling Program	\$ 20,000
		22-040	Traffic Data Collection Program	\$ 20,000
		22-046	Traffic Calming Program	\$ 40,000
		22-047	Active Transportation Master Plan	\$ 400,000
		22-138	Caledon Transportation Master Plan	\$ 85,000
Engineering Services Total				\$ 35,896,903

Town of Caledon																			
2023-2032 Total Capital Projects Details and Funding Sources																			
Engineering Services	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources								
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding	
00-014 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	
00-025 Roads Program	\$ 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	\$ 2,000,000	\$ 21,000,000	\$ 1,414,260	\$ -	\$ -	\$ 5,468,165	\$ -	\$ 14,117,575	\$ 21,000,000	
00-026 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	
00-027 Traffic Studies & Count	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	
01-019 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	
01-021 Cycling Infrastructure	\$ 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	
01-022 DC Roads Program	\$ 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	\$ 52,371,429	\$ 318,000,001	\$ 111,300,000	\$ -	\$ 206,700,001	\$ -	\$ -	\$ -	\$ 318,000,001	
01-023 Roads Rehabilitation Construction 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	
01-024 Roads Rehabilitation Construction Program - Tax					\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 24,000,000	\$ 24,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000,000	
01-027 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	
01-028 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	
01-030 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	
01-032 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	
22-109 Tim Manley Avenue (Spine Road) Construction	\$ 12,022,676										\$ 12,022,676	\$ -	\$ -	\$ 12,022,676	\$ -	\$ -	\$ -	\$ 12,022,676	
23-057 Alton Cemetery Retaining Wall Replacement	\$ 352,000										\$ 352,000	\$ 352,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 352,000	
23-058 Strawberry Hill Retaining Wall Permanent Stabilization	\$ 1,300,000										\$ 1,300,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	
Total Engineering Services	\$ 36,334,962	\$ 22,660,286	\$ 30,731,714	\$ 30,731,714	\$ 46,160,286	\$ 54,731,714	\$ 57,588,857	\$ 66,160,286	\$ 69,017,429	\$ 69,017,429	\$ 483,134,677	\$ 168,826,260	\$ -	\$ 218,722,677	\$ 40,468,165	\$ 41,000,000	\$ 14,117,575	\$ 483,134,677	

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

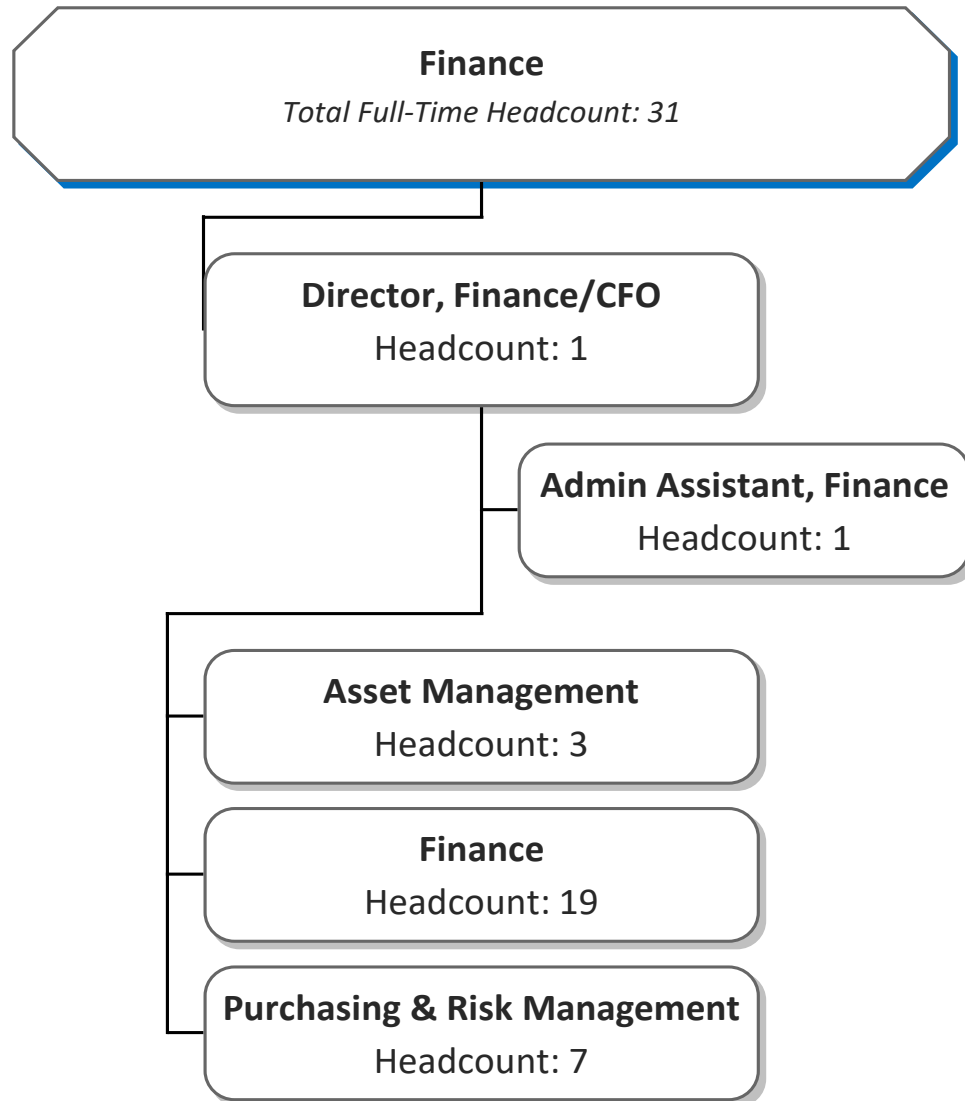
Finance

2022



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;

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

2021 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 tenth (10th) consecutive year for the 2021 Budget document. This award recognizes the Town's 2021 Budget document as a policy document, operations guide, a financial plan, and a communications device.
- Implemented Operating Plan module to bring efficiencies to the annual budgeting process.

Asset Management Division

- In 2020, Staff established our 1st Asset Management working group. Worked with CVC and TRCA to develop business on natural assets across Peel in collaboration with Mississauga, Brampton, and Peel.
- Engagement with staff related to 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 for specific procurements issued for public bidding to encourage competitive bidding during the COVID-19 pandemic
- Updated business continuity plans for all Town departments.
- Investigated the integrated project deliver approach for construction projects (IPD)
- Successfully procured supplies, equipment and services during the COVID-19 pandemic.
- Launched a local supplier registration for local businesses to show their interest in the Town's informal quotation procurement process.

2022 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.
- Investigate automated purchase order system
- Expand on social procurement initiatives

Finance Division



- Continue to support taxpayers through the COVID-19 pandemic and recovery through Property Tax Relief programs.
- Work to implement a new property tax software including electronic billing and customer facing portal
- Work collaboratively with other internal departments to deliver enhanced services to residents.

- 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 2022 Budget and the Canadian Award for Financial Reporting for the 2021 Financial Statements.

TOWN OF CALEDON
2022 APPROVED OPERATING BUDGET - FINANCE

	2022 Budget	2021 Budget	2020 Budget
Revenue			
Sales	\$ (36,000)	\$ (26,000)	\$ (26,000)
Other	\$ (59,875)	\$ (60,342)	\$ (59,769)
Total Revenue	\$ (95,875)	\$ (86,342)	\$ (85,769)
Expense			
Salaries & Benefits	\$ 3,480,176	\$ 3,068,309	\$ 3,108,067
Services & Rents	\$ 32,395	\$ 20,895	\$ 201,755
Materials, Equipment, & Supplies	\$ 6,600	\$ 6,600	\$ 8,400
Other	\$ 84,864	\$ 76,814	\$ 78,230
Total Expense	\$ 3,604,035	\$ 3,172,618	\$ 3,396,452
Total Finance	\$ 3,508,160	\$ 3,086,276	\$ 3,310,683

TOWN OF CALEDON
2022 CAPITAL BUDGETS - FINANCE

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Finance	Finance	22-057	Planning and Engineering Fees Review	\$ 50,900
	Purchasing	22-081	Updating Construction Contracts - Excess Soils Regulations	\$ 80,000
		22-092	Social Procurement Consulting Services	\$ 80,000
	Asset Management	22-111	Needs-based assessment (Town wide AM resource assessment)	\$ 70,000
		22-112	Current and Target Levels of Service	\$ 200,000
Finance Total				\$ 480,900

Town of Caledon																		
2023-2032 Total Capital Projects Details and Funding Sources																		
Finance	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
00-013 Asset Management Planning, implementation and integration	\$ 300,000	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 325,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 135,000	\$ 1,720,000	\$ 1,720,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,720,000
23-003 2023 DC Background Study	\$ 225,000										\$ 225,000	\$ 22,500	\$ -	\$ 202,500	\$ -	\$ -	\$ -	\$ 225,000
28-003 2028 DC Background Study						\$ 250,000					\$ 250,000	\$ 25,000	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ 250,000
Total Finance	\$ 525,000	\$ 165,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 575,000	\$ 210,000	\$ 50,000	\$ 135,000	\$ 135,000	\$ 2,195,000	\$ 1,767,500	\$ -	\$ 427,500	\$ -	\$ -	\$ -	\$ 2,195,000

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

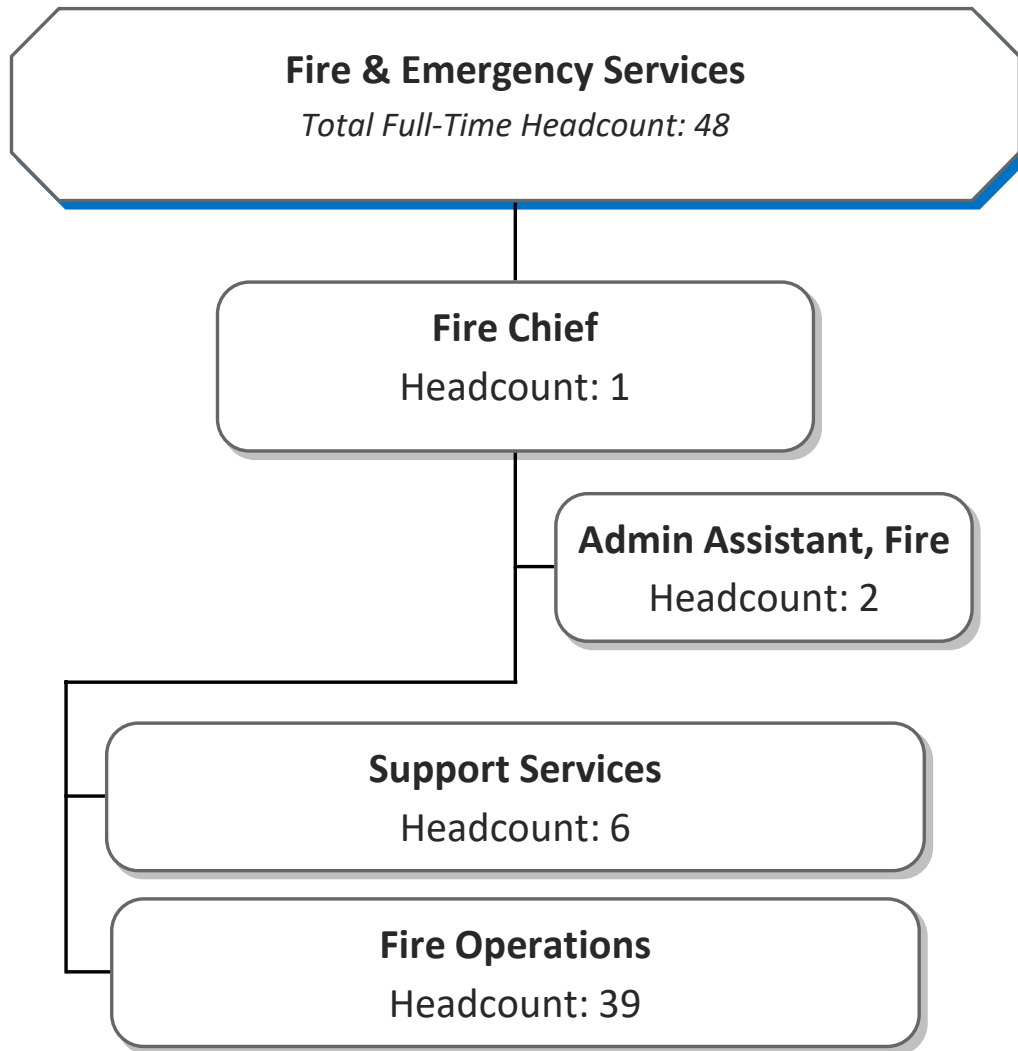
Fire and Emergency Services

2022



Fire and Emergency Services

Roles & Structure



The Fire and Emergency Services Department is responsible for the strategic planning, 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 and Emergency Services Department

Support Services Division

- Provides the administrative support necessary to operate the nine fire stations throughout a large geographical area with approx. 42 full-time personnel and 285 volunteer firefighters.
- Balances resources to identified risk through effective risk-based planning
- Ensures the management of all departmental capital assets
- 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 Marshal 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 Marshal 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.

2021 Achievements

- Completed a departmental realignment to rebalance the current roles and responsibilities of the Fire Chief and Deputy Fire Chiefs with a further goal to support the Fire Chief in strategic planning initiatives to prepare for modernization, growth and staff engagement.
- Completed the Fire Master Plan Implementation Strategy to ensure it aligns with the 2018-2022 Term of Council Workplan through strong strategic priorities.
- Updated the Fire Department Establishing, Maintaining, and Operating By-law.
- Updated the Fire Prevention Policy
- Initiated the administrative processes review.
- Completed 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.
- Transitioned the Valleywood Fire Station into a composite service delivery model and increased our emergency response capacity in the surrounding Fire Districts
- Recruited, trained and deployed 13 recruit volunteer firefighters to fire stations including reaching a departmental milestone in achieving provincial certification to the National Fire Protection Association Firefighter Level I and II.

- Continued to ensure the safety of personnel through the implementation of several recommendations through the Covid-19 Internal Working Group (stakeholders across the department).
- Received and placed four (4) Large Fire Apparatus into service per the fleet replacement program.
- Implemented of the Comprehensive Training Plan.
- 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 approximately 2,700 emergency incidents (8.7% increase).
- Designated Medical Officers providing 24/7 COVID-19 support to over 300 personnel.
- Updated the Community Emergency Response Plan to align with 'Reimagine Caledon'.
- Achieved annual compliance under the *Emergency Management and Civil Protection Act*.

2022 Priorities

Support Services Division



- Prepare for growth by updating the Community Risk Assessment and Fire Master Plan with the new growth numbers.
- Update the Fleet Replacement Plan.
- Update the Fireworks By-law.
- Start construction for the expansion of three (3) fire stations (Palgrave, Mono Mills and Alton).
- Construct the Fire Training Center Project (final phase).
- Implement the Fire Station Location Study.
- Complete the land acquisition for Station 310 (Mayfield West Fire Station).
- Purchase and receive three (3) Large Fire Apparatus per the fleet replacement plan.
- Continue to create a strategy to utilize the digital/virtual opportunities to deliver Public Education programming to school aged children, teens, adults and seniors.
- Continue to enhance the fire prevention and public education staff resource qualifications.
- Look for opportunities to expand the social media capabilities to enhance community social media outreach; including a strategy to optimize the use of effective social media opportunities to delivery timely incident notification alerts and public education to the community.
- Create a staff resource plan to deliver an enhanced Home-Safe-Home program and utilize a representative group of the volunteer firefighters.
- Develop a strategy to utilize qualified volunteer firefighters to enhance the delivery of public education programs.
- Create additional administrative capacity with the hiring of a third Administrative Assistant.

- Implement a proactive fire inspection life cycle program with the hiring of an additional full-time Fire Inspector.
- Complete the review of current administrative processes and initiate the development of a technology infrastructure plan.
- 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.
- Implement meetings with the Community Emergency Management Program Committee.
- Create a multi-year training program for the Emergency Control Group Members and alternates.

Fire Operations Division



- Increase the day-to-day management capacity of Full-Time Firefighters, Training Officers and Volunteer Firefighters.
- Recruit and train 30 volunteer firefighters to fill current vacancies.
- Improve the emergency response capability in the Valleywood and surrounding fire districts with the hiring of additional full-time firefighters to place a second platoon into service (to cover 7 days a week 12 hours per day).
- Continue to review and refine the financial plan and associated staffing strategy to hire the additional full-time firefighters that will be required to staff two new fire stations.
- Create a Volunteer Firefighter Recruitment and Retention Program including a Volunteer Firefighter (VFF) Remuneration component to enhance VFF engagement.
- Implement an Operating Guideline Committee to review all Operating Guidelines.
- Develop a technical rescue program for those fire protection services (Water Rescue and Rope Rescue) that are approved in the Establishing and Regulating By-law.
- Continue to implement a comprehensive annual training plan based on the N.F.P.A. 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

2022 APPROVED OPERATING BUDGET - FIRE AND EMERGENCY SERVICES

	2022 Budget	2021 Budget	2020 Budget
Revenue			
Fines & Penalties	\$ (147,626)	\$ (147,626)	\$ (147,626)
User Fees & Rentals	\$ (250,453)	\$ (250,453)	\$ (250,453)
Transfers from Reserves	\$ (148,185)	\$ (563,308)	\$ (47,535)
Other	\$ (111,756)	\$ (111,756)	\$ (111,756)
Total Revenue	\$ (658,020)	\$ (1,073,143)	\$ (557,370)
Expense			
Salaries & Benefits	\$ 8,698,067	\$ 7,817,381	\$ 7,275,287
Transfers to Reserves/Capital	\$ 108,785	\$ 218,040	\$ 209,040
Services & Rents	\$ 1,050,933	\$ 1,007,512	\$ 975,092
Materials, Equipment, & Supplies	\$ 449,819	\$ 443,599	\$ 276,596
Utilities	\$ 133,875	\$ 126,863	\$ 119,236
Other	\$ 874,333	\$ 1,224,950	\$ 725,715
Total Expense	\$ 11,315,812	\$ 10,838,345	\$ 9,580,966
Total Fire and Emergency Services	\$ 10,657,792	\$ 9,765,202	\$ 9,023,596

TOWN OF CALEDON
2022 CAPITAL BUDGETS - FIRE

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Fire & Emergency Services	Emergency Operations & Fire Suppression	20-035	Design Expansion Palgrave/Mono Mills/Alton Fire Stations	\$ 7,700,000
		21-100	Auto Extrication - 3 Year Upgrade	\$ 45,000
		21-103	Large Fire Apparatus Replacement (6)	\$ 2,120,000
		21-104	Fire Training Facility - Final Phase	\$ 3,093,750
		22-114	Large Fire Equipment Replacement	\$ 70,000
		22-115	Personal Protective Equipment	\$ 135,000
		22-116	Hose Replacement, High Rise and Large Facility Firefighting Equipment Upgrades	\$ 90,000
		22-117	VCOM Capital Project - Infrastructure Improvements	\$ 73,000
		22-118	Fire Inspector Vehicle	\$ 45,000
		22-119	Medical Equipment/Defibrillator Unit - Replacement	\$ 125,000
		22-120	Station Wear Boots - Volunteer Firefighters	\$ 60,000
		22-121	Tactical Portable Radios - Additional	\$ 45,000
		22-122	Fire Master Plan - Update	\$ 125,000
		22-123	Station 310 Land and Construction	\$ 8,334,667
		Fire & Emergency Services Total		

Town of Caledon 2023-2032 Total Capital Projects Details and Funding Sources Fire																		
Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							Total Funding
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	
00-012 Apparatus/Support	\$ 700,000	\$ 700,000	\$ 725,000	\$ 725,000	\$ 725,000			\$ 725,000			\$ 4,300,000	\$ 4,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,300,000
00-015 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
00-020 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
00-021 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
00-022 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
01-003 Apparatus/Support	\$ 820,000	\$ 1,560,000	\$ 1,675,000	\$ 1,090,000	\$ 975,000			\$ 240,000			\$ 6,360,000	\$ 6,360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,360,000
01-004 VCOM Projects/Upgrades			\$ 71,000		\$ 11,000	\$ 71,000					\$ 153,000	\$ 153,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153,000
21-100 Auto Extrication - 3 Year Upg	\$ 45,000										\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
22-123 Station 310 Land and Construction	\$ 4,394,667	\$ 6,454,667									\$ 10,849,334	\$ 1,084,934	\$ -	\$ 9,764,400	\$ -	\$ -	\$ -	\$ 10,849,334
23-004 New Fire Station 310 - Mayfield West	\$ 2,744,818	\$ 2,744,818	\$ 2,744,818	\$ 2,744,818							\$ 10,979,272	\$ 1,097,928	\$ -	\$ 9,881,344	\$ -	\$ -	\$ -	\$ 10,979,272
23-005 New Aerial - Valleywood Fire Station 307	\$ 1,953,730										\$ 1,953,730	\$ 195,373	\$ -	\$ 1,758,357	\$ -	\$ -	\$ -	\$ 1,953,730
23-010 Alton Fire Station Addition	\$ 1,436,540										\$ 1,436,540	\$ 143,654	\$ -	\$ 1,292,886	\$ -	\$ -	\$ -	\$ 1,436,540
23-028 Support Vehicle Replacement	\$ 55,000										\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000
23-031 Auto Extrication Equipment - Upgrade	\$ 45,000										\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
23-034 VCOM Capital Projects/Upgrades	\$ 47,000		\$ 73,000			\$ 84,000			\$ 73,000		\$ 277,000	\$ 277,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 277,000
23-059 Emergency Support Vehicle - Command Post	\$ 155,000										\$ 155,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,000
24-013 New Fire Equipment Fire Station 310 - Mayfield West		\$ 1,231,320									\$ 1,231,320	\$ 123,132	\$ -	\$ 1,108,188	\$ -	\$ -	\$ -	\$ 1,231,320
24-014 New Pumper/Rescue Fire Station 310 - Mayfield West		\$ 769,576									\$ 769,576	\$ 76,958	\$ -	\$ 692,618	\$ -	\$ -	\$ -	\$ 769,576
24-015 New Pumper/Tanker Fire Station 310 - Mayfield West		\$ 974,795									\$ 974,795	\$ 97,480	\$ -	\$ 877,315	\$ -	\$ -	\$ -	\$ 974,795
25-004 Caledon Village Fire Station Addition			\$ 861,925	\$ 861,925							\$ 1,723,850	\$ 172,385	\$ -	\$ 1,551,463	\$ -	\$ -	\$ -	\$ 1,723,848
25-015 User Gear Replacement			\$ 550,000								\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
26-008 Joint Fire Communications Upgrade				\$ 300,000							\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
26-010 Master Plan - Fire				\$ 138,524							\$ 138,524	\$ 69,262	\$ -	\$ 69,262	\$ -	\$ -	\$ -	\$ 138,524
26-017 Self Contained Breathing Apparatus Replacement				\$ 1,800,000							\$ 1,800,000	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000
26-018 Support Vehicle Replacement				\$ 110,000							\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
26-022 User Gear Replacement				\$ 550,000							\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
27-004 Command Vehicle Replacement					\$ 120,000						\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
27-011 New Fire Station 311 - Bolton West					\$ 2,744,818	\$ 2,744,818	\$ 2,744,818	\$ 2,744,818			\$ 10,979,272	\$ 1,097,928	\$ -	\$ 9,881,344	\$ -	\$ -	\$ -	\$ 10,979,272
28-005 Command Vehicle Replacement						\$ 60,000					\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
28-008 New Fire Equipment Fire Station 311 - Bolton West						\$ 666,965					\$ 666,965	\$ 66,697	\$ -	\$ 600,268	\$ -	\$ -	\$ -	\$ 666,965
28-009 New Pumper/Quint 311 - Bolton West						\$ 1,356,757					\$ 1,356,757	\$ 135,676	\$ -	\$ 1,221,081	\$ -	\$ -	\$ -	\$ 1,356,757
28-014 Support Vehicle Replacement						\$ 110,000					\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
29-003 Auto Extrication Equipment - Upgrade							\$ 45,000				\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
29-025 Support Vehicle Replacement							\$ 110,000				\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
30-001 Auto Extrication Equipment - Upgrade								\$ 45,000			\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
31-001 Auto Extrication Equipment - Upgrade									\$ 45,000		\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Total Fire	\$ 12,801,755	\$ 14,840,176	\$ 7,105,743	\$ 8,725,267	\$ 4,980,818	\$ 5,498,540	\$ 3,304,818	\$ 4,159,818	\$ 523,000	\$ 405,000	\$ 62,344,935	\$ 21,846,407	\$ 1,800,000	\$ 38,698,526	\$ -	\$ -	\$ -	\$ 62,344,933

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

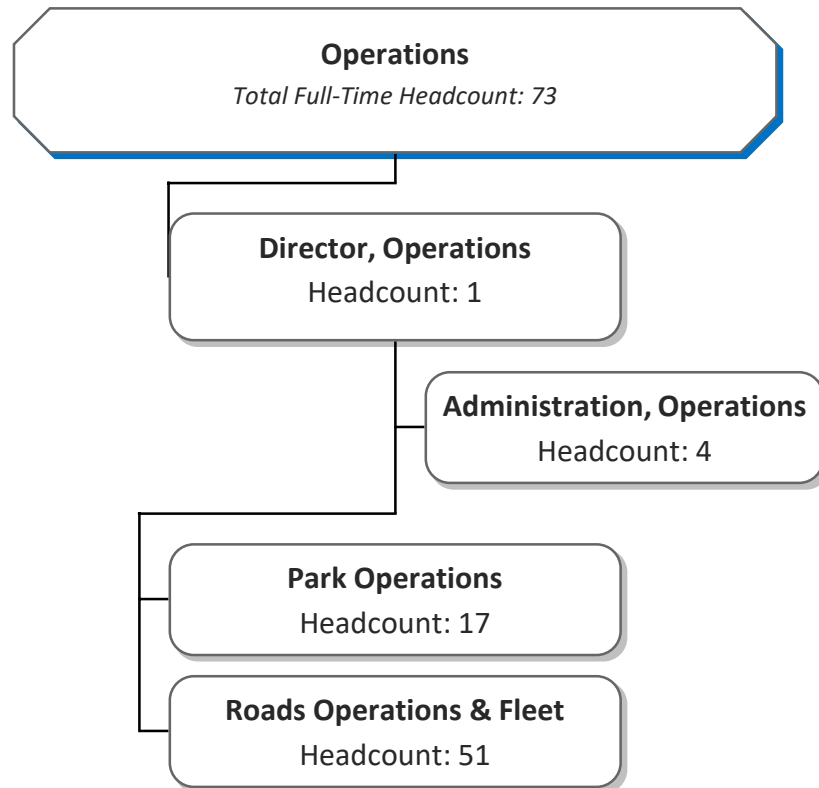
Operations

2022



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 840 km of roads, with 600 km of rural roads that includes 104 kms that are gravel.
- Over 180 kilometres of sidewalk.
- Manage and maintain over 5 municipal drains and numerous drainage ditches in easements, stormwater management ponds and roadside ditches and swales.
- Regularly service and provide repair services for over 150 vehicles including Roads, Parks, Fire, Facilities, Building, 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 10,000 urban street trees.
- Over 40 kilometres of multi-use trail.

- Lawn, tree and winter parking lot maintenance for Town owned facilities with smaller parking lots 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 1st to April 30th.
- Manage a summer maintenance program to ensure public safety on Town Roads during the summer months – approximately May 1st to September 30th.

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.

2021 Achievements

- Provided Road and Park Operations services to meet service levels during the COVID 19 pandemic.
- Implemented an LDD monitoring and ground spray program on Town owned trees.
- 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.
- Successfully redeployed full-time (FT) Recreation operations staff to Road and Park Operations.
- 945 tonnes of Hot/Cold Mix laid by hand for road patching and pothole repairs.
- Replaced over 100 linear meters of guard rail.
- Completed annual catch basin cleaning program for approximately half of the Town.
- 22 culverts flushed and 101 culverts installed.
- Over 2 kilometres of ditching.
- Urban Roads swept twice as well as on an as complaint basis in 2021.
- Micro-surfaced over 13 kms of hardtop roads including asphalt roads and tar & chip roads.
- Applied 5" depth of crushed gravel to 84 lane kilometres of gravel roads.
- 15 lane kilometres of asphalt road repair.

- Parks and Roads Operations processed over 3,000 work requests on top of planned work and processed 577 Permits.
- 250 urban street tree and park tree replacement plantings.
- Reported to Council and gained approval to implement the 2022 capital program for Fleet to start the 2022 acquisition process in 2021.
- Reported to Council and gained approval for an Integrated Pest Management Program to start a proactive management program for LDD and Phragmites management.

2022 Priorities



- Continue with the TFT staff conversion program providing opportunities for TFT staff to become FT operators to realize efficiencies in recruitment, training and staff retention.
- Continue with the rural roadside tree management program and the urban street tree replacement program.
- Micro-surface over the tar and chip surface treatment of St. Andrews Sideroad as well as work with the Engineering Department to determine the best use of the hard-surfacing program budget moving forward.
- Purchase a new shouldering attachment to use Town staff and fleet for hot mix patching of numerous lane km of damaged tar and chip road edges and reduce need for repetitive cold patching.
- Continue to find ways to mobilize Parks staff remotely to realize efficiencies in park operations through saved travel time.
- Incorporate engineering coop students into the road maintenance contract inspection program to provide inspection support for fulltime staff with multiple ongoing contracts across the Town at the same 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.
- Purchase new DC Fleet vehicles and equipment to reduce snowplowing time and improve touch up sweeping on urban streets and sidewalks.
- Complete an Operations Master Plan to identify and fill gaps in meeting the Minimum Maintenance Standards due to growth, efficiencies with current practices, identify resource needs for new staff and equipment to be positioned for growth of the Town.
- Start an invasive species management program with the new Integrated Pest Management Coordinator position
- Implement year-round afternoon shift of Operations staff to meet the growing demand of after-hour services.
- Implement a ground spray program for control of LDD on Town owned trees

- Implement a systematic road patrol program to ensure Town is meeting MMS requirements
- 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
2022 APPROVED OPERATING BUDGET - OPERATIONS

	2022 Budget	2021 Budget	2020 Budget
Revenue			
User Fees & Rentals	\$ (658,847)	\$ (610,772)	\$ (621,827)
Transfers from Reserves	\$ (140,000)	\$ (40,000)	\$ -
Grants	\$ (11,000)	\$ (8,000)	\$ (8,000)
Other	\$ (888,490)	\$ (872,239)	\$ (608,175)
Total Revenue	\$ (1,698,337)	\$ (1,531,011)	\$ (1,238,002)
Expense			
Salaries & Benefits	\$ 8,682,747	\$ 7,565,733	\$ 7,644,518
Transfers to Reserves/Capital	\$ 705,971	\$ 705,971	\$ 766,884
Services & Rents	\$ 2,107,947	\$ 1,968,757	\$ 1,309,083
Materials, Equipment, & Supplies	\$ 4,046,847	\$ 3,972,338	\$ 3,552,446
Utilities	\$ 752,799	\$ 716,681	\$ 151,164
Other	\$ 708,723	\$ 616,234	\$ 546,401
Total Expense	\$ 17,005,034	\$ 15,545,714	\$ 13,970,496
Total Operations	\$ 15,306,697	\$ 14,014,703	\$ 12,732,494

TOWN OF CALEDON
2022 CAPITAL BUDGETS - OPERATIONS

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Operations	Parks Operations	22-031	Street Tree Replacements	\$ 100,000
	Road & Fleet Services	22-001	Fleet Asset Replacements	\$ 2,785,171
		22-002	Growth Fleet Assets	\$ 1,877,472
		22-003	Asphalt Roads Program	\$ 1,200,000
		22-004	Sidewalk and Curb Rehabilitation Program	\$ 250,000
		22-005	Post-Winter Roads Program	\$ 750,000
		22-006	Gravel Resurfacing Program	\$ 900,000
		22-007	Asphalt Walkways Program	\$ 100,000
		22-008	Crack Sealing Program	\$ 200,000
		22-009	Road Surface Treatment/Preservation Program	\$ 1,200,000
		22-032	Operations Master Plan	\$ 150,000
		Operations Total		

Town of Caledon																		
2023-2032 Total Capital Projects Details and Funding Sources																		
Operations	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
00-016 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	\$ 9,000,000	\$ 4,815,000	\$ 4,185,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000,000
01-005 Asphalt Walkways	\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,425,000	\$ 1,425,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,425,000
01-006 Crack Sealing Program	\$ 425,000	\$ 450,000	\$ 475,000	\$ 500,000	\$ 525,000	\$ 550,000	\$ 600,000	\$ 625,000	\$ 650,000	\$ 650,000	\$ 5,450,000	\$ 3,450,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 5,450,000
01-007 Developement Growth Fleet Asset Additions		\$ 930,000	\$ 1,160,000	\$ 2,145,000	\$ 928,000	\$ 1,041,000	\$ 946,000	\$ 993,000	\$ 584,000	\$ 474,000	\$ 9,201,000	\$ -	\$ -	\$ 9,201,000	\$ -	\$ -	\$ -	\$ 9,201,000
01-008 Fleet Service Level Replacement Program Top UP		\$ 1,600,000	\$ 1,700,000	\$ 1,800,000	\$ 1,900,000	\$ 2,000,000	\$ 2,100,000	\$ 2,200,000	\$ 2,300,000	\$ 2,400,000	\$ 18,000,000	\$ 18,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000,000
01-009 Gravel Resurfacing	\$ 900,000	\$ 900,000	\$ 925,000	\$ 925,000	\$ 950,000	\$ 950,000	\$ 975,000	\$ 975,000	\$ 1,000,000	\$ 1,000,000	\$ 9,500,000	\$ 9,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,500,000
01-010 Operations Asphalt Roads Maintenance	\$ 1,200,000	\$ 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	\$ 12,350,000	\$ 12,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,350,000
01-011 Post Winter Roads Program	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 7,725,000	\$ 7,725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,725,000
01-012 Sidewalk and Curb Rehabilitation Program	\$ 275,000	\$ 300,000	\$ 325,000	\$ 350,000	\$ 375,000	\$ 400,000	\$ 425,000	\$ 450,000	\$ 475,000	\$ 475,000	\$ 3,850,000	\$ 3,850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,850,000
01-013 Surface Treatment	\$ 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	\$ 2,500,000	\$ 19,600,000	\$ 19,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,600,000
01-035 Operations Drainage Program	\$ 350,000	\$ 350,000	\$ 375,000	\$ 375,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 3,850,000	\$ 3,850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,850,000
22-011 2023 Growth Additional Fleet Assets	\$ 1,877,500										\$ 1,877,500	\$ -	\$ -	\$ 1,877,500	\$ -	\$ -	\$ -	\$ 1,877,500
22-012 2023 Replacement Fleet Assets	\$ 2,870,000										\$ 2,870,000	\$ 2,405,000	\$ 465,000	\$ -	\$ -	\$ -	\$ -	\$ 2,870,000
Total Operations	\$ 10,047,500	\$ 9,030,000	\$ 9,635,000	\$ 10,920,000	\$ 10,153,000	\$ 10,516,000	\$ 10,821,000	\$ 11,268,000	\$ 11,134,000	\$ 11,174,000	\$ 104,698,500	\$ 86,970,000	\$ 4,650,000	\$ 11,078,500	\$ -	\$ -	\$ 2,000,000	\$ 104,698,500

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

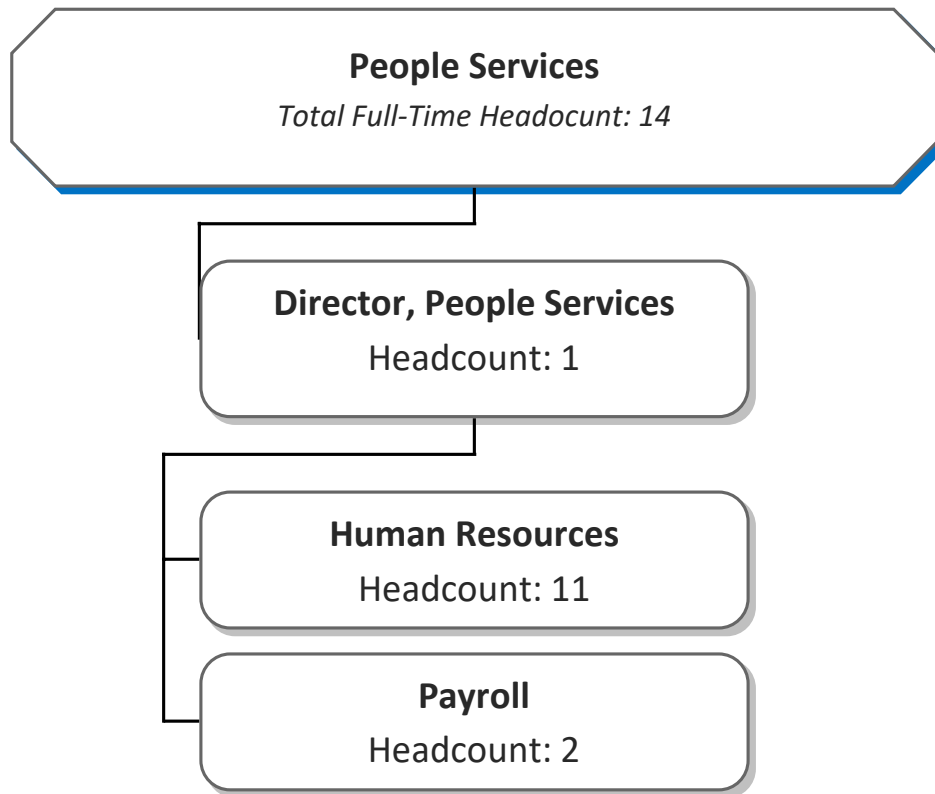
People Services

2022



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

2021 Achievements

- Successfully launched an Employee Engagement Survey in April 2021
- Completed a full review of all Nonunion Job Descriptions in preparation for the Total Rewards Review
- Updated and Revamped New Hire Orientation Program
- STD & LTD Program was reviewed and enhanced to support Recruitment & Retention
- New Benefit Vendor for 2022 was selected for enhanced customers service and cost savings.
- Short Term Workforce Planning – Returning to the Workplace Hybrid Model (November 15, 2021)
- Supporting the Growth Management Plan (Recruitment & Organizational Strategy)
- HR Downloads (Training & Development Platform) upgrades
- Implemented practices, procedures as a result of COVID-19:
 - COVID-19 Employee Training & Handbook (Procedures and Guidelines)
 - COVID-19 Vaccination Program
 - COVID-19 Conditions of Employment
 - COVID-19 Operational Risk Assessments
 - COVID-19 Safety Plan (implementation of additional PPE; face shields, level 2 masking & training) & Ministry of Labour Audits for COVID compliance
 - COVID-19 Health & Safety Virtual Training
 - COVID-19 Workforce Planning Management

2022 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.
- Implementation of Electronic T4's.

Human Resources



- Source & Implementation of Human Resource Information System (HRIS) aligned with Payroll Time & Attendance to improve efficiency, reporting and managing employee data.
- Long Term Workforce Planning & Strategy – In partnership with Corporate Strategy & Innovation complete an analysis the workforce after COVID. Upon completion of study, recommend innovative strategies which will require policies and procedures and significant planning for implementation.
- A Corporate Management Training Program is important for the leaders in our organization to build positive working environments, develop strategies that drive growth and engagement and build effective leadership skills for managing talent, build competencies with a new set of tools and best practices in their roles. These programs create synergy and collaboration within the departments as managers learn new skills for improving teamwork, innovation and professional development.
- Recruitment & Retention Strategy – given the complexities of the labour shortages and competition due to COVID-19, retirements and lifestyle changes the Town must adapt and ensure that a long term strategy for succession planning, professional development, in addition to Recruitment & Retention strategies are in place for the growth at the Town.

TOWN OF CALEDON
2022 APPROVED OPERATING BUDGET - PEOPLE SERVICES

	2022 Budget	2021 Budget	2020 Budget
Revenue			
Transfers from Reserves	\$ -	\$ (30,000)	\$ -
Total Revenue	\$ -	\$ (30,000)	\$ -
Expense			
Salaries & Benefits	\$ 1,456,738	\$ 1,208,529	\$ 985,158
Services & Rents	\$ 78,401	\$ 108,401	\$ 78,942
Materials, Equipment, & Supplies	\$ 19,000	\$ 19,000	\$ 19,500
Other	\$ 155,413	\$ 145,215	\$ 141,415
Total Expense	\$ 1,709,552	\$ 1,481,145	\$ 1,225,015
Total People Services	\$ 1,709,552	\$ 1,451,145	\$ 1,225,015

Planning

2022



Planning

Roles & Structure



The Planning Department is responsible for planning, zoning, development, design, policy and heritage 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, etc.). 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.

Zoning and Client Services

- Purpose of the divisions is 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 and development application requirements;
- Respond and manage Planning Department in-person counter services, phone and e-mail enquiries;
- Support for Development and Design (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);
- Work with the Committee of Adjustment to provide support in issuing zoning comments, preparing Planning reports, and clearing applicable conditions (predominantly Minor Variances and Consent applications);
- Research, chair and participate in Preliminary and Mandatory Pre-consultation Meetings and manage the Development Application Review Team (DART) meetings.
- GIS and mapping services, including update of Zoning By-law;
- Special zoning and mapping/GIS projects as assigned.

Development and Design

- Assisting the Zoning and Client 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 (including settlement area expansions);
 - 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.
- Providing design and landscape expertise, and review/comment on planning applications and submissions.
- Completing for site inspections, release of landscape securities and administration of cash in lieu of parkland.

- 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.

Strategic Policy Planning

- Responsible for policy development including the Official Plan and Future Caledon – our Official Plan review.
- Providing 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.
- Providing review and comments on policy directions being considered at Provincial and Regional governments.
- Monitors and maintains statistical information on growth and development within the municipality.
- Responsible for developing and implementing policies associated with cultural heritage landscapes and built heritage as well as archaeological resources, including the indigenous engagement protocol.
- Coordinates heritage matters the Heritage Caledon committee and Indigenous community.
- Protects for cultural and built heritage resources through heritage property listing and designation, heritage conservation districts and cultural heritage landscapes.
- Manages heritage incentive, heritage grant and heritage tax rebate programs.
- Reviewing and commenting on planning applications as part of the development review process.

2021 Achievements

Zoning and Client Services

- Delivery of frontline phone and front counter planning services.
- Coordinate and Participation in over 240 Preliminary meetings
- Held over 60 mandatory Pre-consultation Meetings through the Development Application Review Team.
- Assistance in the preparation of reports and documents for over 85 Minor Variance files and 25 Consent files, through to the Committee of Adjustment.
- Assistance in the delivery of Virtual Committee of Adjustment meetings during COVID 19 closures.

Development and Design

- Managing, processing, reviewing and commenting on 300+ active development applications despite COVID-19 restrictions.
 - Landscape staff also reviews and comments on all Preliminary, Pre-Consultation (DART) and Committee of Adjustment applications.
 - Landscape staff also complete associated site visits and inspections, ensuring sites are developed in accordance with Town standards and to facilitate the release of landscape securities for site plans and subdivisions.

- Landscape staff also administer the cash-in-lieu of parkland dedication program.
- From January 1, 2021 to June 5, 2021, 6 Development Review Services staff approved 1,655 residential units and 1,001,375 ft² non-residential gross floor area.
- Received 179 new development applications between January 1, 2021 and October 27, 2021 for project management, processing and review, including 3 settlement area boundary expansions.
- Facilitated and attended 7 Open House/Resident Meetings as of October 2021.
- Wrote information reports and participated/presented 21 Public Meetings as of October 2021, being at least double the number of public meetings held at year end over the last five (5) years.
- Wrote 20 Staff Reports to Planning and Development Committee/Council as of October 2021.
- Completed the processing of the Mayfield West Phase 2, Stage 2 Secondary Plan, receiving Council approval on October 26, 2021.
- Continued the processing of Mayfield West Phase 2 development applications, draft approving another plan of subdivision, facilitating grading and servicing works on 6 of 8 subdivisions in the area and registration of 3 plans as of October 27, 2021.
- Received Council approval of the Agricultural Official Plan Amendment and Zoning By-law Amendment pertaining to cannabis, housekeeping, trucks/trailers, driveways, etc. The by-law pertaining to trucks/trailers, driveways has been appealed to the Ontario Land Tribunal.
- Implementation of a Ministerial Zoning Order for the Bolton GO Station and BRES Option 3 lands.
- Draft Approved three (3) plans of subdivision and two (2) plans of condominium and registered four (4) plans of subdivision and one (1) plan of condominium.
- Together with Planning Services, continued involvement (Expert Witness preparatory, Evidence, and research) for 28 Local Planning Appeal Tribunal (LPAT) Appeals. Received decisions on 14 appeals.
- Implemented a File Closure Protocol, reviewing the status of all inactive development application files (approximately 150), sending inactive letters to over 50 files and closing approximately 20 files.
- Continued work on revised and new development processes.

Strategic Policy Planning

Policy

Future Caledon – Official Plan Review Project:

- Completed eight (8) studies for the Official Plan Review (Caledon Agricultural Trends Study, Indigenous Engagement Protocol, Affordable Housing Strategy, Aggregate Rehabilitation Plan, Urban Design Policy Study, Climate Change Land Use Discussion Paper, Archaeological Management Plan, OP Format)
- Ongoing project management of a total of 7 studies
- Commented on Region of Peel draft Official Plan and technical studies
- Engagement activities that include stakeholder meetings, public open houses, surveys, the Future Caledon website, all virtually with members of the public.

- Participation and attendance at the Peel 2051 consultations – July, August, October and November.
- Special Council meeting – April 26 and October 4, 2021 – Official Plan Workshops.

Other Policy Activities

- Brought forward over 20 reports/memos to Planning and Development Committee/Council/ Heritage Caledon Committee on various subjects including: Inclusionary Zoning, Affordable Housing, The Greenbelt, Agricultural Trends, Amendments to the Ontario Heritage Act, Region of Peel Official Plan, BRES Principles, Heritage Register additions/deletions and Designated Heritage Property Grants.
- Participated and addressed complex issues associated GTA West Corridor EA, Coleraine Interchange, Caledon GO, Mayfield West 2 Secondary Plan TMP, BRES MZO, 10/410 interchange with the Ministry of Transportation and Metrolinx
- Preparation of the BRES Principles Framework.

Heritage

- Completed stakeholder and Indigenous consultation and review process to finalize Archaeological Management Plan.
- Provided comment on drafts of Alton HCD Study report
- Completed consultation with MCFN in co-development of Indigenous Community Engagement Protocol.
- Participated in over 20 DART meetings and over 30 associated Preliminary meetings (Subdivisions, Site Plans, Consent and Committee of Adjustment, NEC).
- Reviewed and provided comment on 170 development applications, 44 involving listed/designated properties.
- Conducted site visits for over 10 Notices of Intention to Demolish listed non-designated structures, 4 requests to designate, 4 heritage permit applications and 4 Community Improvement Plan applications.
- Completed two Part IV heritage property designations and initiated two more.
- Managed Spring and Fall 2021 Heritage Grant Program: total budget committed \$75,000 for 22 grants. Conducted 17 completed-work inspections once COVID protocols allowed in-person site visits to resume.
- Drafted Heritage Easement Agreement template and reviewed 8 Heritage Tax Rebate applications.
- Completed one heritage plaque (Palgrave rail yard) and two bicentennial plaques (Bolton; Caledon East).
- Responded to over 180 public inquiries.

2022 Priorities

Zoning and Client 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.
- Completion 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.
- Completion of zoning work connected with the review of zoning and other provisions as they apply to the core area of Bolton.
- Completion of zoning work connected with the Brampton Caledon Airport.

Development and Design



- Continue to support Policy staff on the Official Plan Review.
- Support Zoning staff on the implementation of a new Zoning By-law.
- Lead and complete a process review and modernization of the Site Plan and Subdivision application processes (end to end), including automation, KPI's and reporting and implementation in AMANDA, working towards portal functionality.
- Complete the testing and implement AMANDA improvements including folders to track all planning inquiries and the issuance of municipal numbers.
- Continue to update process manuals, applications forms and other procedures associated with the development application process, focusing on customer service.
- Continue to implement the file closure protocol.
- Complete the Airport Road (Caledon East) Design Study.
- Create a Tree Preservation By-law, including associated policy documentation.

Strategic Policy Planning



Future Caledon – Our Official Plan (Official Plan Review)

- Completion of technical studies, preparation of draft Official Plan policies and creation of a draft new Official Plan document.
- 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 Mayfield West).

Policy and Heritage

- Implementation of the Rehabilitation Masterplan, Aggregate policies and Excess Soils policies.
- Resumption of the Bicentennial Program to celebrate 7 villages/hamlets (in person events if permitted), including development of bicentennial plaques and posters.
- Complete over 5 individual Part IV property designations in priority areas.
- Complete Alton Heritage Conservation District Study and potentially initiate Plan phase .
- Implement Archaeological Management Plan
- Manage Heritage Tax Rebate program.
- Manage Spring and Fall Heritage Grant program and revise program bylaw
- Create AMANDA Heritage Folder.
- Develop Demolition Control and enhanced Property Standards policy/bylaw for Heritage Properties.
- Consult with MCFN on Town initiatives through implementation of Indigenous Community Engagement Protocol.
- Expand Indigenous Community Engagement Protocol consultation to other Indigenous communities
- Develop SOP and Knowledge Articles for Heritage.
- 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
2022 APPROVED OPERATING BUDGET - PLANNING

	2022 Budget	2021 Budget	2020 Budget
Revenue			
User Fees & Rentals	\$ (1,684,017)	\$ (3,148,169)	\$ (2,543,936)
Transfers from Reserves	\$ (2,037,188)	\$ (15,000)	\$ -
Sales	\$ (500)	\$ (500)	\$ (500)
Other	\$ (113,091)	\$ (38,738)	\$ (63,717)
Total Revenue	\$ (3,834,796)	\$ (3,202,407)	\$ (2,608,153)
Expense			
Salaries & Benefits	\$ 4,807,397	\$ 3,747,506	\$ 4,054,276
Transfers to Reserves/Capital	\$ 97,700	\$ 250,326	\$ 97,700
Services & Rents	\$ 32,050	\$ 31,850	\$ 32,735
Materials, Equipment, & Supplies	\$ 11,300	\$ 11,100	\$ 9,750
Other	\$ 275,933	\$ 275,763	\$ 205,555
Total Expense	\$ 5,224,380	\$ 4,316,545	\$ 4,400,016
Total Planning	\$ 1,389,584	\$ 1,114,138	\$ 1,791,863

TOWN OF CALEDON
2022 CAPITAL BUDGETS - PLANNING

Department	Division/Service Area	Project #	Project Name	Total Project Budget
Planning	Policy, Heritage & Design Services	21-108	Official Plan Review - Provincial Conformity Exercise and Standards Guidelines	\$ 470,000
		22-124	Heritage Designation Studies	\$ 20,000
		22-125	Caledon Employment Study	\$ 30,000
Planning Total				\$ 520,000

Town of Caledon																		
2023-2032 Total Capital Projects Details and Funding Sources																		
Planning	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
00-017 Heritage Designation Studies	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 270,000	\$ 87,750	\$ -	\$ 182,250	\$ -	\$ -	\$ -	\$ 270,000
00-018 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
01-014 Allowance for Unspecified Planning Studies	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 470,000					\$ 2,345,000	\$ 1,271,753	\$ -	\$ 1,073,247	\$ -	\$ -	\$ -	\$ 2,345,000
01-015 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
01-016 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
23-016 Heritage Conservation District Study - Belfountain	\$ 87,500										\$ 87,500	\$ 48,125	\$ -	\$ 39,375	\$ -	\$ -	\$ -	\$ 87,500
23-017 Heritage Conservation District Study - Cheltenham	\$ 95,000	\$ 95,000									\$ 190,000	\$ 104,500	\$ -	\$ 85,500	\$ -	\$ -	\$ -	\$ 190,000
23-022 Mayfield West II Studies	\$ 800,000	\$ 850,000									\$ 1,650,000	\$ -	\$ -	\$ 1,188,000	\$ -	\$ -	\$ 462,000	\$ 1,650,000
24-016 Settlement Boundary Area Expansion Studies		\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000						\$ 500,000	\$ 72,500	\$ -	\$ 427,500	\$ -	\$ -	\$ -	\$ 500,000
25-008 Employment/Commercial/Institutional Update			\$ 250,000								\$ 250,000	\$ 137,500	\$ -	\$ 112,500	\$ -	\$ -	\$ -	\$ 250,000
26-007 Intensification Strategy Phase 2				\$ 100,000							\$ 100,000	\$ 14,500	\$ -	\$ 85,500	\$ -	\$ -	\$ -	\$ 100,000
26-013 OP 5 Year Review / Provincial Conformity Exercise				\$ 375,000	\$ 375,000						\$ 750,000	\$ 412,500	\$ -	\$ 337,500	\$ -	\$ -	\$ -	\$ 750,000
26-014 OP Policy Implementation				\$ 125,000	\$ 125,000						\$ 250,000	\$ 47,500	\$ -	\$ 202,500	\$ -	\$ -	\$ -	\$ 250,000
26-015 OP Review				\$ 250,000	\$ 250,000	\$ 500,000					\$ 1,000,000	\$ 685,000	\$ -	\$ 315,000	\$ -	\$ -	\$ -	\$ 1,000,000
26-016 Review of Agriculture and Aggregate Policy				\$ 100,000							\$ 100,000	\$ 55,000	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 100,000
26-021 Transportation Planning Studies				\$ 250,000							\$ 250,000	\$ 137,500	\$ -	\$ 112,500	\$ -	\$ -	\$ -	\$ 250,000
Total Planning	\$ 2,157,500	\$ 2,245,000	\$ 1,800,000	\$ 2,760,000	\$ 1,810,000	\$ 1,030,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 12,042,500	\$ 4,980,128	\$ -	\$ 6,600,372	\$ -	\$ -	\$ 462,000	\$ 12,042,500

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. Projects beginning "00-XXX" are annual projects that have baseline funding.

2018-2022 Council Work Plan



Message from the Mayor & CAO

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



Allan Thompson
Mayor



Mike Galloway, MBA, CMO
Chief Administrative Officer

HOW DID WE GET HERE?

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

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

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

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

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

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

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

Thank you.

Allan Thompson
Mayor

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

Sustainable Growth Connected Community Improved Service Delivery Good Governance

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

Sustainable Growth



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

ADDITIONAL OPTIONS

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

Connected Community



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

ADDITIONAL OPTIONS

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

Improved Service Delivery

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

ADDITIONAL OPTIONS

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

Good Governance



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

ADDITIONAL OPTIONS

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

2018-2022 Members of Council



Allan Thompson
Mayor



Ian Sinclair
Regional Councillor
Ward 1



Lynn Kiernan
Area Councillor
Ward 1



Johanna Downey
Regional Councillor
Ward 2



Christina Early
Area Councillor
Ward 2



Jennifer Innis
Regional Councillor
Ward 3 and 4



Nick deBoer
Area Councillor
Ward 3 and 4



Annette Groves
Regional Councillor
Ward 5



Tony Rosa
Area Councillor
Ward 5

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

Town of Caledon
Long-Term Strategic Financial Plan

CALEDON LONG-TERM STRATEGIC FINANCIAL PLAN

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

Town of Caledon

Long-Term Strategic Financial Plan

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
2022 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2021 Budget	2021 Budget Changes	2022 Base Budget (C) = (A)+(B)	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2022 Adjusted Base Budget
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues			\$0									\$0
Expenses			\$0									\$0
Net Exp./(Rev.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2022 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	\$0	
			\$0	\$0	
\$0	\$0	\$0	\$0	\$0	

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

% Increase/(Decrease)

\$0

TOWN OF CALEDON
DEPARTMENT-FUND RELATIONSHIP

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

BUILDING SERVICES				2021
What method does your municipality use to determine total construction value?		Applicant's Declared Value		
Total Value of Construction Activity based on permits issued		\$674,510,634		
Value of Construction Activity based on permits issued		Number of Building Permits	Total Value of Building Permits	
Residential properties		1,535	\$435,412,511	
Multi-Residential properties		1	\$45,000	
All other property classes		194	\$239,053,123	
Total		1,730	\$674,510,634	
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		9		
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres) Reference: provincial standard is 15 working days		15		
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		N/A		
Number of Building Permit Applications		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)		1,309	4	1,313
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)		214	0	214
c) Category 3: Large Buildings (large residential/commercial/industrial/institutional)		161	3	164
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications		0	0	0
Subtotal		1,684	7	1,691

2020

Applicant's Declared Value
\$562,048,095

Number of Building Permits	Total Value of Building Permits
721	\$131,646,977
12	\$23,477,800
204	\$406,923,318
937	\$562,048,095

Median Number of Working Days
10
14
18
N/A

Number of Complete Applications	Number of Incomplete Applications	Total Number of Complete and Incomplete Applications
724	0	724
151	0	151
150	0	150
0	0	0
1,025	0	1,025

2021 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

PLANNING AND DEVELOPMENT				2021
Land Use Planning	Residential Units within Settlement Areas	Total Residential Units	Total Secondary Units	
Number of residential units in new detached houses (using building permit information)	313	625		0
Number of residential units in new semi-detached houses (using building permit information)	4	4		0
Number of residential units in row houses (using building permit information)	204	300		0
Number of residential units in new apartments/condo apartments (using building permit information)	0	0		0
Subtotal	521 ¹	929		0
Land Designated for Agricultural Purposes	Data		Units	
Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2020	36,933		Hectares	
<i>1. Major subdivisions approved in 2021: Bolton 43M-2095, Mayfield West 43M-2077, 43M-2096, 43M-2112, Palgrave Estates 43M-2036 and Caledon East 43M-2081.</i>				

2020		
Residential Units within Settlement Areas	Total Residential Units	Total Secondary Units
167	237	1
0	0	0
2	2	0
0	0	0
169	239	1
Data	Units	
36,933	Hectares	

RECREATION SERVICES			2021
Trails	Data	Units	
Total kilometres of trails (owned by municipality and third parties)	104	KM	
Indoor Recreation Facilities	Data	Units	
Square metres of indoor recreation facilities (municipally owned)	39,002	m ²	
Outdoor Recreation Facilities	Data	Units	
Square metres of outdoor recreation facility space (municipally owned)	448,511	m ²	

2020	
Data	Units
104	KM
Data	Units
39,002	m ²
Data	Units
448,511	m ²

2021 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

TRANSPORTATION SERVICES		2021	
Paved Roads			
Roads: Total Paved Lane KM		1,303 KM	
Condition of Roads : Number of paved lane kilometres where the condition is rated as good to very good		344 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	
Note 1: 2020 kilometers of Paved Lanes restated for greater accuracy			
Unpaved Roads			
Roads: Total Unpaved Lane KM		241 KM	
Winter Control			
Total Lane KM maintained in winter		1,583 KM	
Transit			
Total number of regular service passenger trips on conventional transit in service area		24,154	
Population of service area		33,390	
Bridges and Culverts			
Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts		14,995 m ²	
Have all bridges and culverts in the municipal system been rated?		Yes	
Indicate the rating system used and the year the rating was conducted		MTO Bridge Condition Index - 2021	
		Number of structures where the condition of primary components is rated as good to very good, requiring only repair	Total Number
	Bridges	50	84
	Culverts	28	67
	Subtotal	78	151
Note 2: 2020 total square metres of surface area on structures and total number of structures restated for greater accuracy			

2020	
1,297 KM	<i>Note 1</i>
338 KM	<i>Note 1</i>
Yes	
Pavement Condition Index 2020	
241 KM	
1,583 KM	
15,718	
33,390	
14,995 m ²	<i>Note 2</i>
Yes	
MTO Bridge Condition Index - 2019	
Number of structures where the condition of primary components is rated as good to very good, requiring only repair	Total Number
60	81
26	65
86	146
	<i>Note 2</i>

2021 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

ENVIRONMENTAL SERVICES		2021	2020
Storm Water Management			
Urban Storm Water Management: Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins)		257 KM	252 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
Note 3: 2020 kilometers of Urban Drainage System restated for greater accuracy			Note 3

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

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.

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

Glossary

CFO – Chief Financial Officer

CLASS – On-line Registration Management Software

CPL – Caledon Public Library

CPFFA - Caledon Professional Firefighters Association

CSA – Canadian Standards Association

CUPE – Canadian Union of Public Employees

CVC – Credit Valley Conservation

CWP – Council Work Plan

DART – Development Application Review Team

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

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.

Glossary

FF&E – Furniture, Fixtures & Equipment

FIR – Financial Information Return

FIS – Finance and Infrastructure Services

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

FIT – Feed in Tariff

FOI – Freedom of Information

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

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

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

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

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

Glossary

HTA – Highway Traffic Act

HVAC – Heating Ventilation Air Conditioning

ILS – Integrated Library Software

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

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

JFCC - Joint Fire Communications Center

KM – 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

Glossary

OMB – Ontario Municipal Board

OPA – Official Plan Amendment

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

OPP – Ontario Provincial Police

OSIM – Ontario Structure Inspection Manual

P-Card – Purchasing Card

PAFR – Popular Annual Financial Reporting

POA – Provincial Offences Act

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

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

PSAB – The Public Sector Accounting & Auditing Board

PSN – Public Sector Network

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

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

RFP – Request for Proposal

RFI – Request for Information

RIC Centre – Research Innovation Commercialization Centre

ROPA – Regional Official Plan Amendment

ROW – Right of Way

Glossary

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

SMT – Senior Management Team

SOLS– Southern Ontario Library Service

Surplus – means the excess of revenues over expenditures

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

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

TCA – Tangible Capital Assets

TMP – Transportation Master Plan

TRCA – Toronto and Region Conservation Authority

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

VCOM – Fire Department communications system