



# Annual Budget

Fiscal Year 2023



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# Proposed 2023 Budget Overview

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This is the Town of Caledon's Senior Leadership Team's proposed 2023 budget. The first section contains the proposed operating budget including background information about the Town, the Town's budget process, financial policies, proposed changes in service levels and operating budget changes by department. The second section contains information on capital projects and how they are proposed to be funded.

## HIGHLIGHTS

The proposed property tax increase is 3.68%; which combined with the proposed Region of Peel and Education portions of the property tax bill is an estimated 3.17% increase overall.

## PROPOSED OPERATING BUDGET

The starting point for the proposed 2023 operating budget is the approved 2022 balanced budget with \$121.5 million of revenues and \$121.5 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.

The Operating Budget is developed in several stages:

- 1) **Base Operating Budget** – starting with the \$121.5 million budget approved in 2022, adjustments are made to reflect cost increases required to maintain the same level of service. Adjustments in the base does not include any new staff. All new full-time staff requests are approved by Council via the Service Level Change requests (described below)
- 2) **Unavoidable Budget Increases** – Operating items approved by Council in 2022 or previous years that have a 2023 impact.
- 3) **Service Level Changes** – improvements in service levels, proposed new staff and new programs or initiatives.

For the 2023 budget, Staff recommends an operating budget that includes the following:

- 1) Base Operating Budget comprised of:
  - a. Unavoidable Budget Increases: \$3,037,081 – items previously approved by Council that have a 2023 budget impact. These are items that Council has already decided previously that are now included in the 2023 budget.
  - b. A projected decrease in the operating budget including expenses and revenues is \$1,139,805. Increased revenues from items like higher interest revenues are available to offset other tax increases.
- 2) Assessment growth, which is mainly incremental tax revenue from new homes and business, has been calculated at \$2,253,824. This assessment growth will be split between the operating and capital budgets. This year \$456,500 will be used to increase the tax funded capital program and \$1,797,324 to offset the operating 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. In 2021 and 2022 budgets during the pandemic there was no increase to the tax funded capital program and all assessment growth funds were allocated to offset operating budget pressures to maintain a lower tax rate. The 2023 budget proposes phasing back in the allocation to the capital budget.
- 3) Service Level Changes – changes in service levels and additional staffing related to growth and new or enhanced programs/service levels total \$3,310,492 and support the Town's objectives.

## PROPOSED CAPITAL BUDGET

The Town's capital budget is comprised of purchases/construction of tangible capital assets, such as roads and bridges, and one-time expenditures such as specific studies. Funding for the capital budget comes from several sources and the total proposed 2023 Capital investment is \$77.9 million. One of the main sources of funding is Tax Levy Funding.

# Proposed 2023 Budget Overview

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- **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 continuing needed increase for infrastructure funding, it is being recommended that the allocation of assessment growth to the capital budget start to be phased back in for the 2023 budget after being diverted to the operating budget throughout the COVID-19 pandemic. An increase to the tax funded capital program of \$456,500 is recommended. This would bring the tax funded capital program to \$22.1 million for 2023. The use of reserve funds and debentures will also be utilized to fund the 2023 capital program.

The proposed 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 2023 budget. An online survey was conducted to obtain public input on the 2023 budget and a budget basics video on the Town's budget website can be found at [www.caledon.ca/budget](http://www.caledon.ca/budget). This allows for the public to provide feedback on the proposed 2023 budget prior to Council budget consideration. The proposed budget schedule is shown below.

**December 5, 2022:** Online Budget Survey Opens

**January 3, 2023:** Online Budget Survey Closes

**January 5, 2023:** Proposed Budget Released

**December 7, 2021:** Online Budget Q & A Portal Open

**January 10, 2023:** 2023 Proposed Budget Presentations

**February 20, 2023:** Online Budget Q & A Portal Closes

**February 14, 2023:** General Committee Meeting - 2023 Proposed Budget Deliberations

**February 28, 2023:** Council Budget Meeting final Considerations – 2023 Proposed Budget And Proposed 2023 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 will result in the overall tax impact and tax increase required to deliver the service levels and capital program approved by Council.

## **2023 Proposed Budget:**

	2023 Increase	Assessment Growth	2023 Net Increase
2023 Proposed Operating Budget	\$4,907,776	(\$1,753,824)	\$3,110,452
2023 Proposed Capital Budget	\$456,500	(\$456,500)	\$0
Overall Budget Increase	\$5,364,276	(\$2,253,824)	\$3,110,452



# Proposed 2023 Budget Overview

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The proposed 2023 Budget at a net increase of \$3,110,452 equates to a 3.68% tax increase (Town's portion only). For 2023, the Town recommends the discontinuation of a broadband levy of approximately \$300,000 as the Town has successfully completed its commitments to SWIFT and secured commitments through other programs to complete the Broadband commitment in Caledon.

Once the Region of Peel and Education portions of the tax bill are known, an update with the estimated overall tax increase will be provided to Council.

## **2023 OPERATING BUDGET**

The first section of this binder contains the following proposed Budget information as at January 3, 2023:

### **A) INTRODUCTION - TOWN OF CALEDON 2023 PRELIMINARY BUDGET**

- 1) Welcome to the Town of Caledon
- 2) Town of Caledon Organizational Chart
- 3) Overview of Budget Processes and Policies
- 4) 2023 Proposed Operating Budget Expenditures
- 5) 2023 Proposed Operating Budget Revenues
- 6) Major Revenue Sources and Trends
- 7) Reserves and Reserve Funds (projected as of December 31, 2023)
- 8) Town of Caledon Debt and Long-Term Debt Limit

### **B) PROPOSED OPERATING BUDGET CHANGES BY DEPARTMENT**

- 1) Departmental Business Plans outlining Division Information, Achievements and Departmental Priorities
- 2) Appendix 1 – 2023 Overall base operating budget summary for the department
- 3) Appendix 2 – 2023 Unavoidable Budget Increases / (Decreases)
- 4) Appendix 3 – 2023 Recommended Budget Reductions
- 5) Appendix 4 - Summary of 2023 Service Level Changes
- 6) Appendix 5- Detailed pages of all proposed Service Level Changes needs funded within this budget for the department.

### **C) SERVICE LEVEL CHANGES**

Details of service level changes (e.g. new services, additional service levels, additional staff) are included within each Department's section. However, users wishing to see the summary and details for all 2023 service level changes in one section should refer to the Change in Service Levels Section.

Detailed pages to support each Service Level Change request follow the summary pages and are included in the binder in Service Level number order (note: the service level change # is listed on the top right-hand corner of each detail page).

### **D) PROPOSED 2023 FEES**

Details of the Proposed 2023 Fees with the comparative 2022 council approved Fees are included in this section to highlight the new fees and the fee increases that are being proposed for 2023. Revenues related to the proposed fees have been incorporated into the proposed 2023 budget.

# Welcome to Caledon



Caledon is situated on part of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation, and part of the traditional Territory of the Huron-Wendat, Haudenosaunee Peoples and the Anishnabek of the Williams Treaties. 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 scenic 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. 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.

Home to vibrant communities and charming villages, Caledon's natural beauty and authentic visitor experiences are only an hour away from Toronto – North America's fifth largest urban centre.

Caledon boasts thriving urban centres amid a striking and safe natural haven that together blends business success with an unmatched quality of life.

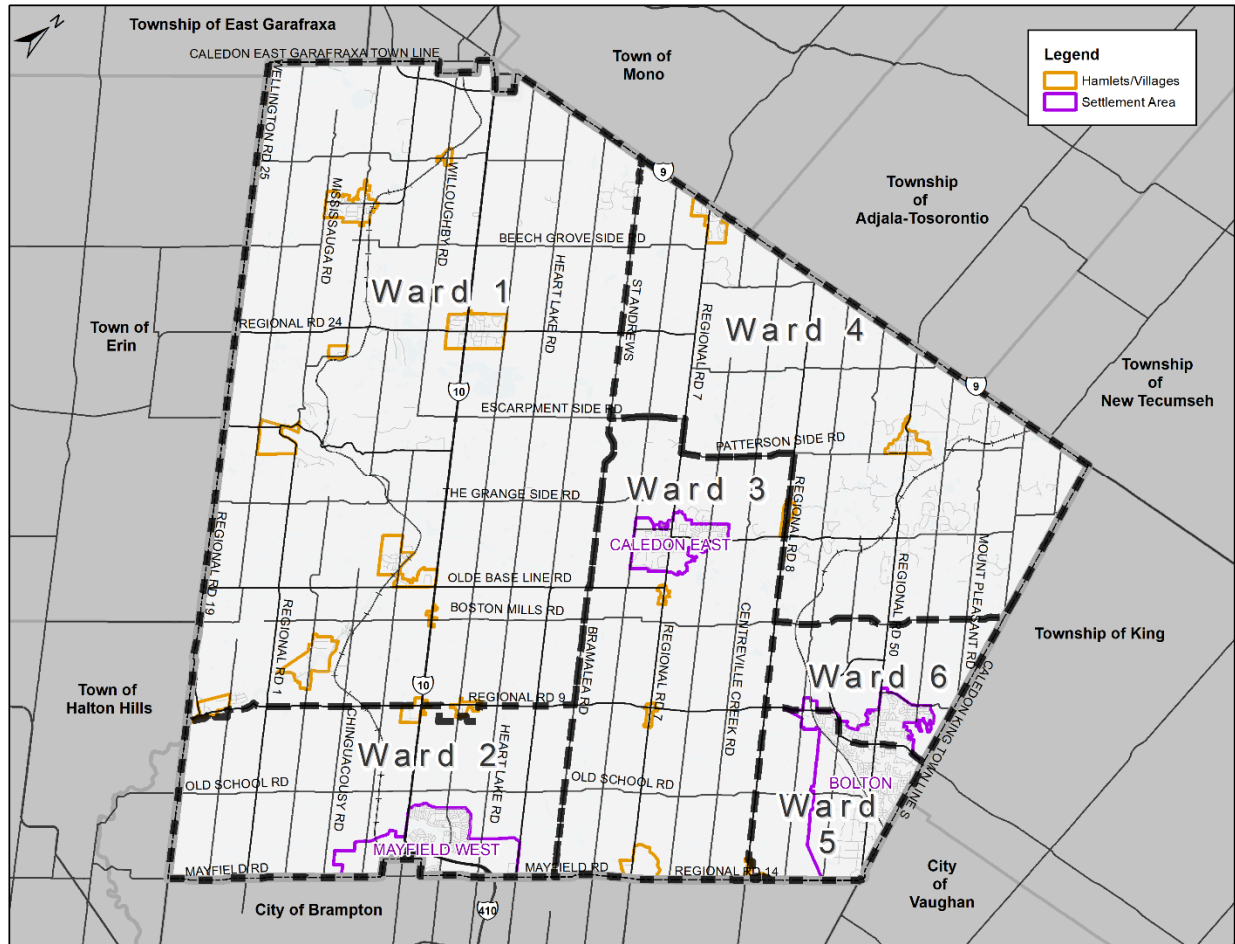
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

A vibrant community of 76,581 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 six Wards. Council members are elected by their Ward residents, with the last election being held in October 2022.



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

# Welcome to Caledon

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Left to Right: Councillor Ward 5 Tony Rosa, Councillor Ward 2 Dave Sheen, Councillor Ward 4, Nick de Boer, Regional Councillor Ward 1,2,3, Christina Early, Mayor Annette Groves, Councillor Ward 6 Cosimo Napoli, Regional Councillor Ward 4,5,6 Mario Russo, Councillor Ward 1 Lynn Kiernan, Councillor Ward 3 Doug Maskell

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.

## **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.



# Welcome to Caledon

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- **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.

## **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.



# Welcome to Caledon

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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

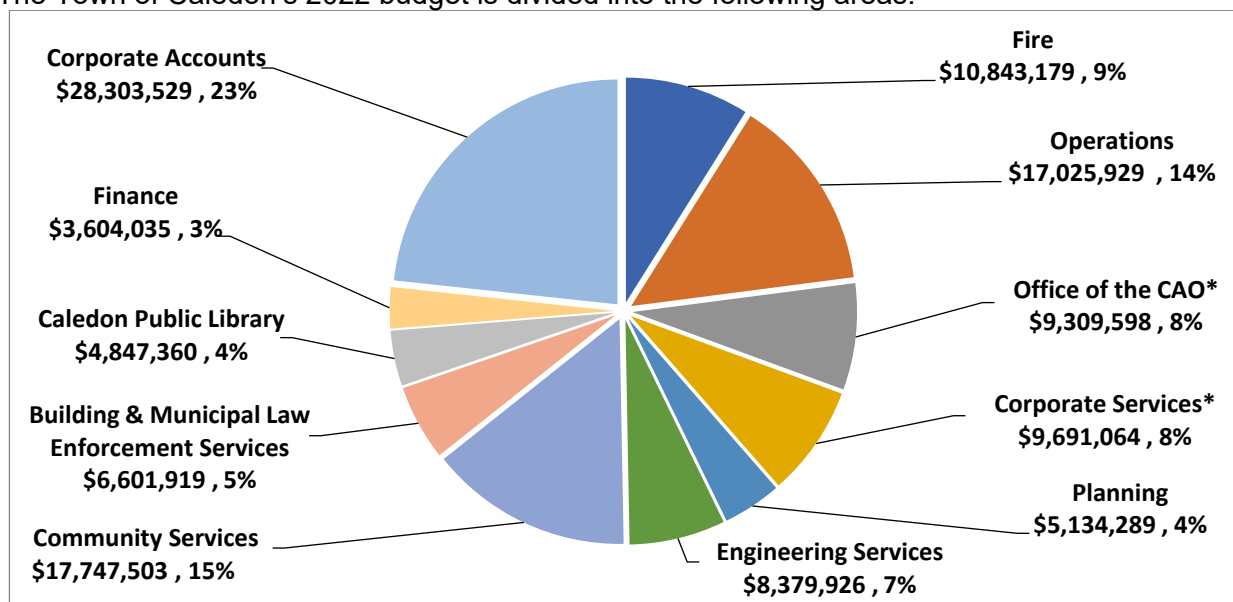
Nearby CP and CN Railway intermodal terminals provide diversified domestic and overseas containerized service to continent-wide and international markets.

## 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.

## Town of Caledon Corporate Structure

The Town of Caledon's 2022 budget is divided into the following areas:

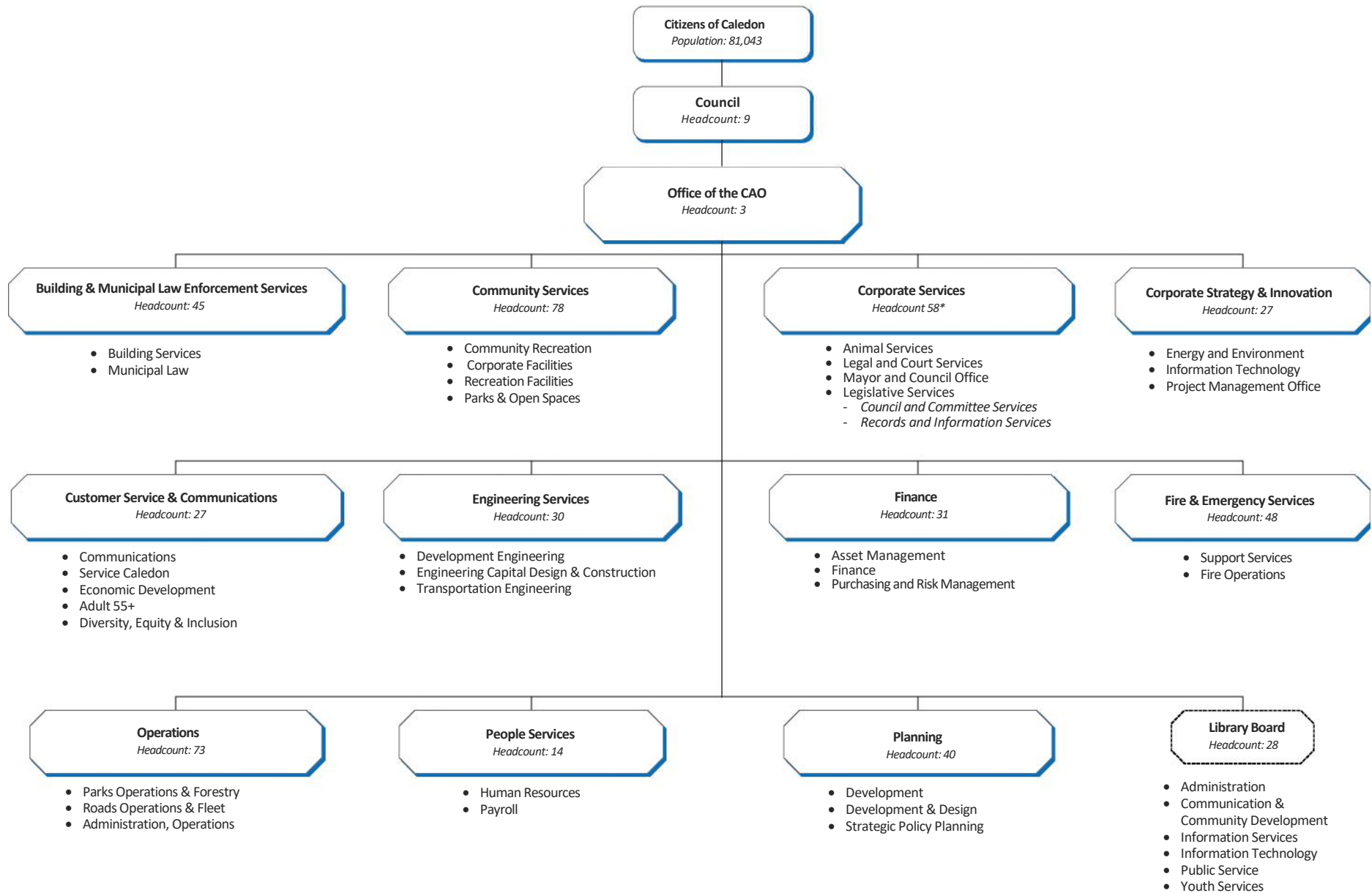


\* Office of the CAO includes Customer Service and Communications, People Services, Corporate Strategy & Innovation, and Economic Development

\* Corporate Services covers headcount for Mayor, Council headcount, CAO & support staff



## Town of Caledon Organizational Chart



Total 2022 Approved Headcount 502 (includes two (2) full-time positions for knowledge transfer of retirees  
Population taken from the Peel Data Centre (2022 population)  
Police Services are provided contractually through the Ontario Provincial Police and are not shown above  
\* Corporate Services Headcount includes Mayor, Council headcount, CAO & support staff

# Welcome to Caledon

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## 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 (print and digital) 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 four divisions: Community Facilities, Parks Planning, 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 for 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

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## **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 is comprised of the following teams: Customer Service (Service Caledon and Recreation), Communications, Economic Development Tourism and Culture, the Age Friendly Strategy, Diversity, Equity and Inclusion. The Customer Service teams provide 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. The Age Friendly Strategy is responsible for addressing the various needs of the senior population in Caledon and works with internal and external groups 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

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## **9) Caledon Fire & Emergency Services**

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 and emergency services to the public. As one of the largest volunteer fire services in Ontario, Caledon Fire & Emergency Services prides itself on protecting life, property and the environment.

## **10) Operations Department**

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

Road & 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, and that the 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

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## **11) People Services Department**

People Services Department supports organizational capability and effectiveness, delivers human resource 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 Strategic Policy Planning 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.

# Overview of Budget Processes and Policies

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## BUDGET INFLUENCES

As noted in the budget schedule section, work on the Town's budget began in the Spring of 2022. For the 2023 budget, staff were directed to identify priorities that include i) community growth, ii) continuous improvement, and iii) legislatively required.

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 2023 budget.

The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the Town's objectives. Specifically, the departmental business plans include a section for departments to outline their 2023 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 Town.

## Departmental Business Plans

As part of the budget process, each Department has created a business plan that describes:

- What services the Department provides
- A summary of 2022 accomplishments
- A list of key priorities for 2023 and how the Town will measure the success of activities in each priority area

2023 Priorities:

Three key priorities have been identified Town-wide going into 2023:

### COMMUNITY GROWTH:

This priority area includes the activity that is required to both prepare for and respond to the significant growth that Caledon will face over the next 30 years. Caledon is expected to grow by 220,000 people and 93,000 jobs by 2051. This means more roads, libraries, and community facilities to ensure that the Town can provide service to all existing and new residents, while ensuring that new housing development maintains the character of Caledon's unique communities.

### CONTINUOUS IMPROVEMENT

Continuous improvement (CI) involves ongoing evaluation of service delivery processes to identify and remove inefficiencies or waste. The goal is to deliver simpler, faster and better government services and in turn to deliver more value to the citizen.

### LEGISLATIVE REQUIREMENT

Changing federal and/or provincial legislation, regulation, standards and policy may require changes at the municipal level. Where legislation affects the Town, the Town will take action in accordance with such legislative changes / requirements.

# Overview of Budget Processes and Policies

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## BUDGET IMPACTS

### Base Annual Operating Budget Impacts

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

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

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

All 2023 base operating budget increases and decreases are categorized into one of the following sub-categories by department (see table below). All departmental base budget increases/decreases are rolled-up for the Town, as a whole, to communicate the overall impact to the Town's Operating Budget in the same categories and sub-categories:

### Unavoidable Budget Changes

<b>Mandatory Legislation</b>	Includes new or a change in legislation that requires the department to incur additional costs to start a new service or change service levels.
<b>Employee Compensation</b>	This is directly linked to existing staffing and includes negotiated union contract adjustments for union staff, economic adjustments for non-union staff, job rate progression, and benefit adjustments such as statutory deductions (Canada Pension Plan, Employment Insurance) and pension rate adjustments related to the Ontario Municipal Employees Retirement System (OMERS).
<b>Annualization of New Staff</b>	If partial-year funding for a new hire was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
<b>Annualization of New Services</b>	If partial-year funding for new services was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
<b>Inflationary</b>	This section is used to identify budget increases due to rate increases for items such as maintenance supplies/services, insurance, winter maintenance salt. This section excludes utilities, which is specifically identified below.
<b>Utilities</b>	This section is used to identify utility changes; projected rate changes are provided from Finance and the volume changes are determined by the department responsible for the facility.
<b>Revenues</b>	This section is for departments to identify revenue adjustments based on volume only.
<b>Previously Approved Council Initiatives</b>	Council reports that have 2023 budget implications are included in the base 2023 budget as an unavoidable budget increase in this section.



# Overview of Budget Processes and Policies

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## Recommended Budget Reductions

<b>Service Delivery Efficiencies</b>	Departments are required to find base operating budget reductions without a reduction to service levels. That is, the same level of service as in 2022 but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.)
<b>New Fees/Revenues</b>	Incremental revenue impact of new fees or charges for a product, service, or program that the Town has not charged for in the past.
<b>Fee Rate Increases</b>	Incremental revenue impact of proposed increases to existing fees in the fees by-law.

## 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 to incorporate into the 2023 budget, if applicable

## Budget Assumptions

A number of assumptions have been made and incorporated into the 2023 budget. Where appropriate, an inflation level of 3% has been used for the 2023 budget for general inflation

Insurance premiums paid by the Town are increasing by 18% over the 2022 Actuals.

For utilities, the following inflationary numbers were used:

- Natural Gas – 20% rate increase. Staff were asked to adjust the budget up or down based on projected volume for 2023 for factors like historical actuals, new energy efficient equipment recently installed and building changes;
- Water – 7% rate increase. This was adjusted for volume changes, if applicable.
- Electricity = 1% rate increase; adjusted for volume changes, if applicable, including any new energy conservation equipment/initiatives that were implemented in 2022 that lowered consumption or utility volumes in 2022

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2022, new improved energy efficient equipment replacements in 2022 that will lower consumption/utility volumes in 2023, 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 2023 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 2023 budget process, Staff were directed to identify spending directly related to the pandemic that would occur with the assumption the pandemic will continue in 2023 in an unknown manner, with expenses being identified, similar to 2022. One-time budget adjustments caused by the pandemic were not made in order to ensure 2023 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 for continued use into 2023. 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 2023 to avoid any property tax impact.

# Overview of Budget Processes and Policies

## Impact of COVID-19 Pandemic on 2023 Budget

Department	Description	Budgeted approved draws for COVID Expenditures
Library	Operating supplies for COVID and Operating costs of Community Kits	9,560
Corporate Accounts	Softphones	40,000
Corporate Accounts	Continued Webex for online Council meetings	36,000
Corporate Accounts	Business Continuity Plan	25,000
Community Services	Caledon Yards additional cleanings	36,018
Community Services	Increase facility maintenance wages for Covid cleaning and support safety measures	207,424
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.	71,700
Community Services	Enhanced cleaning at Town Hall - casual wages	66,444
People Services	Health & Safety Associate Contract	67,430
	<b>2023 Commitments from Reserves</b>	<b>599,576</b>

There are still costs associated with the COVID-19 pandemic that are mainly related to additional cleaning and the promotion of Shop Local for Caledon businesses. These costs are being funded in the 2023 budget from the Town's Operating Contingency reserve to avoid any impact on the taxpayer. The funds the Town received under the Safe Restart funding were transferred to this reserve to offset future costs associated with the pandemic.

# Overview of Budget Processes and Policies

## Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2023 budget implications are identified during the year and the 2023 budget implications are included in the base 2023 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2022 budget that now should be removed from the base in the 2023 operating budget.
3. Annualization of items approved in the 2022 budget.

The list below identifies previously approved council initiatives that have an impact on the 2023 budget:

### UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2023 BASE OPERATING BUDGET

Department	Description	Annualized Amount (\$)
Removal of One-time costs		(186,400.00)
Caledon Public Library	Removal of one-time computer purchases for new staff under 2022 Changes in Service Levels	(3,000.00)
Caledon Public Library	Removal of one time costs for New Full-Time Leadership Position - Director, Library Corporate Services and Projects - CISL 2022-013	(6,900.00)
Community Services	Removal of one-time furniture purchases for new staff under 2022 Changes in Service Levels	(60,000.00)
Corporate Accounts	Removal of one-time computer purchases for new staff under 2022 Changes in Service Levels	(116,500.00)
Unavoidable Costs		1,100,664.00
Community Services	Unavoidable costs - Provide Free Menstrual Products in Town Facilities - Staff Report 2022-189	40,515.00
Corporate Accounts	Unavoidable costs for 2023 Municipal, Agricultural and Community Grant Program Update - Staff Report 2022-0318	22,000.00
Corporate Accounts	Unavoidable costs for 2022 compensation review funded by Contingency Reserve in 2022.	578,212.00
Corporate Services	Unavoidable costs for Three (3) Permanent Full Time Council Coordinator positions	258,850.00
Corporate Services	Unavoidable costs for Total Rewards Program for Members of Council - Staff Report 2022-0259	132,678.00
Fire & Emergency Services	Unavoidable costs for Floater in Lieu Day on September 30 declared as National Day for Truth and Reconciliation - Staff Report 2022-0329	23,659.00
Operations	Unavoidable costs for Floater in Lieu Day on September 30 declared as National Day for Truth and Reconciliation - CISL 2022-0329	44,750.00

# Overview of Budget Processes and Policies

## UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2023 BASE OPERATING BUDGET (continued)

Department	Description	Annualized Amount (\$)
<b>Annualized Salaries and Benefits</b>		<b>1,088,057.00</b>
Building & Municipal Law Enforcement Services	Annualization of salaries and benefits for Supervisor - Municipal Law Enforcement Services Division - CISEL 2022-052	22,569.00
Caledon Public Library	Annualization of salaries and benefits for New Full-Time Leadership Position - Director, Library Corporate Services and Projects - CISEL 2022-013	72,640.00
Community Services	Annualization of salaries and benefits for Event and Community Development PFT Positions - CISEL 2022-005	27,566.00
Community Services	Annualization of salaries and benefits for Specialty Inclusion Programmer - CISEL 2022-018	13,784.00
Community Services	Removal of one time costs for Specialty Inclusion Programmer - CISEL 2022-018	39,808.00
Community Services	Annualization of salaries and benefits for Supervisor Off Campus Facilities - CISEL 2022-031	83,514.00
Corporate Services	Annualization of salaries and benefits for Additional Caledon POA Coordinator - CISEL 2022-042	12,605.00
Corporate Strategy & Innovation	Annualization of salaries and benefits for Climate Change Coordinator - CISEL 2022-030	60,741.00
Corporate Strategy & Innovation	Annualization of salaries and benefits for IT: Project Coordinator - CISEL 2022-048	38,161.00
Customer Service & Communications	Annualization of salaries and benefits for Communications Advisor - Planning and Development - CISEL 2022-022	23,685.00
Customer Service & Communications	Annualization of salaries and benefits for Manager Service Delivery - CISEL 2022-070	35,978.00
Engineering Services	Annualization of salaries and benefits for Senior Project Manager - Stormwater - CISEL 2022-027	11,511.00
Finance	Annualization of salaries and benefits for Senior Clerk, Revenue - CISEL 2022-020	15,185.00
Finance	Annualization of salaries and benefits for Long-term Financial Planning - CISEL 2022-040	31,549.00
Fire & Emergency Services	Annualization of salaries and benefits for Full-Time Firefighters - Valleywood Fire Station (5) - CISEL 2022-033	323,700.00
Fire & Emergency Services	Annualization of salaries and benefits for Fire Inspector (1) - CISEL 2022-034	48,555.00
Operations	Annualization of salaries and benefits for Crossing Guard Coordinator - CISEL 2022-002	15,503.00
Operations	Annualization of salaries and benefits for Coordinator, Fleet - CISEL 2022-008	23,255.00
Operations	Annualization of salaries and benefits for Supervisor, Roads - CISEL 2022-009	25,923.00
Operations	Annualization of salaries and benefits for Technician, Road Operations - CISEL 2022-014	27,955.00

# Overview of Budget Processes and Policies

## UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2023 BASE OPERATING BUDGET (continued)

Department	Description	Annualized Amount (\$)
People Services	Annualization of salaries and benefits for HRIS Analyst - CISL 2022-066	25,377.00
People Services	Annualization of salaries and benefits for Human Resources Business Partner - CISL 2022-067	31,317.00
Planning	Annualization of salaries and benefits for Business Analyst, Planning - CISL 2022-044	31,318.00
Planning	Annualization of salaries and benefits for Community Planner, Policy - CISL 2022-058	45,858.00
<b>Annualized Services</b>		<b>(21,000.00)</b>
Fire & Emergency Services	Annualization of services for Full-Time Firefighters - Valleywood Fire Station (5) - CISL 2022-033**	(21,000.00)
<b>Operating Impact of Council Approved Capital Projects</b>		<b>1,027,262.00</b>
Caledon Public Library	Operating Impact of Capital Projects - Library IT Equipment - Capital Project 22-020	16,900.00
Caledon Public Library	Operating Impact of Capital Projects - Library Print Management and Wireless Printing Services - Capital Project 22-027	(2,000.00)
Community Services	Phase-in of Debt Repayment of Capital Project for Works Yard 1 and 2 Strategic Growth Plan - Capital Project 20-033	295,059.00
Community Services	Operating Impact of Capital Projects - Artificial Turf & Dome - Mayfield - Capital Project 22-036	(30,000.00)
Community Services	Operating Impact of Capital Projects - Rotary Place (Bolton) - Seniors Centre Expansion - Capital Project 17-071	103,940.00
Community Services	Operating Impact of Capital Projects - Vehicle for Supervisor Off Campus Facilities - Capital Project 22-101	9,500.00
Community Services	Operating Impact of Capital Projects - Albion Bolton Union Community Centre - Arena Flooring Replacement - Capital Project 22-063	32,948.00
Community Services	Operating Impact of Capital Projects - Bolton OPP Satellite Office - Capital Project 21-006	12,512.00
Community Services	Unavoidable costs for Proposed acquisition of land by the municipality – Supporting Community Recreation and Economic Development, Ward 1 - Confidential Report 2022-0307	15,100.00
Engineering Services	Phase in of External Debt Repayments for Capital Projects Roads Rehab Construction Program (Debt) - Capital Project 21-047 & CECC Phase 4 Debenture	250,000.00
Fire and Emergency Services	Operating Impact of Capital Projects - Fire Inspector Vehicle - Capital Project 22-118	9,500.00
Operations	Operating Impact of Capital Projects - 2023 Growth Additional Fleet Assets - Capital Project 22-011	178,458.00
Operations	Operating impact Vehicle Operating costs (insurance, fuel, maintenance) and 4 TFTs related to 2022 Fleet Vehicles as per Staff Report No. 2021-0229 related to Capital Project 22-002	135,345.00

# Overview of Budget Processes and Policies

## UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2023 BASE OPERATING BUDGET (continued)

Department	Description	Annualized Amount (\$)
<b>Mandatory</b>		<b>139,883.00</b>
Caledon Public Library	Unavoidable costs for 2023 Minimum Wage Impact - Ontario Min Wage	3,147.00
Caledon Public Library	Unavoidable costs for OMERS Membership for Non-Full-Time Employees approved by OMERS Sponsors Corporation effective January 1 2023 - Bill 206 - OMERS Act	23,778.00
Community Services	Unavoidable costs for 2023 Minimum Wage Impact - Ontario Min Wage	9,340.00
Corporate Accounts	Unavoidable costs for OMERS Membership for Non-Full-Time Employees approved by OMERS Sponsors Corporation effective January 1 2023 - Bill 206 - OMERS Act	60,000.00
Customer Service & Communications	Unavoidable costs for 2023 Minimum Wage Impact - Ontario Min Wage	118.00
Operations	Unavoidable costs for Rental as per TRCA Signed Agreement - TRCA	12,500.00
Operations	Unavoidable costs for Consultant to support Excess Soil and New Storm ECA Requirements - ECA	15,000.00
Operations	Unavoidable costs for Maintenance of New Transit Stops - Transit Service	16,000.00
<b>Net result of Unavoidable Budget Increases/(Decreases) to be included in 2023 Budget</b>		<b>3,148,466.00</b>

## BUDGET PROCESS

### 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 2021 actuals, 2021 budget, current year 2022 budget which is considered the base budget, as well as 2022 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 2023 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 2023 Budget.

A sample of the 2023 Operating Budget template is shown below and is also available in Appendix C.

# Overview of Budget Processes and Policies

## TOWN OF CALEDON

### 2023 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget (C) = (A)+(B)	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 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	2023 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)					

## 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 2023 Service Level Changes template.

Below is a sample of the form used by staff:



# Overview of Budget Processes and Policies

TOWN OF CALEDON									
Change in Service Level									
Request	<div style="border: 1px solid black; height: 20px;"></div>								
Department	<div style="border: 1px solid black; height: 20px;"></div>				Division	<div style="border: 1px solid black; height: 20px;"></div>			
Version	<div style="border: 1px solid black; height: 20px;"></div>				Year	<div style="border: 1px solid black; height: 20px;"></div>			
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 \$	
<i>Net Tax Impact</i>							-	-	-
<i>Total Tax Impact</i>							-		
<i>Expenditures</i>									
Operating Supplies									
<i>Expenditures</i>	<i>Total</i>								
<i>Funding</i>									
Reserve Fund To Revenue									
<i>Funding</i>	<i>Total</i>								

# Overview of Budget Processes and Policies

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			

## 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 2023 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 2023 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2023 Budget.

## Headcount Information

Departments are provided with the current year (2022) employee information to be reviewed for the 2023 budget consisting of the following details:

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

# Overview of Budget Processes and Policies

## Capital Budget Template

Capital 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.

The Town’s Capital budget template includes details regarding project management, such as project milestones, to reflect a high-level project charter. In addition, the Capital Budget Template identifies if there will be a future operating budget impact upon completion of the capital project. The 2023 Capital budget will result in the estimated future unavoidable operating budget impact for 2024 as follows:

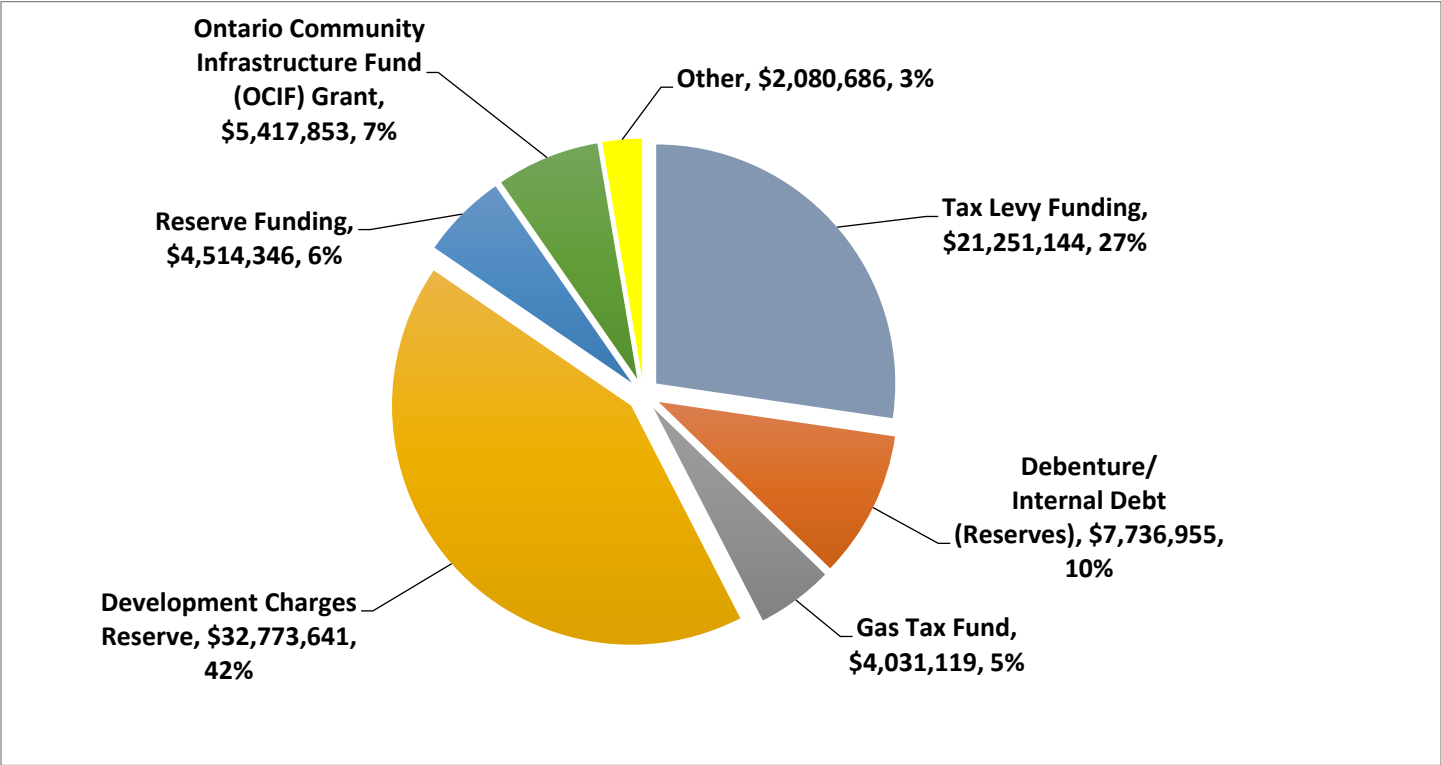
### 2024 Projected Unavoidable Operating Budget Increases/ (Decreases) related to Proposed 2023 Capital Projects

Projects	Project Details	Expense Type	2024 - \$
22-129	Mayfield West Off Leash Dog Park	Maintenance	5,000
23-024	Mayfield West Skatepark	Maintenance	10,000
23-054	Bolton Dog Park Renovations	Maintenance	5,000
23-060	Ancillary Building Solar Installation	Salary and Benefits	7,507
20-033	Works Yard 1/2 Strat Grwth PI	Debenture	291,043
23-074	IT - Application Upgrades and Enhancements	Maintenance	132,006
23-065	Fire Support Vehicles (3)	Fuel, maintenance and insurance	9,000
23-035	Library Implementation of Microsoft 365	Software Subscription	7,200
23-119	Library IT Equipment	Maintenance and warranty	16,100
23-093	2024 DC (Growth) Additional Fleet Assets	Fuel, maintenance and insurance	8,750
23-093	2024 DC (Growth) Additional Fleet Assets	Salary and Benefits	24,444
Total			\$ 516,050

# Overview of Budget Processes and Policies

The proposed 2023 Capital budget totals \$77,805,744 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
\$21,251,144	\$7,736,955	\$4,031,119	\$32,773,641	\$4,514,346	\$5,417,853	\$2,080,686	\$77,805,744



# Overview of Budget Processes and Policies

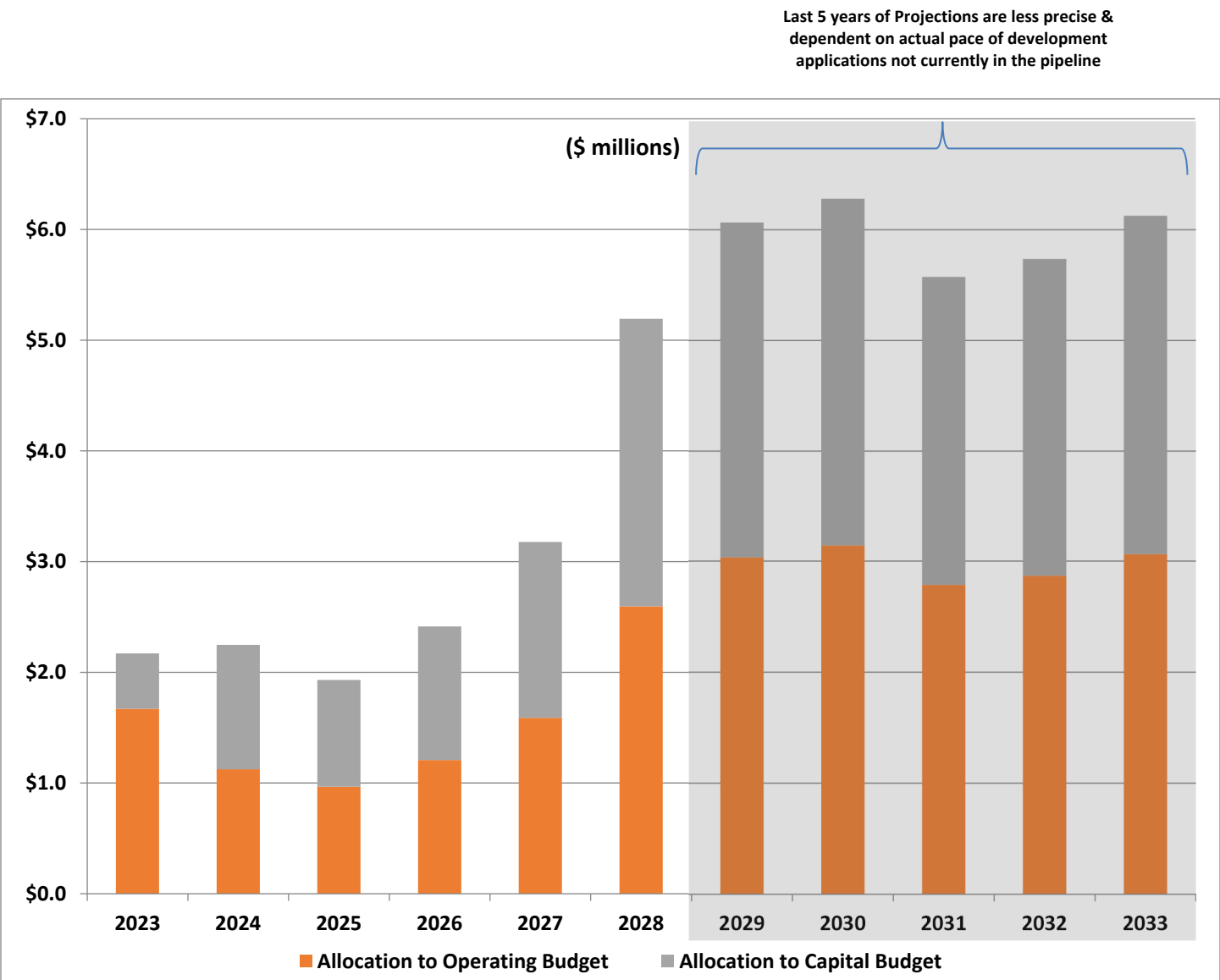
In 2012, as the Town began long-term planning of capital expenditures and tax funding to support the increased annual expenditures, Council approved the following commitment to increase the Town’s tax funded capital program (a sustainable source to fund capital):

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 Town’s budget for 2021 and 2022 due to the COVID-19 pandemic, the Town has offset assessment growth against operating costs and has maintained its tax funded capital program at the 2020 level. The Town’s 2023 budget includes assessment growth of \$2,170,781, with \$456,500 being directed as an increase to the Town’s tax funded capital program. The remainder is applied to the Town’s operating budget to offset continued pressures due to inflation.

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:



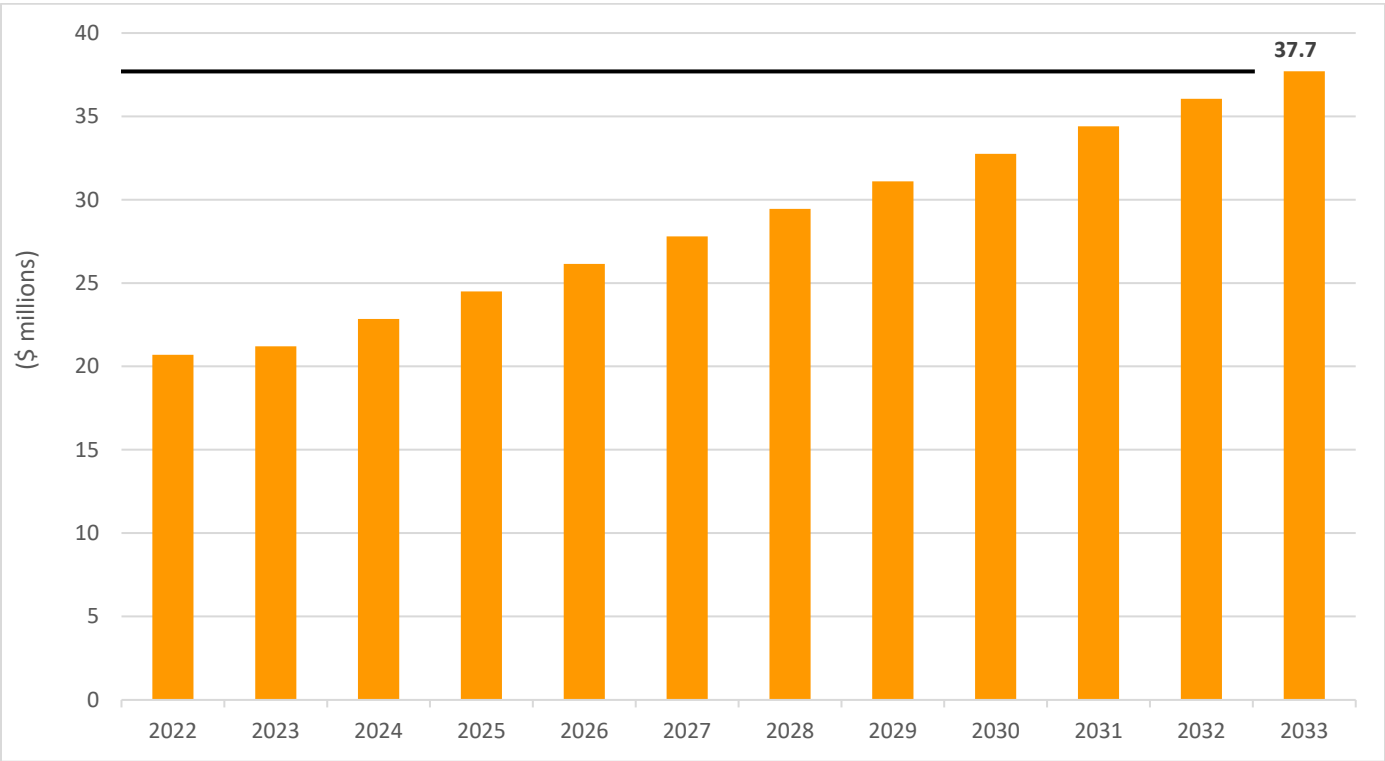
# Overview of Budget Processes and Policies

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 as 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. If the Town were to strive to increase its tax funded capital program and meet the goal in 2033, the growth in the program would look as follows:



# Overview of Budget Processes and Policies

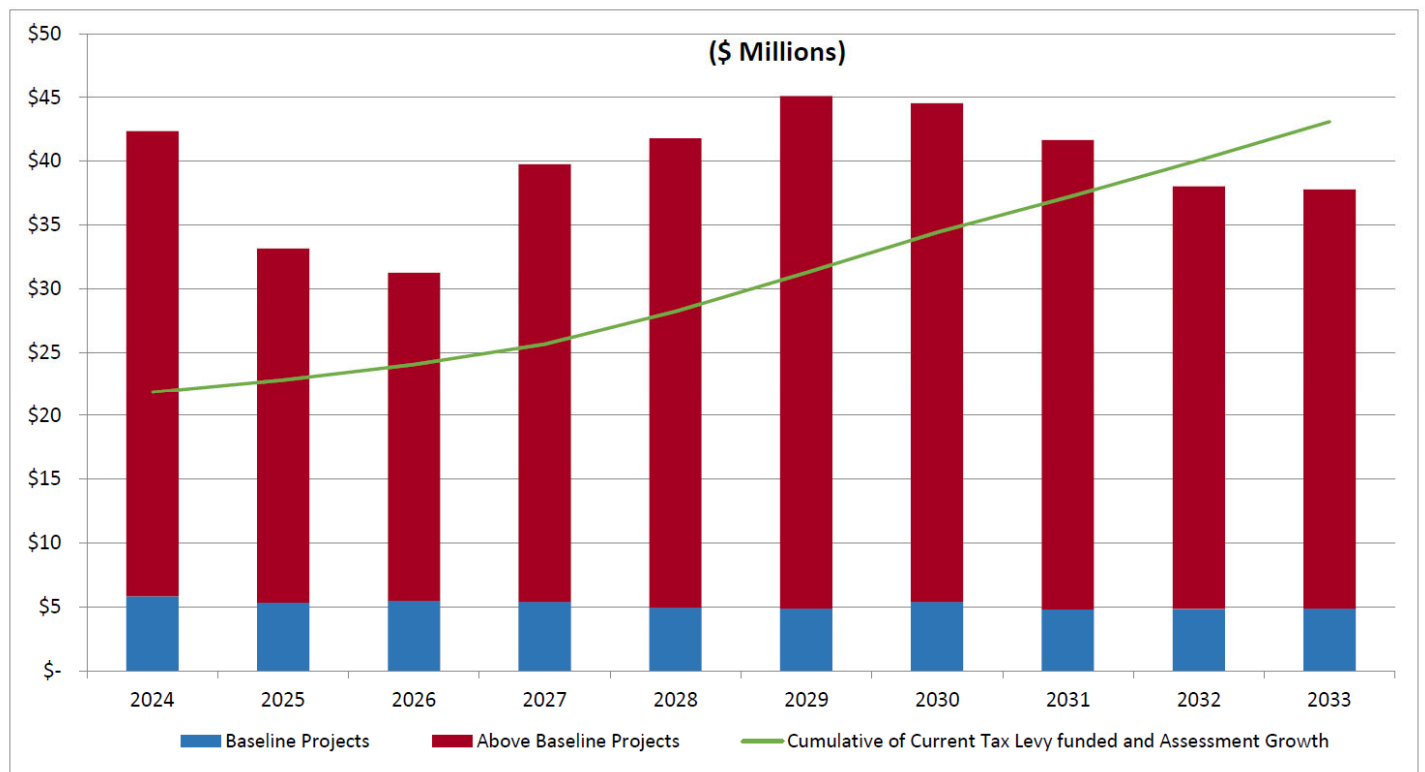
## 10-Year Capital Forecast Template

Departments were also provided the 10-year Capital forecast used in the proposed 2023 Budget to:

- Update their capital requirements for an additional year (e.g. 10<sup>th</sup> year of the capital projection needs to be added annually);
- Update based on changes in priorities, new costing information;
- Obtain preliminary information to prepare the 2023 Capital Budget templates (e.g. capital requests for 2023)

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

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

## 2023 Budget Timelines

In June, the 2023 Operating and Capital templates were available on our budget software with a final deadline for input by departments set for October 14, 2022. 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 2023 Operating Budget and other recommended target reductions.

The 2023 proposed Operating and Capital Budgets will be presented to Council for review on January 10, 2023. The schedule of the Town's 2023 Budget process for Council following Town staff's internal budget preparation is outlined below:

**December 5, 2022:** Online Budget Survey Opens

**January 3, 2023:** Online Budget Survey Closes

**January 5, 2023:** Proposed Budget Released

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

**January 10, 2023:** 2023 Proposed Budget Presentations

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

**February 14, 2023:** General Committee Meeting - 2023 Proposed Budget Deliberations

**February 28, 2023:** Council Budget Meeting final Considerations – 2023 Proposed Budget And Proposed 2023 Fees By-law

A hybrid Town Council meeting is scheduled for January 10, 2023. At that meeting Town staff will provide 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 2023 Budget continues throughout with the launch of an online budget question and answer portal where the public can ask staff questions regarding the 2023 budget. Budget deliberations will be held at the General Committee meeting on February 14, 2023 with the finalization and approval of the 2023 Budget expected at the Council meeting scheduled for February 28, 2023.

## Communications and Engagement in the 2023 Budget Process

In 2022, the Town of Caledon launched the new [haveyoursaycaledon.ca](https://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 will 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 will host 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

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## BUDGET ROLES AND RESPONSIBILITIES

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

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

# Overview of Budget Processes and Policies

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## BUDGET POLICIES ON AMENDMENTS AFTER ADOPTION

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

### Increase to Capital Budgets

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

### Increase to Operating Budgets

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

# Overview of Budget Processes and Policies

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## BUDGET ACCOUNTING POLICY

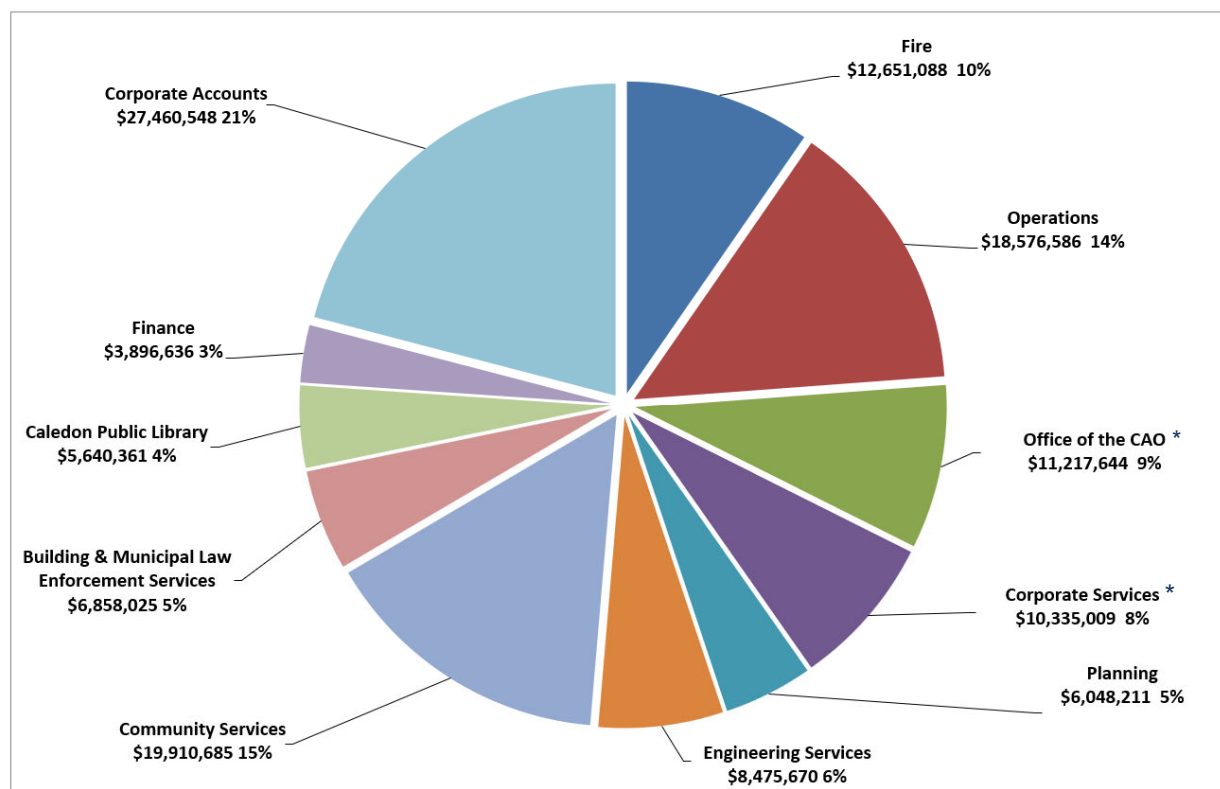
As in prior years, the Town of Caledon's 2023 Budget was completed on the fund basis of accounting. However, per *Ontario Regulation 284-09*, the Town of Caledon must disclose the impact on the 2023 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2023 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2023 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.

# 2023 Operating Budget

## Expenditures by Department\*



Expenditures by Category	2021 Approved Budget	2022 Approved Budget	2023 Proposed Budget
Salaries, Wages & Benefits	54,428,692	61,958,894	69,156,231
Transfer to Reserves/Capital	27,198,304	25,698,513	26,079,121
Services and Rents	11,255,044	12,139,857	12,605,271
Materials, Equipment & Supplies	6,503,360	6,874,801	7,227,578
Utilities	2,983,773	2,907,281	3,055,732
Other	12,001,699	12,225,443	12,946,530
<b>Expenditures Total</b>	<b>\$114,370,872</b>	<b>\$121,804,789</b>	<b>\$131,070,463</b>

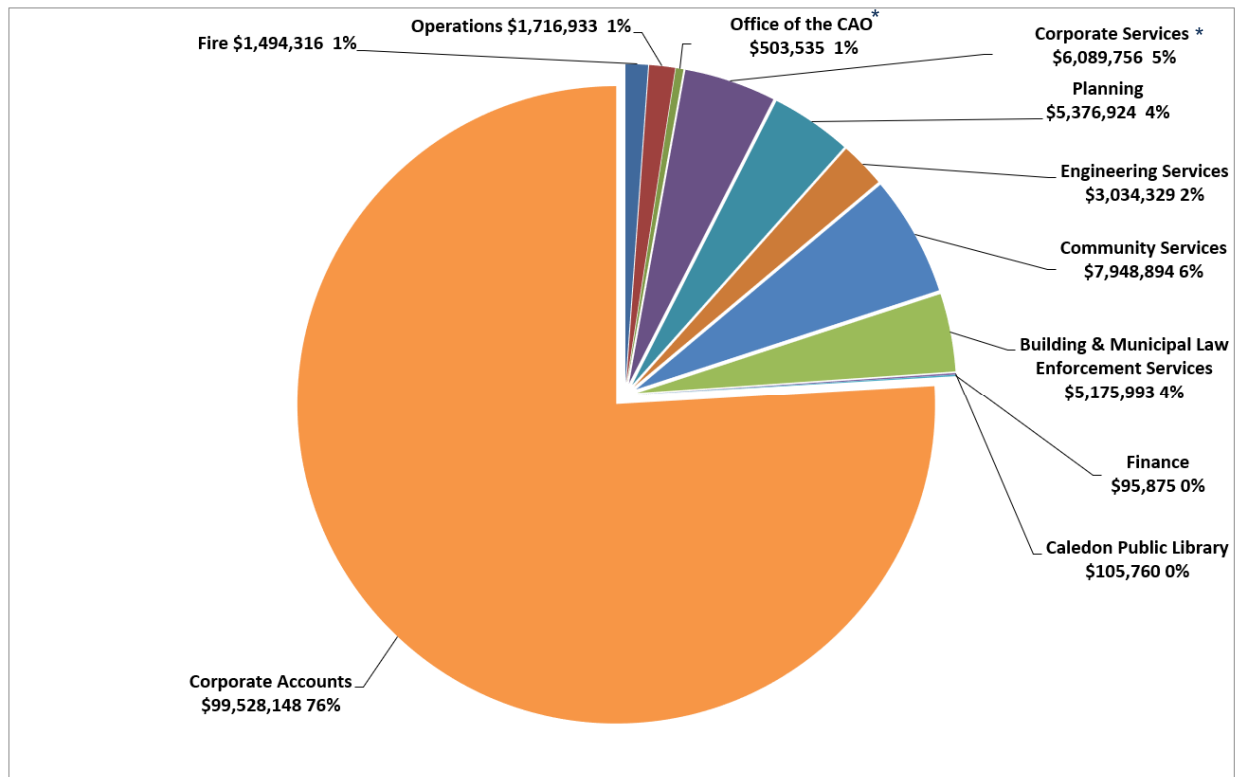
\*Corporate Accounts consist of revenue and expenditures that are managed mainly by finance and consist of corporate functions such as taxation, salary gapping, grants, centralized charges etc., that are not assigned to a specific department.

\* Office of the CAO includes Customer Service and Communications, People Services, Corporate Strategy & Innovation, and Economic Development

\* Corporate Services covers headcount for Mayor, Council headcount, CAO & support staff

# 2023 Operating Budget

## Revenues by Department\*



Revenue By Source	2021 Approved Budget	2022 Approved Budget	2023 Proposed Budget
Tax Revenue	77,578,376	83,778,466	89,214,720
Fines and Penalties	6,366,911	6,428,813	7,042,458
User Fees/Rentals	19,304,011	16,963,732	16,339,821
Transfer from Reserves	2,138,274	5,193,060	6,281,549
Interest	3,915,143	4,020,143	6,220,143
Grants	974,939	993,287	899,932
Sales	206,465	216,465	215,965
Other	3,886,753	4,210,823	4,855,875
<b>Revenue Total</b>	<b>\$114,370,872</b>	<b>\$121,804,789</b>	<b>\$131,070,463</b>

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

\* Office of the CAO includes Customer Service and Communications, People Services, Corporate Strategy & Innovation, and Economic Development

\* Corporate Services covers headcount for Mayor, Council headcount, CAO & support staff

# Major Revenue Sources and Trends

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## **Tax Revenue - \$89,214,720**

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 2023 is projected to increase by approximately 2.5%. The estimated projection added to the tax base is \$2,253,824 of assessment growth which will fund the Town's operating program. The proposed 2023 Budget requires an additional \$3.1 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 - \$7,042,458**

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 - \$16,339,821**

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 - \$6,281,549**

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

## **Interest - \$6,220,143**

Proactive cash management and investment strategies will continue to be used in 2023 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

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## **Grants - \$899,932**

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 - \$215,965**

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

## **Other – \$4,855,875**

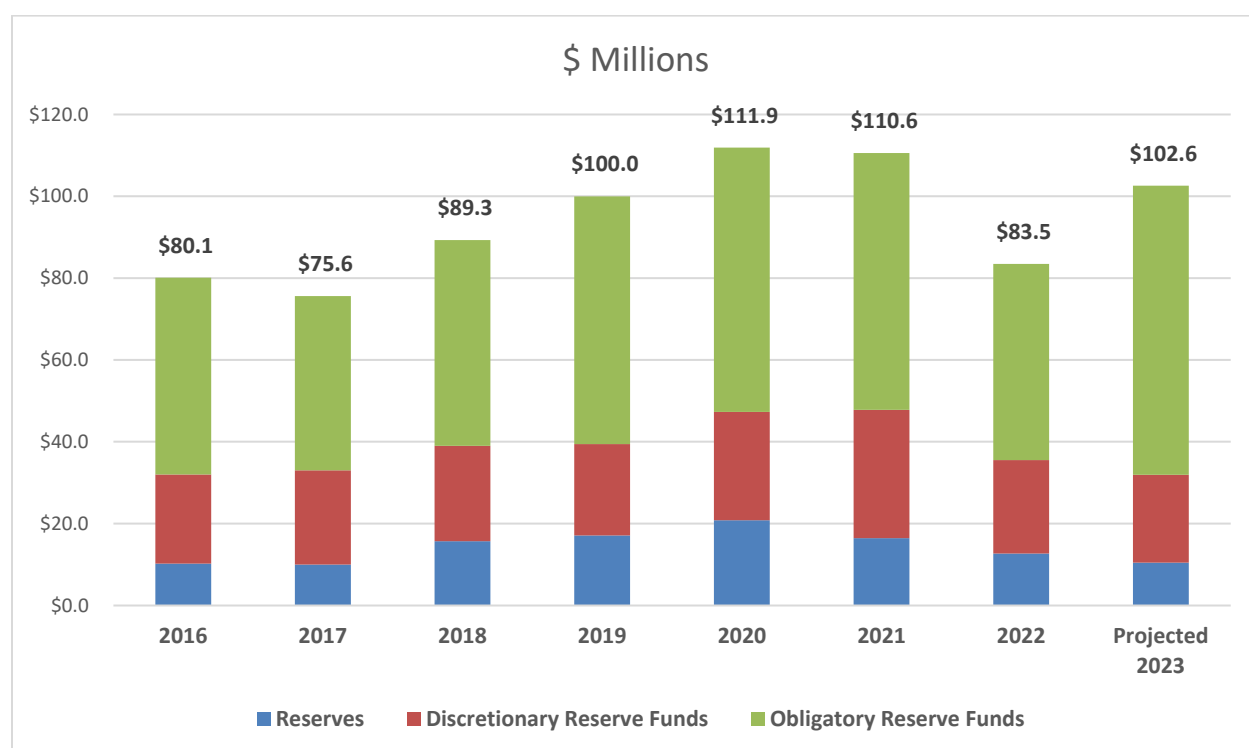
A significant portion of this funding comes from internal charges for work performed for other departments or divisions within the Corporation of the Town of Caledon. These internal recoveries include charges for capital and full cost recovery for building inspectors.

# 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 2022 and 2023 to be used for budgeting purposes. 2023 Projection includes all the commitments pertaining to the 2023 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, 2022**, the Town had available the following reserves for operating and Infrastructure purposes. Staff then took the proposed use of reserves in the 2023 budget and the expected development activity that is expected in 2023 to provide an estimate of the 2023 reserve balances.

## Projected Reserve Balances

Reserve	2022 Uncommitted Balance	2023 Proposed Uncommitted Projected Balance
<b><u>Reserves for Operating Purposes</u></b>		
<b>Reserves</b>		
Tax Funded Operating Contingency Reserve	\$ 6,264,739	\$ 5,095,416
Fire Equipment Reserve	\$ 1,753	\$ 757
Building & Equipment Reserve	\$ 4,019	\$ 225
Land Sale Reserve	\$ 669,365	\$ 671,134
Ice Resurfacers Reserve	\$ 72,271	\$ 75,749
Information Systems and Technology Reserve	\$ 7,369	\$ 12,394
Election Reserve	\$ 1,227	\$ 101,355
Firefighter Post-Retirement Benefits Reserve	\$ 221,651	\$ 222,205
Caledon Public Library Board Donation and Bequests Reserve Fund	\$ 4,938	\$ 4,950
<b>Discretionary</b>		
Winter Maintenance	\$ 1,810,742	\$ 1,885,356
Group Benefit Stabilization	\$ 1,852,870	\$ 1,857,502
Community Improvement Plan	\$ 85,962	\$ 86,115
Development Approvals Stabilization	\$ 4,548,161	\$ 4,430,183
Development Charge Exemptions & Discounts	\$ 208,951	\$ 209,474
<b>Obligatory</b>		
Building Permit Stabilization	\$ 5,159,165	\$ 4,728,057
Heritage Property	\$ 2,860	\$ 2,867
Deferred Grant Funds	\$ 36,179	\$ 36,269
<b><u>Reserves for Infrastructure Purposes</u></b>		
<b>Reserves</b>		
Equipment	\$ 369,297	\$ 52,073
Accessibility (previously tax rate stabilization)	\$ 145,752	\$ 172,149
Animal Shelter	\$ 72,604	\$ 80,801
Transit	\$ 73,626	\$ 73,810
Corporate Energy	\$ 126,584	\$ 142,781
Fitness Equipment Replacement	\$ 54,071	\$ 54,206
Tax Funded Capital Contingency Reserve	\$ 4,596,691	\$ 3,701,566
<b>Discretionary</b>		
Capital Asset Replacement Fund (previously Caledon Hydro)	\$ 12,386,036	\$ 10,990,166
Northwest Caledon Indoor Recreation Facility	\$ 1,165,901	\$ 1,293,771
Cash in Lieu of Parking	\$ 477,843	\$ 479,038
Roads Capital	\$ 73,820	\$ 74,004
Broadband	\$ 39,818	\$ 39,917
Comprehensive Adaptive Management Plan (CAMP) Agreement	\$ 171,052	\$ 97,428
<b>Obligatory</b>		
Federal Gas Tax	\$ 15,103	\$ 16,402
Provincial Gas Tax - Transit	\$ 1,053,526	\$ 1,056,159
Payment In Lieu of Parkland	\$ 12,305,145	\$ 14,245,035
Development Charges	\$ 29,375,550	\$ 50,597,486
<b>Total</b>	<b>\$ 83,454,643</b>	<b>\$ 102,586,801</b>

# Reserves and Reserve Funds

Reserve	Purpose
<b><u>Reserves for Operating Purposes</u></b>	
<b>Reserves</b>	
<b>Tax Funded Operating Contingency Reserve</b>	To be used to meet cash flow requirements and unforeseen contingencies throughout the year. Reserve will also be used to stabilize tax rate increase.
<b>Fire Equipment Reserve</b>	To be used for Fire Equipment in order to mitigate impact on tax base.
<b>Building &amp; Equipment Reserve</b>	Reserve will be used to provide funding for Building and equipment to mitigate impact on Tax base as estimated by Town's Asset Management Plan
<b>Land Sales Reserve</b>	For the Purchase of Town properties, the acquisition of lands, including an interest in lands other than the fee simple interest, for the provision of municipal capital facilities for Caledon and to assist Council in determining whether it is in the public interest to declare Caledon lands as surplus, and to prepare Caledon lands for sale where Council determines that it is in the public interest that the lands be declared to be surplus.
<b>Ice Resurfacer Reserve</b>	To provide funding for Recreation Equipment
<b>Information Systems and Technology Reserve</b>	For software and technology purchases
<b>Election Reserve</b>	To finance future Town costs to administer municipal election
<b>Firefighter Post-Retirement Benefits Reserve</b>	This reserve fund has been set up as per Staff Report 2018-025 to award post-retirement employment benefits to eligible full-time firefighters up-to age 65.
<b>Caledon Public Library Board Donation and Bequests Reserve Fund</b>	The Reserve Fund was established to receive and hold donations and bequests received by the Caledon Public Library until utilized to support special programs or initiatives outside of the annual operating budget.
<b><u>Discretionary</u></b>	
<b>Winter Maintenance</b>	This reserve has been set up per Council direction to provide winter maintenance funding as needed to offset unusual/severe winter maintenance costs.
<b>Group Benefit Stabilization</b>	This reserve was established in 2011 to mitigate higher health and dental claim payments that may occur in a future year. The Town is self-insured for its benefit plans meaning that it funds the plans at a pre-determined rate based on historical claim patterns. In a given year if we have a large spike in actual claims, this reserve is used to fund these initiatives.

# Reserves and Reserve Funds

<b>Community Improvement Plan</b>	Established in 2009 to carry forward unexpended Community Improvement Plan funding. To be used for the Caledon East and Bolton Community Improvement Plan areas.
<b>Development Approvals Stabilization</b>	Established in 2011 for the purpose of providing funds for the processing of residential and non-residential subdivisions and condominiums by the municipal development staff.
<b>Development Charge Exemptions &amp; Discounts</b>	Established as part of the 2014 operating budget for the Town's top-up of development charge reserves for future exemptions and discounts.
<b>Obligatory</b>	
<b>Building Permit Stabilization</b>	This reserve was established from the 2005 implementation of the Building Code Statute Law Amendment Act (Bill 124). The purpose of the reserve is to allow a municipality to stabilize slow years in terms of building activity and permit revenue.
<b>Heritage Property</b>	Established in 2010 for the purpose of accumulating unspent grant monies in annual budgets relating to Designated Heritage Property Grant program and to supplement when required, grants relating to the Designated Heritage Property Grant program exceeding the current year's approved operating budget.
<b>Deferred Grant Funds</b>	The Reserve Fund was established to receive and hold unspent grant funds received by the Town until utilized to according to the provisions of the applicable grant.
<b><u>Reserves for Infrastructure Purposes</u></b>	
<b>Reserves</b>	
<b>Equipment</b>	Established in 1980 for equipment replacement related to capital fleet equipment.
<b>Accessibility (previously tax rate stabilization)</b>	The balance of the funds in this reserve relate to accessibility contributions and will be used for accessibility issues.
<b>Animal Shelter</b>	This reserve was established by the Town to carry out the requirements to manage the funds received for the Shelter being held for future animal care.
<b>Transit</b>	To be used to support the CCS' Transportation Program and Town of Caledon Transit needs.
<b>Corporate Energy</b>	Established in 2008 to be used for Town Hall energy Efficiency retrofits.
<b>Fitness Equipment Replacement</b>	This reserve was establish to provide funding for future replacement of fitness equipment without requesting additional funding from the tax base.
<b>Tax Funded Capital Contingency Reserve</b>	Established to set aside funding for replacement of Town capital infrastructure.
<b>Discretionary</b>	

## Reserves and Reserve Funds

<b>Capital Asset Replacement Fund (previously Caledon Hydro)</b>	This reserve was establish are to be used for infrastructure repairs and replacements, the shortfall in the Debt Retirement Reserve Fund and to cash flow the capital program.
<b>Northwest Caledon Indoor Recreation Facility</b>	This reserve fund was established in 2014 as per Council resolution 2014-100. This is a capital reserve fund for the building of an indoor recreation facility in northwest Caledon to meet community needs resulting from the closure of the Caledon Central Pool.
<b>Cash in Lieu of Parking</b>	This reserve was establish per Council direction to provide funds to address the issue of parking in downtown Bolton.
<b>Roads Capital</b>	This reserve was established for the purpose of providing funds for the repair and rehabilitation of Caledon roads resulting from the use of the roads for repeated delivery of fill for private purposes by heavy trucks.
<b>Broadband</b>	This reserve was established for purpose of providing Broadband through Town of Caledon
<b>Comprehensive Adaptive Management Plan (CAMP) Agreement</b>	This reserve was established for purpose of providing funds for equipment, services, and the environmental monitoring to be performed by Caledon as required by the Comprehensive Adaptive Management Plan for Mayfield West Phase 1.
<b>Obligatory</b>	
<b>Federal Gas Tax</b>	This reserve fund was established as per the agreement between the Town and The Association of Municipalities of Ontario for transfer unspent/uncommitted Federal Gas Tax Revenues to reserve and to be used for future capital work.
<b>Provincial Gas Tax - Transit</b>	This reserve fund was established as per the agreement between the Town and The Province of Ontario for transfer unspent/uncommitted Federal Gas Tax Revenues to reserve and to be used for future transit work.
<b>Payment In Lieu of Parkland</b>	This reserve fund has been set up as per Provincial legislation and it is restricted to its use by Provincial legislation, to be used for purchase of land used for recreational purposes, expenditures to fund the development of newly acquired lands for parkland and recreational use, to support the redevelopment of existing parks and recreational facilities, and to fund the non-growth component of growth-related capital projects for Parks Development and Recreation Facilities identified in the Town's Development Charges Background Study.
<b>Development Charges</b>	The reserve funds have been set up as per the <i>Development Charges Act, 1997</i> (DCA) and it is restricted to its use

# Town of Caledon Debt and Long-Term Debt Limit

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

In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25% of net revenues. The Province provides an annual statement for municipalities known as the Annual Repayment Limit statement, outlining the revenue and debt servicing calculations. The Town of Caledon's 2022 Annual Repayment Limit statement from the Province states that the Town is utilizing 2.11% of net revenues to service debt.

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

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

1. The completion of the Bolton Arterial Route (BAR) – Phase 3 on Coleraine Drive;
2. Caledon East Concrete Road;
3. The completion of the 2014-2019 Enhanced Road Programs.

The chart below shows the balance of outstanding debt:

	2022 estimated	2021
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:	4,049,119	4,049,119
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:	1,240,000	1,550,000
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:	4,412,000	5,081,000
Road Enhancement Program debenture, issued in 2019 in the amount of \$3,610,000, has annual principal payments of \$361,000 with interest rates ranging from 1.90% to 2.25% and a maturity date of October 15, 2029. At the end of the year the outstanding principal amount of the liability is:	2,527,000	2,888,000
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:	3,690,000	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		



# Town of Caledon Debt and Long-Term Debt Limit

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outstanding principal amount of the liability is:	3,600,000	4,000,000
Net long-term liabilities	19,518,119	21,668,119

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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.

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

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

## **Enhanced Roads Programs (2018)**

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

## **Enhanced Roads Programs (2019)**

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

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

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

# Town of Caledon Debt and Long-Term Debt Limit

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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.

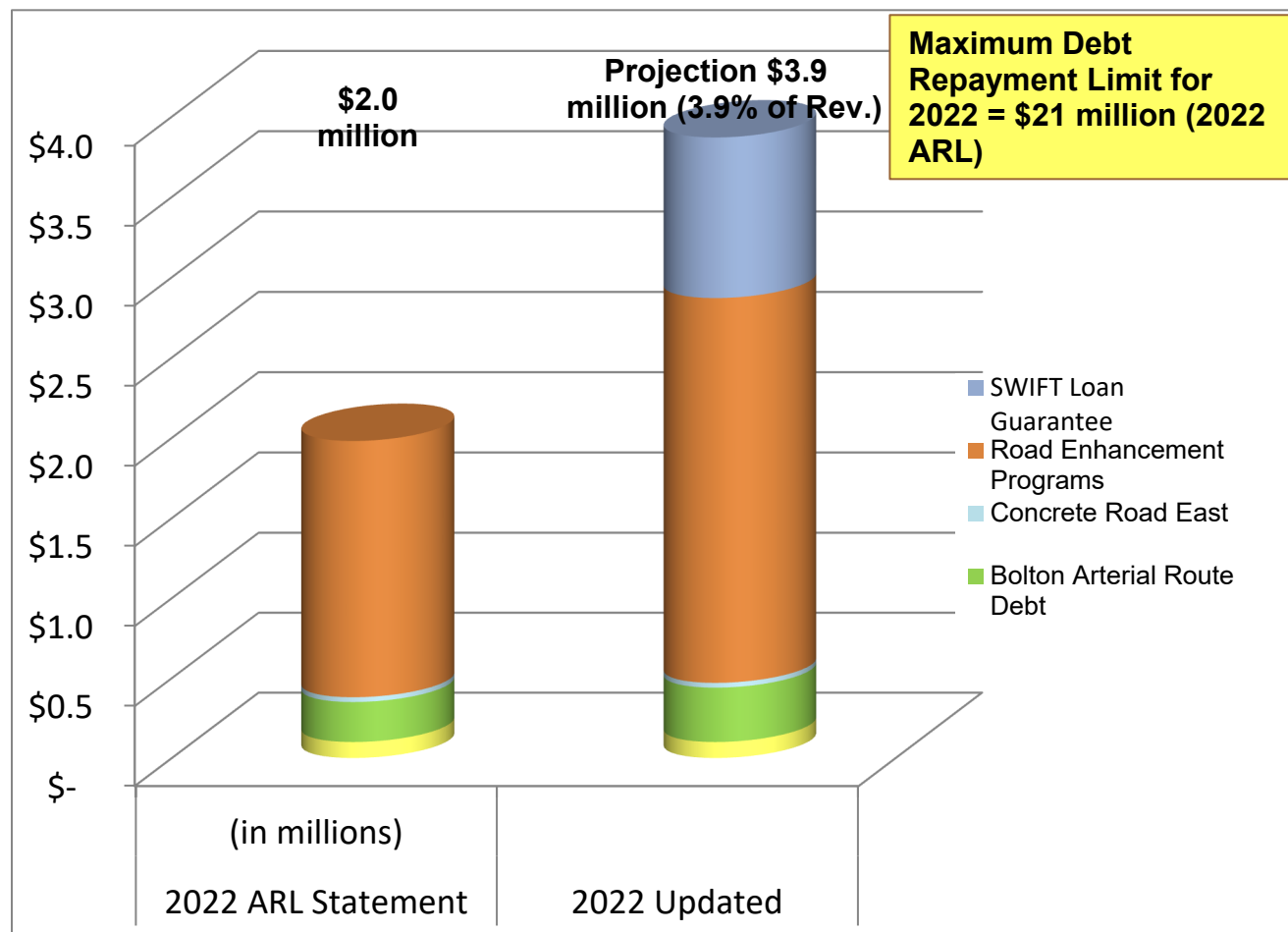
## **Annual Repayment Limit (ARL)**

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 2022 is based on its analysis of data contained in the 2020 Financial Information Return (FIR). The Town of Caledon's 2022 ARL statement report indicates that the Town has net debt charges of \$2.0 million or approximately 2.1% of the Town's net revenues. This leaves a balance of 22.9% (25% - 2.1%) or approximately \$21 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:

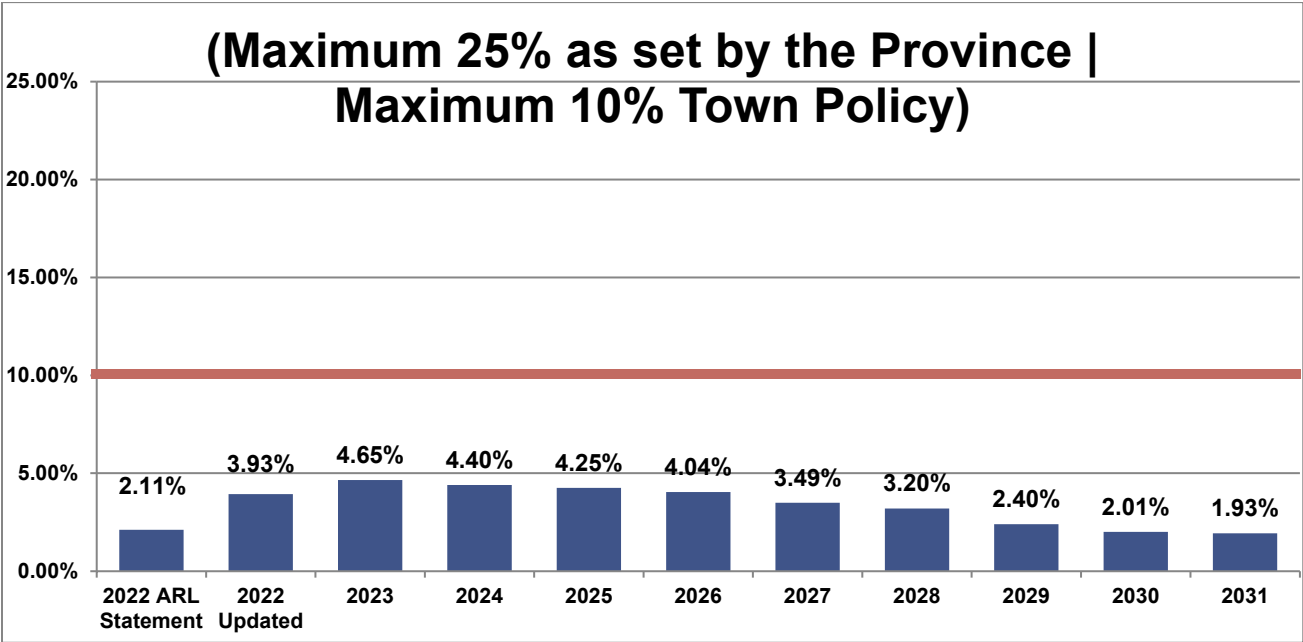
# Town of Caledon Debt and Long-Term Debt Limit



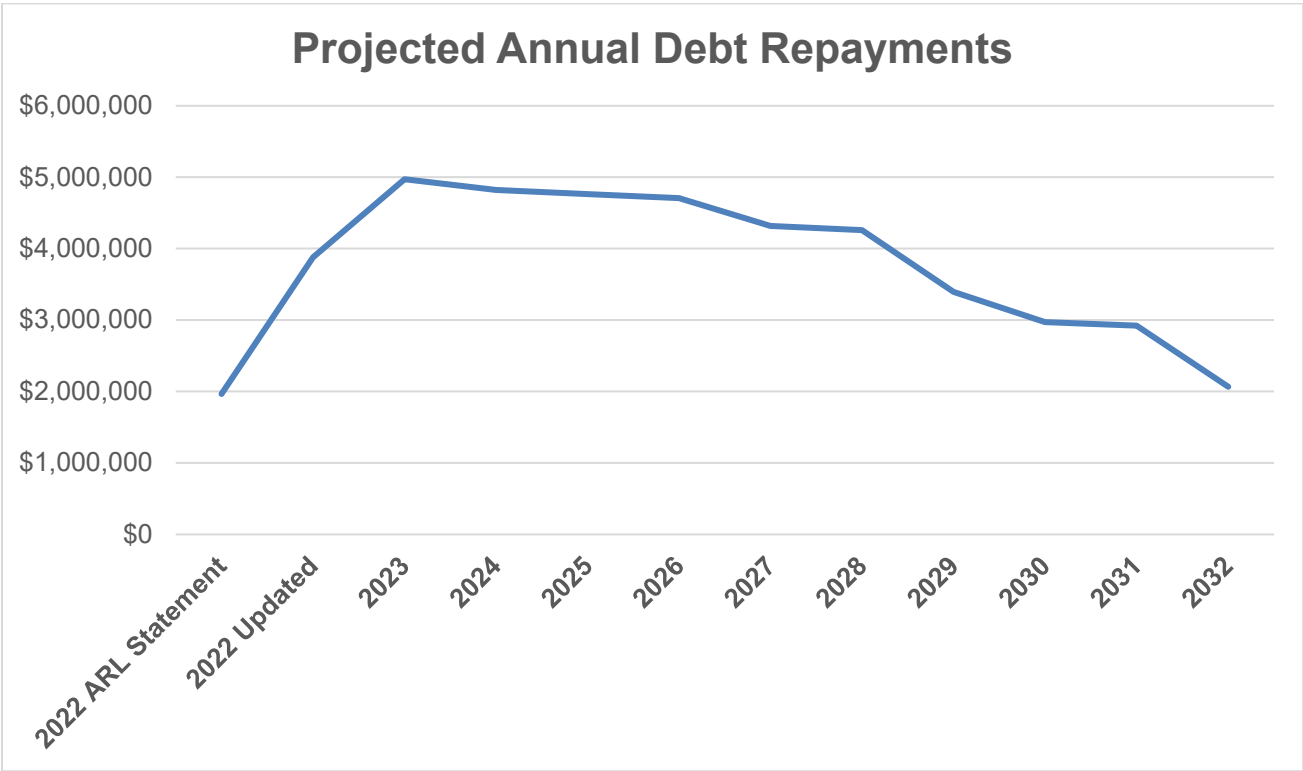
The chart below shows an updated 2022 ARL and forecasts debt repayments as a percentage of Net revenues based on updates/assumptions such as:

- Photocopier lease costs and OPP property lease costs;
- Future debentures assumed:
  - 2021 Roads Project of \$4.1 million to be debentured in 2023;
  - 2020 Streetlight Program - \$3.4 million in 2023;
  - 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 2023;
  - As outlined in Staff Report 2021-0026 if approved the Southwestern Ontario Integrated Fibre Technology (SWIFT) loan guarantee of \$955,000 is required to be included in the ARL update as of 2021. There is limited risk that the Town would be required to repay this loan; in the unlikely situation there was a default on the loan the repayment would be done through the Tax Funded Operating Contingency Reserve. 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 2022 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 2022 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.



# OPERATING BUDGET












## 2023 PROPOSED 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.

Department	Town Priorities	Ref#	Description	2023 Gross Budget Amount	2023 Net Tax Impact	% funded by Tax	% funded by Reserves	Full-Time Head Count	Annualized Net Tax Budget Amount
Caledon Public Library	Continuous Improvement	31	Extended Health Benefits for Library Permanent Part-time Staff as a means of retaining current employees and better supporting the recruitment of new staff in an increasingly competitive job market.	10,825	10,825	100%	0%		14,430
	Multiple Priorities	32	Coordinator, Maker and Emerging Technologies will be responsible for the delivery of maker programs and support to the public in the use of maker and media technologies.	74,757	74,757	100%	0%		90,293
	Multiple Priorities	51	New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator will ensure a consistent customer experience at Bolton & Southfields branches and allow for the Library to offer Sunday hours at both locations throughout the summer, in keeping with access to co-located recreation amenities.	100,863	100,863	100%	0%		139,441
Community Services	Sustainable Growth	49	Caledon East Community Centre Phase 4 Operating Budget Request. This request relates to the estimated annual operating budget impact of the full proposed CECC expansion (phase 4) which will be completed in 2023. The phase 3 operating budget has already been approved.	756,540	756,540	100%	0%		2,038,822
	Sustainable Growth	50	Mayfield Artificial Turf and Dome - The Town of Caledon, in partnership with the Peel District School Board, will be opening a new artificial turf and dome field located at Mayfield Secondary School in 2023.	152,525	132,525	87%	0%		377,501
	Multiple Priorities	54	Fitness Floor Staff conversion to permanent full-time position will significantly assist with the shortage of qualified staff by providing FT benefits and hours and therefore require less staff to cover operational hours.	16,876	16,876	100%	0%		52,873
	Multiple Priorities	55	Humber River Centre Operations - Council approved in 2021 the renovation of the Old Bolton Fire Station as an Innovation Hub to support business and economic development in the Bolton area as well as all of Caledon.. This level of service request is to provide the operational budget and staff to operate the new facility.	159,008	159,008	100%	0%		545,548
	Sustainable Growth	57	Increase recreation operations wages - this request will increase facility maintenance casual wages to better support the increased cleaning needs throughout all recreation facilities.	175,209	0	0%	100%		0
	Multiple Priorities	59	Program Staff Certification Initiative funds casual staff training, additional certifications and recertification with the goal of supporting, attracting and retaining qualified and quality staff.	15,000	15,000	100%	0%		20,000
	Sustainable Growth	63	Landscape Architect, Development - This position will support the function of implementation of Parks Plan, Parkland Conveyance Bylaw, Trails Master Plan, review of development applications (plan of subdivision, site plans, plan of condominiums, consent applications, building permits) that include or impact parks and open spaces.	88,699	77,002	87%	13%		102,744
Corporate Services	Improved Service Delivery	7	Court Clerk Monitor Conversion - Dufferin to address the increased volume and complexity of the clerk monitor's pre- and post-court functions. The existing part-time role is inadequate to manage the new processes and meet provincial obligations.	34,396	0	0%	0%		0
	Sustainable Growth	12	Coordinator, Council & Committee Services is necessary to manage growth impacts, provide adequate services to Members of Council, staff and the public and to meet the necessary legislative changes that impact the corporation.	65,826	36,788	56%	44%		44,406
	Multiple Priorities	14	Coordinator, Freedom of Information & Privacy - new position is necessary to manage growth impacts, provide adequate access to information for the public and meet legislative obligations	58,766	58,766	100%	0%		88,163
	Sustainable Growth	21	Caledon POA Coordinator Contract extension - to assist with the increase of tickets being filed with the courts, council approved a 24 month contract for an additional POA Coordinator from June 30, 2021 to June 30, 2023. The Town is continuing with the ASE pilot project past June 30, 2023 therefore an extension to the June 2023 coordinator contract position is required to June 30, 2024.	35,010	0	0%	100%		0

## 2023 PROPOSED 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.

Department	Town Priorities	Ref#	Description	2023 Gross Budget Amount	2023 Net Tax Impact	% funded by Tax	% funded by Reserves	Full-Time Head Count	Annualized Net Tax Budget Amount
Corporate Strategy & Innovation	Multiple Priorities	29	Help Desk Technician to support the increase in number of staff, devices and services as well as the demands from hybrid court and Council (the main drivers).	80,575	80,575	100%	0%		98,050
	Sustainable Growth	40	PMO: Business Analyst (9 month extension) in order to support significant system roll-outs and overall continuous improvement endeavors planned for 2023 including a new Human Resources Management System and Tax System.	23,363	0	0%	100%		0
	Sustainable Growth	43	PMO: Capital Project Manager to support the completion of the current capital projects and proposed projects in the Town's 2023 budget.	36,585	36,585	100%	0%		37,924
Customer Service & Communications	Multiple Priorities	28	Coordinator, Engagement and Culture will ensure the dedicated leadership of the working groups who are implementing our projects, continuous service improvement, and liaising with the changing demographics of our community.	240,354	240,354	100%	0%		262,588
	Sustainable Growth	47	Funding for Community Improvement Plan Implementation - Implementation of the CIPs requires ongoing investment by Council into the program budgets, to support applications and projects in priority areas.	100,000	100,000	100%	0%		200,000
	Sustainable Growth	62	Manager, Business Development and Investment will work closely with the Planning team, leading high profile applications and moving clients through development processes.	37,574	37,574	100%	0%		53,507
	Multiple Priorities	69	Revitalization and Placemaking Program - Using success of the Downtown Bolton Revitalization Plan as a template, this program will be supported as a Community Project within the Economic Development office, and will be rolled out annually, across Caledon.	175,000	175,000	100%	0%		175,000
Engineering Services	Multiple Priorities	1	Transportation Engineer - Staff are currently processing five large Official Plan Amendments and three additional Secondary Plan studies are being proposed to be initiated in 2023. Transportation Engineer position is being recommended to effectively review and provide input on the transportation-related components of these eight macro planning studies.	110,801	9,000	8%	92%		4,100
	Sustainable Growth	70	Manager of Infrastructure Development to lead an engineering team dedicated on infrastructure planning, strategic initiatives, secondary plans and coordination with the Region of Peel on water and wastewater servicing needs to support growth in the Town.	200,070	9,000	4%	96%		4,100
	Sustainable Growth	71	Program Manager - Stormwater and Environmental to increase the level of service related to the Town's stormwater network and plan for new stormwater infrastructure in growth areas as identified in the Strategic Growth Direction and new Official Plan.	150,044	9,000	6%	94%		4,100
	Continuous Improvement	73	Automated Speed Enforcement Implementation Plan - In addition to the Region's Automated Speed Enforcement (ASE) program in Caledon, staff propose to install and operate two (2) new mobile ASE cameras in 2023 based on the current court capacity, to be rotated among Community Safety Zones in Caledon.	276,674	4,950	2%	40%		(196,818)
	Sustainable Growth	81	Program Manager - Capital Infrastructure to provide focus on the delivery of the core road rehab program. This additional resource will reduce the span of control on the Manager thereby enabling the Manager to focus more on the delivery of the complex infrastructure projects and the daily operation of the Division.	44,261	44,261	100%	0%		51,115
	Sustainable Growth	82	Senior Project Manager - Stormwater provide the Division sufficient resources to effectively deliver the annual storm water capital Program valued at roughly \$2.5 million and fulfill the requirements of the Town's Environmental Compliance agreement with the Ministry of Environment, Conservation and Parks related to the Town's storm drainage infrastructure.	48,863	48,863	100%	0%		43,963
Finance	Multiple Priorities	61	Advisor Asset and Infrastructure Management will be responsible for delivering across the Town O.Reg 588/17 requirements for Non Core Assets	67,650	67,650	100%	0%		117,000








## 2023 PROPOSED 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.

Department	Town Priorities	Ref#	Description	2023 Gross Budget Amount	2023 Net Tax Impact	% funded by Tax	% funded by Reserves	Full-Time Head Count	Annualized Net Tax Budget Amount
Fire & Emergency Services	Sustainable Growth	6	Administrative Assistant (Contract), Fire Administration will be responsible for accounts receivable, assisting with all payment requests, file search and fire report requests for the department, administrative assistance to the Fire chief, Deputies, fire prevention, training and operations divisions.	67,111	0	0%	100%		0
	Legislative Requirement	9	Mandatory Provincial Certification (NFPA) - On July 1, 2022 the Fire Protection and Prevention Act 1997 was amended to include Ontario Regulation 343/22 Fire Fighter Certification. This new regulation requires all Firefighters across Ontario to meet the new minimum National Fire Protection Association (NFPA) standards by July 1, 2026.	185,000	0	0%	100%		0
	Sustainable Growth	13	Full-Time Firefighters (5) - Valleywood will bring the complement at the station to ten (10) full-time firefighters allowing for a second shift to be added to improve response times during the times assigned.	258,336	208,336	81%	19%		438,172
	Continuous Improvement	33	Firefighter Retention Plan - Uniforms - This helps Caledon Fire and Emergency Services overcome barriers to recruitment and retention of volunteer fire fighters.	200,000	0	0%	100%		0
	Legislative Requirement	41	Volunteer Firefighter Recruit Training to support the hiring and training of 40 recruit volunteer firefighters to fill current vacancies. As legislated in the Fire Protection and Prevention Act 1997, all firefighters in Ontario must meet the new minimum National Fire Protection Association standards.	250,000	0	0%	100%		0
Operations	Legislative Requirement	15	Coordinator, Operations (Contracted Services) to manage contract repair locations, communication with residents and Council, contract administration and inspection of work within the Operations Department.	94,952	94,952	100%	0%		127,743
	Legislative Requirement	17	Coordinator, Drainage - This request is for a Coordinator, Drainage position in the Operations Department to assist in meeting a new inspection and maintenance program for stormwater management pond assets.	96,645	96,645	100%	0%		128,458
	Legislative Requirement	18	Technician, Fleet is required to help meet the need of servicing growing fleet assets.	100,988	65,488	65%	35%		96,081
	Sustainable Growth	19	Operator, Roads (TFT Conversions) converting 6 TFT staff (3 summer road and 3 winter road) to 3 Permanent Full Time will assist in providing year-round staffing stability, valuable staff retention and realize efficiencies in both staff training and recruitment processes.	47,044	47,044	100%	0%		47,044
	Multiple Priorities	20	Technician, Roads to assist the Town in ensuring MMS are met with respect to road patrol requirements especially after-hours and therefore reduce the need for Supervisor on-call hours of work.	67,117	67,117	100%	0%		112,359
	Sustainable Growth	23	Supervisor Forestry, Parks will improve service delivery of the Park Operations Division, contribute to a healthy urban forestry program, proactive maintenance of Park assets and assist with meeting Supervisory regulations under the Ontario Health and Safety Act.	101,283	101,283	100%	0%		138,950
	Sustainable Growth	24	Parks Maintenance, Parks (TFT Conversions) converting 4 TFT staff (2 summer and 2 winter) to 2 Permanent Full Time will assist in providing year-round staffing stability, retention and realize efficiency in both staff training and recruitment processes.	31,063	31,063	100%	0%		31,063
	Sustainable Growth	25	Parks Maintenance TFT, Parks will add the ability to meet service levels in new parks that have been added to the asset inventory in the past 4 years.	0	0	0%	0%		0
	Continuous Improvement	35	Student, Downtown Bolton - responsible for implementing scheduled upkeep and cleaning activities and positive community relations.	19,951	19,951	100%	0%		19,951
	Multiple Priorities	58	Increase in Ditch Cleaning - In an effort to reduce 2023 capital budget costs, staff recommend reallocating \$100,000 of the proposed \$350,000 capital project into the Ditch Cleaning Operating Budget and remove the remaining \$250,000 value from the capital budget submission.	100,000	100,000	100%	0%		0

## 2023 PROPOSED 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.

Department	Town Priorities	Ref#	Description	2023 Gross Budget Amount	2023 Net Tax Impact	% funded by Tax	% funded by Reserves	Full-Time Head Count	Annualized Net Tax Budget Amount
People Services	Multiple Priorities	66	Manager of People Services is required to look after day to day operations allowing the Director to focus on strategic and proactive support for the organization.	127,051	127,051	100%	0%		177,482
	Sustainable Growth	75	HR Associate Recruiter Contract - the recommendation is to extend this contract for a full year in 2023 to support the organization with the Recruitment and Retention pressures and growth.	69,306	0	0%	100%		0
	Legislative Requirement	76	Health & Safety Associate Contract - An extension to this contract is required in order for the organization to catch up on the backlog resulting from COVID-19.	67,430	0	0%	100%		0
	Continuous Improvement	78	Employee Engagement Survey - In order to determine the satisfaction of the Town's workforce regularly employee engagement surveys assist in identifying strengths in the workplace and possible areas for improvement.	20,000	0	0%	100%		0
	Multiple Priorities	85	Mental Health & Wellness - People Services recommends subscribing to the services of a mental health online resource to support employees mental health and well-being.	30,000	15,000	50%	50%		15,000
Planning	Sustainable Growth	44	Senior Development Planner - as Development Review staff is experiencing a significant increase in number of applications, this will address a staff capacity gap to ensure that complex development applications are processed in a timely manner with an increased focus on collaboration and enhanced planning reviews.	171,853	7,450	4%	96%		550
	Sustainable Growth	45	Zoning Administrator will be responsible for 1) reviewing all development applications ;2) completing Zoning Certificates; 3) reviewing and/or completing Planning Compliance Letters; and 4) responding to general inquiries from the public, developers, and other Town clients	112,614	7,450	7%	93%		550
	Multiple Priorities	68	Senior Environmental Planner with specialized environmental planning or aggregate resources planning expertise as the Planning Department does not have a planner with this specialization..	93,152	10,950	12%	88%		4,050
	Continuous Improvement	83	Development Coordinator, Planning is required to provide additional support for customer service, being primarily responsible for the issuance of municipal numbers and the creation/maintenance of records related to an online application portal.	71,661	8,950	12%	88%		2,050
<b>Total Funded Change in Service Levels</b>				<b>5,718,671</b>	<b>3,310,492</b>			<b>55</b>	<b>5,708,353</b>

New Full-Time Headcount



47

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



8

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

# Building and Municipal Law Enforcement Services

Annual **Budget**  
Fiscal Year 2023



### Building and Municipal Law Enforcement Services

#### Department Role

Building and Municipal Law Enforcement Services promotes public safety and contributes to the development of communities by:

- assisting residents and businesses with their building/construction needs; and
- ensuring compliance with community standards and by-laws related to parking, noise, property maintenance, signs, parks/trails, etc.

#### 2022 Achievements

##### Building Services

- Conducted over 15,000 building inspections and issued 1,531 building permits with a construction value of more than \$500,000,000
- Continued to implement improvements to the building permit application/review and inspection processes
- Implemented a mobile inspection solution that enables building inspectors to capture inspection results in real time from the field
- Started the development of an online portal that makes it easier for clients to submit building permits pay permit fees
- Continued to improve permit review and issuance approval timeframes – 2022 had the shortest approval time for new house permits in the past 10 years

##### Municipal Law Enforcement

- Responded to over 2,400 service requests and issued over 160 orders and laid over 140 charges for by-law infractions
- Developed and implemented new by-laws including a boulevard encroachment by-law and business licensing by-law
- Took action against illegal trucking operations; launched an Illegal Trucking Guide and webpage, investigated over 65 suspected properties, and initiated legal action

#### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	<b>1.1</b> Establish building permit and building inspection service levels  <b>1.2</b> Continue the development of joint enforcement partnerships with stakeholders to leverage resources and extend service reach	Maintain average response time for enforcement related service requests

## 2023 Business Plans

<b>2. CONTINUOUS IMPROVEMENT</b>	2.1 Advance online building inspection booking solution	Increase percentage of inspection appointments booked online or with a mobile device
	2.2 Go live with online building permit portal (for public submissions, payments and real-time tracking)	Decrease in building permit issuance timeframes
	2.3 Continue updating existing municipal by-laws and implementation of new by-laws	Decrease in average time to capture/access investigation findings
	2.4 Roll-out mobile investigation solution for Municipal Law Enforcement Officers	

**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES**

Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget (C) = (A)+(B)	UNAVOIDABLE BUDGET INCREASES/(DECREASES)								
				Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$5,038,606)		(\$5,038,606)			(\$26,297)				(\$102,290)	\$21,200	(\$5,145,993)
Expenses	\$6,646,229	\$8,435	\$6,654,664		\$205,823	\$48,866		\$57,880		(\$98,558)		\$6,868,675
Net Exp./ (Rev.)	\$1,607,623	\$8,435	\$1,616,058	\$0	\$205,823	\$22,569	\$0	\$57,880	\$0	(\$200,848)	\$21,200	\$1,722,682

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
	(\$30,000)		(\$30,000)	(\$5,175,993)	
(\$10,650)			(\$10,650)	\$6,858,025	
(\$10,650)	(\$30,000)	\$0	(\$40,650)	\$1,682,032	

Tax Increase/(Decrease) compared to "base budget" (C) \$65,974  
 % Increase/(Decrease) 4.1%

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME:

**BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1**

**\$1,616,058**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$0**

1		
2		

**E - Increases in employee compensation (existing staff)**

**\$205,823**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$205,823
4		

**F - Annualization of New Staff approved in the 2022 Budget**

**\$22,569**

5	Annualized revenue of (1) Manager, Building Services Division (2022 CSL #11)	(\$26,297)
6	Annualized cost of (1) Manager, Building Services Division (2022 CSL #11) and (1) Supervisor, Municipal Law Enforcement Division (2022 CSL #52)	\$48,866

**G - Annualization of Services approved in the 2022 Budget**

**\$0**

7		
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**H - Inflationary Adjustments**

**\$57,880**

8	Uniforms/Protective Clothing	\$3,600
9	Contracted Services	\$4,000
10	Interdepartmental Charges	\$36,280
11	Mileage	\$14,000

**I - Increases/(Decreases) for Utilities**

**\$0**

12		
13		



APPENDIX 2 - UNAVOIDABLE

J - Revenue (Increases)/Decreases

(\$200,848)

14	Decrease in Mobile Sign Permit Revenue	\$5,000
15	Decrease in Miscellaneous Fees Revenue	\$2,500
16	Decrease in Various By-Law Fines/Payments Revenue	\$1,000
17	Increase in Revenue from Building Reserve	(\$209,348)

K - Previously Approved Council Initiatives - Increases/(Decreases)

\$21,200

18	Decrease in Revenue from Building Reserve	\$21,200
19		

Net Unavoidable Increases/(Decreases)

\$106,624

L Adjusted Base Budget for BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES \$1,722,682

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: **BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2**

**\$1,722,682**

**M - Service Delivery Efficiencies**

**(\$10,650)**

1	Operating Supplies	(\$2,250)
2	Memberships/Dues	(\$500)
3	Printing & Advertising	(\$7,000)
4	Protection to Person & Property	(\$200)
5	Mobile Phones	(\$700)

**N - New Fees/Revenues**

**(\$30,000)**

6	New Business Licenses Revenue (Private Transportation Companies)	(\$30,000)
7		

**O - Fee Rate Increases**

**\$0**

8		
---	--	--

**P - Total Recommended Reductions**

**(\$40,650)**

**Q 2023 Budget to be presented to Council for BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES**

**\$1,682,032**

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

# APPENDIX 4 - CHANGES IN SERVICE LEVELS

## TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: **BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES**

	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
	<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
12				
13				
	<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
	<b>GRAND TOTAL</b>	<b>\$0</b>		

# Caledon Public Library

Annual Budget  
Fiscal Year 2023



### Caledon Public Library

#### Library Role

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; and
- The Library's technologies and Internet bridge the digital divide, allowing for equitable access and endless opportunities for lifelong learning.

These roles align with the Board's approved strategic priorities identified in CPL's Strategic Plan – Building the Bridge to Possibilities 2021-2024: to Grow and Innovate, Respond to Community Needs, Celebrate Culture and Inclusion, and Demonstrate our Value.

The Library's current team of 62 full-time, part-time and casual staff are spread across the following divisions: Administration, Public Service, Information Services, Information Technology, Youth Services and Communications & Community Development. All are committed to providing exemplary customer service and to ensuring that the Library's services, collections and spaces are responsive to the needs of Caledon residents and businesses.

#### 2022 Achievements

- Permanently eliminated overdue fines, removing financial barriers to library access
- Completed Albion Bolton Branch renovations welcoming back residents to a refreshed and modernized facility
- Funded by the Canada Healthy Communities Initiative, launched a new Reading Garden at Southfields Village Branch serving as a destination and program venue
- Undertook a Comprehensive Growth Plan to inform the Library's long-term response to growth; involving community engagement with over 1,000 survey responses
- Funded by the Province's Seniors Community Grant, launched technologies and programs to improve digital literacy and reduce isolation amongst seniors
- With the support of Employment and Social Development Canada's Enabling Accessibility Fund, installed automatic door openers at various branches, enhancing accessibility.
- Launched a new online catalogue providing improved and intuitive search functionality and encouraging community-contributed content
- Introduced a hybrid work model ensuring coverage for all service points and service needs while also making best use of limited in-branch staff space
- Completed the design of the Margaret Dunn Valleywood Collaboration Studio with construction slated to begin in January 2023. Largely funded through the Investing in Canada Infrastructure Program (ICIP), the facility is on track to open in March 2023
- In addition, realized many of the strategic priorities identified in CPL's Strategic Plan.

## 2023 Business Plans

### 2023 Priorities

Objectives	Key Activities	Measures
<b>1. RESPOND TO COMMUNITY NEEDS - Ensure that the Library's staffing levels at all branches are able to effectively and efficiently meet the needs and expectations of residents</b>	<p>1.1 Increase staff complement at the Southfields Village Branch in response to increased use of library spaces and services</p> <p>1.2 Introduce Sunday hours in July and August at the Albion Bolton and Southfields Village Branch</p> <p>1.3 Launch the relocated Branch in Caledon East, offering hours on par with those in Bolton and Southfields</p>	<p>Increased performance metrics, including new memberships, branch visits, items borrowed, and program participation</p> <p>Favourable qualitative resident feedback received via surveys, comment forms and anecdotal reports</p> <p>Eliminated need for occasional or rolling closures of branches due to staff shortages</p>
<b>2. GROW AND INNOVATE - Further bridge the digital divide through access to maker, creative and business technologies</b>	<p>2.1 Open the reimagined Margaret Dunn Valleywood Collaboration Studio with support of proposed new position – Coordinator, Maker and Emerging Technologies</p> <p>2.2 Launch the Creativity Studio as part of the relocated Caledon East Branch</p> <p>2.3 Support the Town's launch of the innovation space at the Humber River Centre, by leveraging Library maker expertise to deliver programs on site</p>	<p>Staff are trained in all available technologies and able to confidently assist customers in their use</p> <p>Quantitative performance metrics including number of visits to makers studios, number of and attendance at related programs, and use of maker and media technologies</p> <p>Favourable qualitative resident feedback received via surveys, comment forms and anecdotal reports</p>
<b>3. RESPOND TO COMMUNITY NEEDS - Enhance the Library's ability to recruit and retain skilled employees</b>	<p>3.1 Provide extended health benefits to Permanent Part-time Staff</p> <p>3.2 Continue to invest in employee training and development</p>	<p>Return to a full staff complement and resumption of regular service hours in Alton and Caledon Village</p> <p>Improved job satisfaction amongst permanent part-time employees as per the</p>

## 2023 Business Plans

		Library's bi-annual staff engagement survey
<b>4. DEMONSTRATE OUR VALUE - Continuity of governance and a smooth succession between Library Board terms</b>	<p>4.1 Deliver a comprehensive orientation program for new members of the Board</p> <p>4.2 Provide access to external resources and development opportunities for all Board members</p>	<p>An inclusive Board that reflects Caledon's diverse demographics and geography, with members who are fully versed in the role of the Board and the value of public libraries</p> <p>A strong relationship and timely communication between the Board and Council</p>
<b>5. CELEBRATE CULTURE AND INCLUSION - Continue efforts to ensure that collections and programs are inclusive and representative of Caledon's increasingly diverse cultures</b>	<p>5.1 Ongoing procurement of print and electronic collections, including items in languages other than English</p> <p>5.2 Regular diversity audits of library collections</p> <p>5.3 Expand the Library of Things to include new technologies and tools</p>	<p>Increased performance metrics including the number of items borrowed and items requested</p> <p>Reduced waiting times for popular materials</p> <p>Increase in percentage of collection that reflects diverse ethnicities and cultures</p> <p>Favourable qualitative resident feedback received via surveys, comment forms and anecdotal reports</p>



**TOWN OF CALEDON**  
**2023 OPERATING BUDGET TEMPLATE - CALEDON PUBLIC LIBRARY**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$103,760)		(\$103,760)								(\$2,000)	(\$105,760)
Expenses	\$4,847,360		\$4,847,360	\$26,925	\$161,310	\$72,640		\$19,868			\$7,000	\$5,135,103
Net Exp./(Rev.)	\$4,743,600	\$0	\$4,743,600	\$26,925	\$161,310	\$72,640	\$0	\$19,868	\$0	\$0	\$5,000	\$5,029,343

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	(\$105,760)	
(\$14,750)			(\$14,750)	\$5,120,353	
(\$14,750)	\$0	\$0	(\$14,750)	\$5,014,593	
Tax Increase/(Decrease) compared to "base budget" (C)				\$270,993	
% Increase/(Decrease)				5.71%	

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **CALEDON PUBLIC LIBRARY**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1**

**\$4,743,600**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$26,925**

1	2023 Operating Impact of Minimum Wage Increase effective October 1 2022	\$3,147
2	2023 operating impact of OMERS membership for Non-Full-Time employees effective January 1 2023	\$23,778

**E - Increases in employee compensation (existing staff)**

**\$161,310**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$161,310
4		

**F - Annualization of New Staff approved in the 2022 Budget**

**\$72,640**

5	Annualization of salaries and benefits for New Full-Time Leadership Position - Director, Library Corporate Services and Projects - Cisl 2022-013	\$72,640
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**G - Annualization of Services approved in the 2022 Budget**

**\$0**

6		\$0
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**H - Inflationary Adjustments**

**\$19,868**

7	Rental Facility	\$5,246
8	Contracted Services	\$3,790
9	Automation	\$3,500
10	Online Databases	\$2,610
11	Training/Development/Seminars	\$1,600
12	Operating Supplies	\$1,400
13	Insurance	\$1,222
14	Memberships/Dues	\$500

**APPENDIX 2 - UNAVOIDABLE****I - Increases/(Decreases) for Utilities****\$0**

15	Natural Gas/Propane	
16	Electricity	
17	Water	

**J - Revenue (Increases)/Decreases****\$0**

18		\$0
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**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$5,000**

19	Removal of one-time computer purchases for new staff under 2022 Changes in Service Levels	(\$3,000)
20	Removal of Furniture/fixtures costs related to new Full-Time Leadership Position - Director, Library Corporate Services and Projects - CISL 2022-013	(\$2,500)
21	Removal of New Staff Technology costs costs related to new Full-Time Leadership Position - Director, Library Corporate Services and Projects - CISL 2022-013	(\$4,400)
22	Software licence subscription related to Capital Project - Library IT Equipment - Capital Project 22-020	\$16,900
23	Miscellaneous revenue related to Capital Project - Library IT Equipment - Capital Project 22-020	(\$2,000)

**Net Unavoidable Increases/(Decreases)**

\$285,743

**L Adjusted Base Budget for CALEDON PUBLIC LIBRARY****\$5,029,343**

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

TOWN OF CALEDON  
2023 OPERATING BUDGET

2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: CALEDON PUBLIC LIBRARY

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) -** *see appendix 2* \$5,029,343

**M - Service Delivery Efficiencies** (\$14,750)

24	Courier	(\$11,400)
25	Mileage	(\$2,000)
26	Operating Supplies	(\$750)
27	Bank Charges	(\$600)
28		

**N - New Fees/Revenues** \$0

29		
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**O - Fee Rate Increases** \$0

30		
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**P - Total Recommended Reductions** (\$14,750)

**Q 2023 Budget to be presented to Council for CALEDON PUBLIC LIBRARY** \$5,014,593

(This figure should match to Column N of Appendix 1 - 2022 Operating Budget Template Summary)

## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CALEDON PUBLIC LIBRARY

	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
31	Extended Health Benefits for Permanent Part-time Staff as a means of retaining current employees and better supporting the recruitment of new staff in an increasingly competitive job market.	\$10,825		Part Year
32	Coordinator, Maker and Emerging Technologies responsible for the delivery of maker programs and support to the public in the use of maker and media technologies.	\$74,757	1.0	Part Year
33	New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator to ensure a consistent customer experience at both branches and allow for the Library to offer Sunday hours at both locations throughout the summer, in keeping with access to co-located recreation amenities.	\$100,863	2.0	Part Year
34				
	<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$186,445</b>		
	<i>ITEM</i>	<i>2021 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
35				
	<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
	<b>GRAND TOTAL</b>	<b>\$186,445</b>		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-031 Extended Health Benefits for Permanent Part-time Staff		
Department	Caledon Public Library	Division	Lending Services
Version	Department Submission - Pre	Year	2023

## Description

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

Caledon Public Library (CPL) is seeking to provide health benefits to permanent part-time staff as a means of retaining current employees and better supporting the recruitment of new staff in an increasingly competitive job market. Proposed benefits will largely mirror those currently available to full-time staff and will include vision, dental and life insurance, though will exclude Long Term Disability (LTD) coverage.

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

The Library relies heavily on the flexibility of permanent part-time and casual employees to support a variety of services across all seven locations. Part-time staff play a particularly important role in delivering services to the public during evening and weekend hours.

Part-time and casual employees jointly account for more than half of the Library's total workforce. As the provision of benefits to Casual employees is not recommended at this time, 27% of the total workforce would benefit from the proposed investment.

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

The Library has experienced a significant turnover in part-time staff in recent years and has faced growing challenges in attracting and securing new hires over the course of the pandemic. Extended vacancies have resulted in reduced service levels and occasional branch closures. The requirement for regular recruitment and retraining has negatively impacted the workloads of managers and front-line employees. The availability of health benefits will mitigate these challenges and strengthen the Library's efforts to retain and recruit skilled and educated employees in part-time roles.

**IV. Recommendation - Proposed Service Level Impact**

CPL's Strategic Plan confirms the Board's commitment to "create a climate of employee engagement, success, curiosity and support" and to "implement strategies for attracting and recruiting talented staff". To this end, it is the Board's recommendation that extended health benefits be made available to these valuable members of the Library team. Proposed expenses include benefits for all current permanent part-time employees as well as to those recruited for new positions in support of the relocated Caledon East Branch.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						10,825	-	14,430
<b>Total Tax Impact</b>						10,825		
<b>Expenditures</b>								
Extended health care benefits -						10,825		14,430
<b>Expenditures Total</b>						10,825		14,430

## Attributes

Attribute	Value	Comment
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## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-031 Extended Health Benefits for Permanent Part-time Staff		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Director	Colleen Lipp	
Requested By:	Colleen Lipp	
Town Priority	Continuous Improvement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered	No alternatives to this proposal have been considered.	
Implementation Plan	The assistance of People Services is required to implemented the proposed investment in the Library's permanent part-time employees. The proposed 2023 budget is based on the provision of benefits as of April 1 2023.	

<b>Request</b>	2023-032 Coordinator, Maker and Emerging Technologies		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Description

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

Prompted by the opening of the re-imagined Margaret Dunn Valleywood (MDV) Collaboration Studio in Q1 2023, the Library is proposing the creation of a new full-time position responsible for the delivery of maker programs and support to the public in the use of maker and media technologies. Funding for this position may also allow the Library to respond to demands for additional hours of operation or after-hour programming. Once fully onboarded, the Coordinator may also be available to deliver occasional programming at the Humber River Centre in Bolton.

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

The Library currently has no staff dedicated wholly to the provision and support of maker and media technologies. Instead, this responsibility is shared across many existing roles, testing staff workloads and reducing employee effectiveness. The MDV Branch is currently open 5 days per week for a total of 35 hours.

A similar position is requested as part of the Service Level Change prompted by the upcoming relocation of the Caledon East Branch.

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

The opening of two maker spaces at CPL locations in 2023, will result in significant demand for relevant customer service and assistance. A lack of investment in this area will further stretch the Library's organizational capacity and limit the impact of, and access to, these much-anticipated new spaces and technologies. Lack of committed and fully trained staff with the necessary expertise will also negatively impact customer satisfaction and eliminate any likelihood of extending studio hours or supporting the Humber River Centre innovation hub.

#### IV. Recommendation - Proposed Service Level Impact

The proposed investment aligns with the Board's strategic priorities to "develop maker, innovation and creativity spaces", to "enhance efforts to bridge the digital divide by investing in technologies for exploration, learning, connection and creativity", and to "ensure the Library has the staff capacity to meet the needs of a growing Caledon". The creation of this new role is instrumental in realizing CPL's mission to "empower community connections, spark innovation and creativity, and energize the transfer of knowledge" while ensuring that visitors to the MDV Collaboration Studio are able to make full use of all that the facility has to offer.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						67,857	6,900	90,293
<b>Total Tax Impact</b>						74,757		
<b>Expenditures</b>								
Salaries and Benefits	1			51,263	15,379	66,641		88,855
New Staff Furnishings							2,500	
New Staff Technology							4,400	
Training/Development/Seminars						666		888
Software Licence Subscription						550		550



**UNDER REVIEW****TOWN OF CALEDON****Change in Service Level**

<b>Request</b>	2023-032 Coordinator, Maker and Emerging Technologies			
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services	
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023	
<b>Expenditures</b>	<b>Total</b>	1	67,857	90,293

**Operating Impact**

<b>FTE FT</b>	<b>FTE PT</b>	<b>Mths</b>	<b>Salary \$</b>	<b>Benefit \$</b>	<b>Re-Ocurring \$</b>	<b>One Time \$</b>	<b>Annualized \$</b>
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**Attributes**

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Director	Colleen Lipp	
Requested By:	Colleen Lipp	
Town Priority	Multiple Priorities	Growth and Continuous Improvement
General Location	Multiple Wards (Please Indicate in Comments)	Ward 2 and Ward 5
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered	Recruitment of a part-time Coordinator or the sharing of one position across both the Margaret Dunn Valleywood and Caledon East maker locations.	Given the anticipated demand for maker and creative services at both locations, it is beneficial to have one dedicated Coordinator at each location.
Implementation Plan	Recruitment to begin in March 2023, with successful candidate in place in April.	

# TOWN OF CALEDON

## Change in Service Level

Request	2023-051 New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator		
Department	Caledon Public Library	Division	Lending Services
Version	Department Submission - Pre	Year	2023

### Description

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

The Caledon Public Library (CPL) is seeking to improve service levels and access to our urban branches in Bolton and Southfields, through the addition of one new full-time position (Branch Librarian), the conversion of an existing part-time position (Coordinator, Public Service) and the addition of casual staff hours (Pages). This investment in staff will ensure a consistent customer experience at both branches and allow for the Library to offer Sunday hours at both locations throughout the summer, in keeping with access to co-located recreation amenities. This recommended staffing level and increased hours of operation is also in alignment with that proposed for the relocated Caledon East Branch.

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

The Albion Bolton and Southfields Village Branches are currently CPL's only full service locations. Both are open to the public seven days a week for much of the year, closing on Sundays during the summer months. Recent data highlights that a similar number of physical items are borrowed from each branch over the course of a month, though the Southfields Village Branch sees far more visitors. With the renovation of the Bolton Branch now complete, it is expected that the number of visits will increase to match Southfields. That being said, the staff complement in Southfields falls well short of that in Bolton and staff are often stretched well beyond capacity, negatively impacting the level of customer service they are able to provide.

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

Since opening in the midst of the pandemic, use of the Southfields Village Branch has exceeded all expectations. Visits to the branch from January to August 2022 account for 59% of all library visits and 2.7 times the total number of visits to the smaller branches. This level of traffic and the use of the space by those of all ages necessitates constant monitoring by staff. A delay in responding to this service need would negatively impact customer experiences as well as the sense of safety and comfort of visitors. Lack of investment may also negatively impact staff morale and engagement, as well as the Library's ability to implement planned strategic priorities. Given the pace of growth, this proposal is both timely and time sensitive.

#### IV. Recommendation - Proposed Service Level Impact

The proposed investment supports the Board's strategic objectives to "ensure the Library has the staff capacity to meet the needs of a growing Caledon" and to "increase hours of operation and branch access". The addition of a new Branch Librarian position and the conversion of a Public Service Coordinator, along with additional branch hours will improve the Library's ability to grow and innovate in response to community growth and provide additional hours of operation in both Southfields and Bolton.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						96,463	4,400	139,441
<b>Total Tax Impact</b>						100,863		
<b>Expenditures</b>								
New Position	1		8	50,288	15,086	65,374		98,062
Conversion of part-time Public Service	1		9	50,261	15,078	65,340		87,120
Conversion to full-time Public Service		-1	9	(31,637)	(4,113)	(35,750)		(47,666)
New Staff Technology							4,400	
Training/Development/Seminars								

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-051 New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator		
Department	Caledon Public Library	Division	Lending Services
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Software Licence Subscription						550		550
<b>Expenditures</b>	<b>Total</b>					<b>95,514</b>	<b>4,400</b>	<b>138,066</b>

#### Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Director	Colleen Lipp	
Requested By:	Colleen Lipp	
Town Priority	Multiple Priorities	
General Location	Multiple Wards (Please Indicate in Comments)	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered	Delay the recruitment of the Branch Librarian until mid-year	Delayed recruitment would negatively impact the timeline for extending Sunday hours of operation into the summer
Implementation Plan	Conversion of existing position and additional casual hours can be quickly implemented. Recruitment of the new position will require support of People Services.	

# Community Services

Annual Budget  
Fiscal Year 2023



### Community Services

#### Department Role

Community Services keeps residents healthy, active and connected in partnership with the community by:

- managing and maintaining community and corporate facility infrastructure; and
- encouraging and promoting active, accessible recreation, parks and leisure opportunities.

#### 2022 Achievements

##### Community Recreation

- Hosted 25 Town-led events including new Celebrate Caledon on Canada Day in partnership with the Toronto and Region Conservation Authority, and supported 60 community events
- Enhanced community programs and hub model through partnerships with Caledon Community Services, Peel District School Board, and other service-based agencies
- Processed over 5,000 memberships and currently managing over 47,577 active clients, with a 34.5% growth rate per year
- Successfully obtained various grant funds, including Swim to Survive, Celebrate Canada, and ParticipACTION totaling \$37,500
- Launched the Caledon Events Advisory Team, a client focused process that streamlines required permits and approvals for community event planners

##### Community Facilities

- Expanded the Rotary Place with connection to Caledon Centre for Recreation & Wellness (CCRW)
- Opened the new Di Gregorio Bocce Facility in Bolton
- Completed necessary structural repairs to re-open Inglewood Community Centre
- Significant upgrades at the Albion Bolton Community Complex including LED lighting retrofits, library renovation, arena flooring and tractor room access
- Initiated preliminary planning, design and site layouts for the future Mayfield West 2 community centre and the planned expansion to Mayfield Recreation Complex
- Rolled out the free feminine hygiene dispensing program at parks and facilities

##### Corporate Facilities

- Enhanced civic campus and executed expansion of Caledon East Community Centre
- Implemented a series of renovations, alterations and new facility construction through the Sustainable Energy, Roof and Asphalt Replacement Programs
- Implemented the Yard Strategic Growth Plan including Yard 2 expansion and Yard 4 purchase of land
- Established energy use savings plan, sustainable technology initiatives such as electric vehicle (EV) charging stations, building retrofits and technologies at facilities
- Completed additions at the Alton, Palgrave and Mono Mills fire stations
- Completed design and started construction for the Humber River Centre

## 2023 Business Plans

### Parks and Open Spaces

- Parks Plan outlining the design of future parks, replacements and park upgrades approved along with the Parkland Dedication By-law
- Installed outdoor fitness equipment at North Hill Park improving access to equipment, particularly for seniors
- Completed new park within Caledon East (Villas Park) providing play structures for multiple age groups, a full-size basketball court, seating areas and open space for play
- Upgraded John Clarkson Park ice skating loop with chiller to extend the skating season

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	<p>1.3 Develop a Parks and Recreation Strategic Plan</p> <p>1.4 Continue preliminary planning of Mayfield West 2 community centre and Mayfield Recreation Complex expansion</p> <p>1.5 Engage in design/renovation of:</p> <ul style="list-style-type: none"> <li>• Operations Yards 2 &amp; 3</li> <li>• Caledon East Community Centre expansion</li> <li>• Three fire stations</li> </ul> <p>1.6 Engage in design/build of:</p> <ul style="list-style-type: none"> <li>• Caledon East Outdoor Active Recreation Park</li> <li>• Emil Kolb Baseball Diamonds</li> <li>• Mayfield West Leash Free Dog Park</li> <li>• Seating, structures and washrooms at various parks</li> </ul> <p>1.7 Begin operations for new:</p> <ul style="list-style-type: none"> <li>• Humber River Centre</li> <li>• Mayfield Turf and Dom</li> </ul> <p>1.8 Continue CCRW HVAC replacement program</p>	<p>Increase percentage of residents using recreation services</p> <p>Increase percentage of recreation participants that report feeling healthier</p>

## 2023 Business Plans

<b>3. LEGISLATIVE REQUIREMENT</b>	3.1 Assess and modify facilities to ensure barrier free, inclusive and meet Accessibility for Ontarians with Disabilities Act (AODA) compliance	Increase percentage of total facilities that are AODA compliant
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**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - COMMUNITY SERVICES**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget (C) = (A)+(B)	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$7,621,635)		(\$7,621,635)		(\$4,009)			(\$69,597)	\$1,376	\$5,227	\$60,000	(\$7,628,638)
Expenses	\$17,732,315	(\$61,425)	\$17,670,890	\$9,342	\$740,822	\$164,671		\$216,274	\$73,487		\$302,111	\$19,177,597
Net Exp./ (Rev.)	\$10,110,680	(\$61,425)	\$10,049,255	\$9,342	\$736,813	\$164,671	\$0	\$146,677	\$74,863	\$5,227	\$362,111	\$11,548,959

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
	(\$10,000)	(\$103,350)	(\$113,350)	(\$7,741,988)	
(\$46,400)			(\$46,400)	\$19,131,197	
(\$46,400)	(\$10,000)	(\$103,350)	(\$159,750)	\$11,389,209	
Tax Increase/(Decrease) compared to "base budget" (C)				\$1,339,954	
% Increase/(Decrease)				13.3%	



**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME **COMMUNITY SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1** **\$10,049,255**

**D - Mandatory Increases due to new or changes in existing legislation** **\$9,342**

Wages and Benefits - 2023 Minimum Wage Impact \$9,342

**E - Increases in employee compensation (existing staff)** **\$736,813**

Salaries and Benefits - Increases related to COLA, Grade and Grid moves \$736,813

**F - Annualization of New Staff approved in the 2022 Budget** **\$164,671**

Event and Community Development PFT Positions - Cisl 2022-005 \$27,566

Specialty Inclusion Programmer - Cisl 2022-018 \$53,592

Supervisor Off Campus Facilities - Cisl 2022-031 \$83,513

**G - Annualization of Services approved in the 2022 Budget** **\$0**

**H - Inflationary Adjustments** **\$146,677**

Contracted Services, maintenance and repairs for corporate facilities \$68,087

Insurance for recreational facility \$45,133

Other programming operational expenses \$16,600

Insurance for corporate facility \$16,542

Contracted Services, maintenance and repairs for recreation facilities \$14,336

Other administrative operational expenses \$3,249

**APPENDIX 2 - UNAVOIDABLE**

Net OPP recoveries from Region of Peel	(\$17,270)

**I - Increases/(Decreases) for Utilities****\$74,863**

Natural Gas	\$97,738
Electricity	(\$23,475)
Water	\$600

**J - Revenue (Increases)/Decreases****\$5,227**

Increase capital project recoveries relating to staff involvement	(\$2,473)
Discontinue sport insurance program	\$12,600
Proposed new leases less expiration	(\$900)
Estimated increased to pool rental revenues	(\$10,000)
Estimated declines to Childminding revenues	\$6,000

**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$362,111**

Phase-in of Debt Repayment of Capital Project for Works Yard 1 and 2 Strategic Growth Plan - Capital Project 20-033	\$295,059
Unavoidable op impact from Capital Project 17-071 Rotary Place Expansion	\$103,940
Unavoidable operating impact from Staff Report 2022-189 Provide free menstrual	\$36,000
Unavoidable costs for Proposed acquisition of land by the municipality – Supporting Community Recreation and Economic Development, Ward 1 - Confidential Report 2022-0307	\$15,100
Unavoidable operating impact from capital project 21-006 Bolton OPP Satellite Office	\$12,512
Operating Impact of Capital Assets for Vehicle for Supervisor Off Campus Facilities - Capital Project 22-101 (expected completion Q4-2022)	\$9,500
Operating Impact of Capital Projects - Artificial Turf & Dome - Mayfield - Capital Project 22-036	(\$30,000)
Removal of one-time furniture/fixture costs resulting from 2022 Change in Service	(\$80,000)

**Net Unavoidable Increases/(Decreases)**

\$1,499,704

**L Adjusted Base Budget for COMMUNITY SERVICES****\$11,548,959**

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME **COMMUNITY SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) -** *see appendix 2* **\$11,548,959**

**M - Service Delivery Efficiencies** **(\$46,400)**

Discontinue of rental insurance program (\$12,600)

Palgrave Community Centre (\$28,800)

OPP facilities operations and grant (\$5,000)

**N - New Fees/Revenues** **(\$10,000)**

Anticipated rent resulting from OPP building addition (\$10,000)

**O - Fee Rate Increases** **(\$103,350)**

Inflationary adjustments for program revenues (\$21,531)

Inflationary adjustments for rental revenues (\$81,819)

**P - Total Recommended Reductions** **(\$159,750)**

**Q 2023 Budget to be presented to Council for COMMUNITY SERVICES** **\$11,389,209**

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2023 OPERATING BUDGET

#### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME	COMMUNITY SERVICES			
ITEM		2023 Net Cost/ (Revenue)	# of Staff	One-time, Part Year, Annual
PROPOSED FUNDED CHANGES IN SERVICE LEVELS				
2023-049 Caledon East Community Centre Phase 4 Operating Budget Annual operating costs for CECC phase 4 expansion, which is expected to be completed in 2023.		\$754,540	13.0	Part Year
2023-050 Mayfield Artificial Turf and Dome Annual operating costs for the facility.		\$132,525	0.0	Part Year
2023-054 Fitness Floor Staff Conversation Converting casual wages into one full-time Fitness Lead position.		\$16,876	1.0	Part Year
2023-055 Humber River Centre Operating Budget Annual operating costs for the facility and Economic Development programming.		\$159,088	3.0	Part Year
2023-057 Increase recreation operations staffing budget Increase part-time maintenance staffing levels and hours across Town's recreation		\$0	0.0	One-time
2023-059 Program Staff Certification Initiative To create a Program Staff Certification Initiative Program with the goal to supporting, attracting and retaining qualified and and quality staff.		\$1,500	N/A	Part Year
2023-063 Landscape Architect, Development To support the function of implementation of Parks Plan, Parkland Conveyance By-law, Trails Master Plan and review of development applications that include or impact parks or open spaces.		\$77,002	1.0	Part Year
TOTAL URGENT CHANGES IN SERVICE LEVELS		\$1,141,531		
ITEM		2023 Net Cost/ (Revenue)	# of Staff	One-time, Part Year, Annual
PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS				
TOTAL OTHER CHANGES IN SERVICE LEVELS		\$0		
GRAND TOTAL		\$1,141,531		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-049 Caledon East Community Centre Phase 4 Operating Budget Request		
<b>Department</b>	Community Services	<b>Division</b>	Building & Support Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

### Description

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

Caledon East Community Centre (CECC) expansion Phases 3 & 4 combined was approved as a term of Council capital project in 2020.

This request relates to the estimated annual operating budget impact of the full proposed CECC expansion (Phase 4) which will be completed in 2023. The Phase 3 operating budget has already been approved.

Please refer to the attached memo for additional information regarding the change in service level request.

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

With the completion of the renovation of the complex side of the facility in Fall 2020 this revised expansion plan includes a fitness centre, aerobics space, gymnasium, walking track, swimming pool, library and expanded common areas and administration space.

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

This is a term of Council project with funding approved. If funding to support the operating costs are not approved, direct service levels at CECC will be impacted and the facility will not be able to operating as designed and built.

As currently planned, there will be no library services in Caledon East during July and August months. If the opening of CECC is delayed then there potentially be no public library service to community in the interim.

#### IV. Recommendation - Proposed Service Level Impact

This proposed project and related operating costs include additional amenities to the facility such as a walking track, fitness centre, gymnasium, swimming pool, along with new program space and a library. It is recommended this request is approved to staff the new amenities to allow them to open to the public.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						756,540	-	2,038,822
<b>Total Tax Impact</b>						756,540		
<b>Expenditures</b>								
Salaries-Permanent	2							
Salaries-Permanent	5							
Salaries-Permanent	4							
Wages-CUPE	2							
Service Caledon						126,061		378,184

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-049 Caledon East Community Centre Phase 4 Operating Budget Request		
Department	Community Services	Division	Building & Support Services
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Library						333,562		769,885
Parks						30,983		92,950
Programs						129,850		389,551
Operations						136,084		408,252
<b>Expenditures</b>								
<b>Total</b>	<b>13</b>					<b>756,540</b>		<b>2,038,822</b>

#### Attributes

Attribute	Value	Comment
Department	003 Community Services	
Division	145 Building & Support Services	
Director	Heather Savage	
Requested By:	Tom Darlow	
Town Priority	Growth	
General Location	Ward 3	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Memorandum

Date: November 2022

To: Members of Council

From: Community Services and Library

Subject: Additional Information relating to Change in Service Level 2023-049 Caledon East Community Centre Expansion Phase 4

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2022-007 Caledon East Community Centre Expansion Phase 4

## Description

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

Caledon East Community Centre (CECC) expansion Phases 3 and 4 combined was approved as a term of Council capital project in 2020. This request relates to the estimated annual operating budget impact of the full proposed CECC expansion (phase 4) . The Phase 3 operating budget was approved to be phased in over a three year period starting in 2020. This is the final request for the staff and operational costs for Phase 4 of the project. Staff proposed this Change in Service Level request be unfunded in 2022 and to start the phase in as part of the 2023 budget once the pandemic has ended.

These impacts include increased casual staffing costs, the conversion of 2 Temporary Full-Time positions to 2 Full Time Operators, 1 Temporary Full-Time position, 1 new Fitness Programmer, 1 new Aquatic Programmer, 1 new Aquatic Lead, 1 Specialty Programmer increased utilities, operating expenditures and estimated program and user group revenue. With this expansion, the (2) seasonal Temporary Full-Time positions would be converted to (2) Full-Time Operators to help maintain and operate the additional square footage added to this busy facility. The Fitness Programmer, Aquatic Programmer and Specialty Programmer would be responsible for their respective components and programming within this expansion, including fitness centre, gymnasium, track, pool, fitness studio, multipurpose room and youth space.

Expansion of programs and services at Caledon Community Complex will require equal expansion of the customer service support for both full time and casual staff. The increased hours of operations and demands of a large multi-purpose facility require the addition of 1 full time Customer Service Administrator and 1 full time Customer Service Coordinator, modeling after the Bolton and Mayfield families of buildings, of comparable size and services. This positions the team to increase the service

level to be consistent with the Caledon Centre for Recreation and Wellness and Southfields Community Centre.

The facility expansion also includes the relocation of the Caledon East Library Branch from its current location in the R.F.Hall Catholic Secondary School. This will result in the availability of a full-service public library branch to be open to the public seven days per week. Anticipated costs are somewhat offset by the existing staffing levels (Part-time Public Service Coordinators scheduled for a total of 48 hours per week) and related budget and the elimination of \$48,000 in rent paid annually to the Dufferin Peel Catholic District School Board. New staffing requirements include 1 Full-Time Management positions, 4 Full-Time Coordinator Positions, 3 additional part-time staff, 4 additional casual staff and an increase in the scheduled hours for existing part-time staff. This staff complement is informed by the demand for services and level of activity at the Southfields Village and Albion Bolton branches. Additional operating investments support the transfer of lease costs to Community Services and expenses in support of enhanced program offerings, availability of maker technologies and public access to connectivity.

## **II. Background – Current Service Level (Describe the existing level of service provided)**

Complementing the renovation of the complex side of the facility in Fall 2020, this revised expansion plan is to include a fitness centre, fitness studio, gymnasium, walking track, multipurpose room, swimming pool, youth space, library and expanded common areas and administration space, as well as enhanced food services.

Restricted service levels are currently in place at the shared school library/public branch. With only limited public library staff on site, service to the public is often dependent on the support of school staff and public use of facility is hindered by amount of space dedicated to student needs.

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

This is a term of Council project with funding approved. If funding to support the operating costs are not approved, service levels will be impacted and ultimately, cancelled.

Inadequate staffing resources would result in a decrease in service delivery (programs and customer services) and/or a reduction of operational hours.

A reduction in programs and rental opportunities impacts revenue, as well as dissatisfaction of customers due to a lack of support and inconsistent service delivery with other facilities.

The library lease at Robert F. Hall ends at the start of summer, if the operating budget is not in place the Library will not be able to offer services in the Caledon East area.



#### IV. Recommendation – Proposed Service Level Impact

This proposed project and related operating costs include additional amenities to the facility that include a walking track, fitness centre, fitness studio, gymnasium, swimming pool, multipurpose room, youth space, library with maker space, and a cafe.

#### Implementation Plan

The expansion initiated in 2020 and is expected to be completed by Summer 2023. . One-time costs related to furniture and I.T requirements for the new staff will be funded from the phased-in operating budget via the tax-funded operating contingency reserve.

#### Financial Implications

### Proposed CECC Expansion - Phase 4 Operating Impact Budget - Change in Service Levels 2023-049

	Annualized Budget	2023 Budget (Prorated for est. September 2023 Opening
<b>OPERATIONS</b>		
01-08-465-73020-430-61520 Wages-Casual Temporary	\$35,000	\$11,667
01-08-465-73020-430-61523 Benefits-Casual Temporary	\$3,500	\$1,167
01-08-465-73020-430-61540 Wages-CUPE	\$55,481	\$18,494
01-08-465-73020-430-61520 Benefits-CUPE (net increase)	\$16,644	\$5,548
01-08-115-40010-365-62310 Training	\$1,000	\$333
01-08-465-73020-430-62014 Uniforms/Protective Clothing	\$950	\$317
01-08-465-73020-430-62018 Operating Supplies	\$10,000	\$3,333
01-08-465-73020-430-62114 Small Equipment Repair / Purchase	\$16,677	\$5,559
01-08-465-73020-430-62215 Natural Gas	\$30,000	\$10,000
01-08-465-73020-430-62335 Contracted Services	\$100,000	\$33,333
01-08-465-75500-430-62017 Caretaking Supplies	\$12,000	\$4,000
01-08-465-73020-430-62216 Electricity	\$90,000	\$30,000
01-08-465-73020-430-62112 Maintenance & Repairs-Building	\$18,000	\$6,000
01-08-465-75500-430-62217 Water/Waste Water	\$14,000	\$4,667
01-08-465-75500-430-62312 Insurance	\$5,000	\$1,667

<b>Total Operations - Annualized</b>	<b>\$408,252</b>	<b>\$136,084</b>
<b>PARKS</b>		
01-08-385-71020-365-61540 Wages-CUPE	\$68,348	\$22,783
01-08-385-71020-430-61520 Benefits-CUPE (net increase)	\$8,202	\$2,734
01-08-385-71020-365-62316 Equipment Rental	\$14,000	\$4,667
01-08-385-71020-430-62014 Uniforms/Protective Clothing	\$800	\$267
01-08-385-71020-365-62358 Materials	\$600	\$200
01-08-385-71020-365-62310 Training	\$1,000	\$333
<b>Total Parks - Annualized</b>	<b>\$92,950</b>	<b>\$30,983</b>
<b>PROGRAMS</b>		
01-08-445-77700-430-50060 Auditorium/Room Rentals	(\$10,000)	(\$3,333)
01-08-455-75500-430-50010 Snack Bar Sales	\$0	\$0
01-08-455-75200-430-50090 Swimming Lessons	(\$120,000)	(\$40,000)
01-08-455-75200-430-50160 Memberships	(\$13,500)	(\$4,500)
01-08-455-75200-430-50180 Pay as you go	(\$12,000)	(\$4,000)
01-08-455-75200-430-50243 Special Programs	(\$9,000)	(\$3,000)
01-08-445-77700-430-50655 Lease Revenue	(\$21)	(\$7)
01-08-455-75200-430-61510 Salaries - Permanent	\$180,233	\$60,078
01-08-455-75200-430-61510 Salaries - Permanent	\$69,433	\$23,144
01-08-455-75200-430-61513 Benefits - Permanent	\$54,070	\$18,023
01-08-455-75400-430-61513 Benefits - Permanent	\$20,021	\$6,674
01-08-455-75200-430-61520 Wages-Casual Temporary	\$135,000	\$45,000
01-08-455-75200-430-61523 Benefits-Casual Temporary	\$16,200	\$5,400
01-08-115-40010-365-62310 Training	\$4,000	\$1,333
01-08-455-75400-430-62014 Uniforms Protective Clothing	\$2,665	\$888
01-08-455-75200-430-62018 Operating Supplies	\$33,000	\$11,000
01-08-455-75200-430-62021 Program Supplies	\$25,000	\$8,333
01-08-455-75400-430-62396 Mobile communications	\$2,400	\$800
01-08-455-75500-430-62021 Program Supplies	\$3,000	\$1,000
01-08-455-75200-430-62014 Uniforms/Protective Clothing	\$6,000	\$2,000
01-08-455-75500-430-62314 Mileage	\$450	\$150
01-08-455-75500-430-62397 Telephone	\$1,500	\$500
01-08-455-75500-430-62554 IT	\$1,100	\$367
<b>Total Programs - Annualized</b>	<b>\$389,551</b>	<b>\$129,850</b>

SERVICE CALEDON		
01-05-205-47035-430-61520 Wages-Casual Temporary	\$152,240	\$50,747
01-05-205-47035-430-61523 Benefits-Casual Temporary	\$18,268	\$6,089
01-05-205-47035-430-61510 Training	\$98,500	\$32,833
01-05-205-47035-430-61510 Salaries - Permanent	\$77,991	\$25,997
01-05-205-47035-430-61513 Benefits - Permanent	\$29,550	\$9,850
01-05-205-47035-365-62014 Uniforms/Protective Clothing	\$1,635	\$545
<b>Total Service Caledon - Annualized</b>	<b>\$378,184</b>	<b>\$126,061</b>
CONCESSIONS - under facility operations		
01-08-465-75300-430-61520 Wages-Casual Temporary	\$0	\$0
01-08-465-75300-430-61520 Benefits-Casual Temporary	\$0	\$0
01-08-455-75500-430-62023 Concession Purchases	\$0	\$0
<b>Total Concessions - Annualized</b>	<b>\$0</b>	<b>\$0</b>
LIBRARY		
01-07-365-41010-435-61510 Salaries - Permanent	\$365,288	\$160,083
01-07-365-41010-435-61513 Benefits - Permanent	\$109,586	\$48,025
01-07-365-41010-435-61520 Wages-Casual Temporary	\$198,267	\$82,611
01-07-365-41010-435-61523 Benefits-Casual Temporary	\$23,792	\$9,913
01-07-365-41010-435-62018 Operating Supplies	\$2,000	\$833
01-07-365-40010-365-62310 Training	\$6,969	\$1,253
01-07-365-41010-435-62312 Insurance	\$2,000	\$1,000
01-07-365-41010-435-62321 Rental-Facility	\$66,983	\$27,910
01-07-365-41010-435-62321 Rental-Facility	(\$48,000)	(\$24,000)
01-07-365-41010-435-62335 Contracted Services	\$1,000	\$417
01-07-365-41025-365-62018 Operating Supplies	\$5,000	\$2,083
01-07-365-41025-365-62305 Computer Services	\$6,000	\$3,000
01-07-365-41025-365-62335 Contracted Services	\$6,400	\$3,200
01-07-365-41025-365-62396 Mobile Phones / Pagers	\$1,000	\$600
01-07-365-41025-365-62397 Telephone	\$3,600	\$1,800
01-07-365-41025-365-62304 Automation	\$11,000	\$11,000
01-07-365-41025-365-63037 Software License Subscriptions	\$5,000	\$2,500
01-07-365-41015-365-62414 Special Programs	\$2,000	\$667
01-07-365-41030-365-62414 Special Programs	\$2,000	\$667
<b>Total Library - Annualized</b>	<b>\$769,885</b>	<b>\$333,562</b>
<b>TOTAL OPERATING BUDGET</b>	<b>\$2,038,822</b>	<b>\$756,541</b>

## TOWN OF CALEDON

## Change in Service Level

Request	2023-050 Mayfield Artificial Turf and Dome		
Department	Community Services	Division	Facilities & Operations
Version	Department Submission - Pre	Year	2023

## Description

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

In 2022 Council approved the construction of a turf and dome in partnership with Peel District School Board (PDSB), located at Mayfield High School.

The request has a net budget impact spread over two years: \$132,525 in 2023 and \$377,500 in 2024.

Please refer to the attached memo for additional information regarding this change in service level request.

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

The Town, along with PDSB successfully operate an artificial turf field at Humberview Secondary School but the Mayfield location will be the Town of Caledon's first seasonally domed facility. Our Team is finalizing the joint operating agreement that will highlight the School Board's and Town's responsibilities in operating the year-round turf and seasonal dome amenity. We will collaborate effectively to operate, maintain and utilize this space so that the school and community can enjoy this new and improved service level that would accommodate year-round activities like soccer, football, rugby, lacrosse and other possible activities for the community to enjoy.

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

This request is necessary to fund the Town of Caledon's operating commitments for the facility.

The Town paid 40% of the capital costs, 50% of the turf operating and 100% of the dome operating costs with the opportunity to recover the costs through user fees which is estimated at \$60,000 per year. The PDSB pays 60% of the capital cost 50% of the turf operating costs.

The risk is that based on the 2022 approved operating costs the dome can be installed once construction is complete (late 2023) but there will not be enough funds to remove the dome once the warmer weather arrives. The dome, if used for an average of 6 months per year, can last up to fifteen years if maintained properly. At which point a permanent indoor field space will be constructed in Caledon.

**IV. Recommendation - Proposed Service Level Impact**

Staff recommends that council approves \$132,525 funding for the 2023 operation of the site and the full annualized funding of \$377,500 be approved for 2024.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						132,525	-	377,501
<b>Total Tax Impact</b>						132,525		
<b>Expenditures</b>								
Wages-Casual Temporary		1	4	17,767	2,132	19,899		59,696
Wages-CUPE		1	5	25,204	8,257	33,460		80,305
Contracted Svcs, Maint. & Repairs						70,000		195,000
Uniforms/Protective Clothing						833		2,500
Electricity, Natural Gas						28,333		100,000

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-050 Mayfield Artificial Turf and Dome			
<b>Department</b>	Community Services	<b>Division</b>	Facilities & Operations	
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023	
<b>Expenditures</b>	<b>Total</b>	2	152,525	437,501

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Rentals						(20,000)		(60,000)
<b>Funding</b>	<b>Total</b>					(20,000)		(60,000)

#### Attributes

Attribute	Value	Comment
Department	003 Community Services	
Division	465 Facilities & Operations	
Director	Heather Savage	
Requested By:	Sean Dunbar	
Town Priority	Growth	
General Location	Ward 3	
Is there related capital	Yes	22-036 Artificial Turf and Dome - Mayfield
Partnerships exist? Please explain	Yes	Field is to be co-operated with the Peel School Board and costs shared
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Memorandum

Date: November 2022

To: Members of Council

From: Community Services

Subject: Additional Information relating to Change in Service Level 2023-050 Mayfield Artificial Turf and Dome

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2023-050 Mayfield Artificial Turf and Dome.

## Description

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

In 2022 Council approved the construction of a turf and dome in partnership with Peel District School Board (PDSB), located at Mayfield High School. Construction will be complete by the end of 2023. This will be the Town's second turf field in inventory but the first dome in Caledon. The other turf field is located at Humberview High School and is also in partnership with PDSB.

This facility will service the Caledon community and Mayfield High School students with an amenity that would support a variety of year-round and seasonal sports such as soccer, football, track, rugby, lacrosse, etc. The construction of this dome means sport groups no longer have to travel outside of the Caledon border to train and play year-round and will not be subjected to non-resident rates which are up to three times the average hourly rental rate.

Staff recently worked with a consultant to develop a facility fit plan for the community centre lands in Mayfield West 2 and determined space is limited and can't accommodate all needs within the community, specifically an indoor turf. Instead, an indoor field is proposed for the sixth phase of the Johnston Sports Park complex, but this will be beyond the ten-year horizon. The opportunity to partner and cost share with the school board comes at a time when the need for indoor field space is increasing and future capital projects are either experiencing competing needs or are based on a long-term plan.

The request has a net budget impact spread over two years: \$132,525 in 2023 and \$377,500 in 2024.

## **II. Background – Current Service Level (Describe the existing level of service provided)**

The Town, along with PDSB successfully operate an artificial turf field at Humberview Secondary School but the Mayfield location will be the Town of Caledon's first seasonally domed facility. Our Team is finalizing the joint operating agreement that will highlight the School Board's and Town's responsibilities in operating the year-round turf and seasonal dome amenity. We will collaborate effectively to operate, maintain and utilize this space so that the school and community can enjoy this new and improved service level that would accommodate year-round activities like soccer, football, rugby, lacrosse and other possible activities for the community to enjoy.

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

This request is necessary to fund the Town of Caledon's operating commitments for the facility.

The Town paid 40% of the capital costs, 50% of the turf operating and 100% of the dome operating costs with the opportunity to recover the costs through user fees which is estimated at \$60,000 per year. The PDSB pays 60% of the capital cost 50% of the turf operating costs.

The risk is that based on the 2022 approved operating costs the dome can be installed once construction is complete (late 2023) but there will not be enough funds to remove the dome once the warmer weather arrives. The dome, if used for an average of 6 months per year, can last up to fifteen years if maintained properly. At which point a permanent indoor field space will be constructed in Caledon.

## **IV. Recommendation – Proposed Service Level Impact**

Staff recommends that council approves \$132,525 funding for the 2023 operation of the site and the full annualized funding of \$377,500 be approved for 2024.

# TOWN OF CALEDON

## Change in Service Level

Request	2023-054 Fitness Floor Staff Conversion		
Department	Community Services	Division	Programs & Community Develop
Version	Department Submission - Pre	Year	2023

### Description

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

Recruiting qualified fitness staff to work part time hours is a challenge and has a direct impact on services/programs. The conversion of casual wages to a permanent full-time position will significantly assist with the shortage by providing FT benefits and hours and therefore require less staff to cover operational hours. Recruitment for a full time position is more appealing and will draw in more qualified personnel, who are more likely to remain with the Town in a full time capacity. This is further compressed by the residual effects of the pandemic.

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

The fitness staff shortage has been felt by private clubs and municipalities, nationally. Caledon, despite an increase in demand, fitness services have decreased, including: limited services to school groups, lack of personal training (PT) and a decrease in fitness class opportunities. There are several factors that contribute to the current staffing shortage, including the insecurity of the positions due to the recent pandemic. Further, bordering municipalities have competitive wages, and many industry professionals have greater earning potential in the private sector.

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

Continuation of the current situation puts the town at risk of future service cuts and missed revenue opportunities due to lack of staffing. Service impacts will continue to include an increased number of cancellations of registered, single visit classes, personal training and further disruption to service levels. There is community interest in additional fitness programs, however growth and expansion are limited to staff availability.

#### IV. Recommendation - Proposed Service Level Impact

One Full-Time Fitness Lead Position: Converting current casual wages into one full-time position will assist in recruiting and retaining long-term fitness staff. The positions' hours and locations will be flexible and based on programming needs. Full time staff will improve attrition and sustainability of programs as we experience significant growth in the community.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						16,876	-	52,873
<b>Total Tax Impact</b>						16,876		
<b>Expenditures</b>								
Salaries-Permanent	1		6	27,690	8,307	35,997		71,994
Wages-Casual Temporary		-1	12	(17,295)	(2,075)	(19,371)		(19,371)
Uniforms/Protective Clothing						250		250
<b>Expenditures Total</b>	<b>1</b>	<b>-1</b>				<b>16,876</b>		<b>52,873</b>



UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-054 Fitness Floor Staff Conversion		
Department	Community Services	Division	Programs & Community Develop
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	003 Community Services	
Division	455 Programs & Community Develop	
Director	Heather Savage	
Requested By:	Jessica Stovin	
Town Priority	Multiple Priorities	Continuous Improvement and Growth
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Permanent Part Time Position	
Implementation Plan	Recruitment Q2 2023	

# TOWN OF CALEDON

## Change in Service Level

Request	2023-055 Humber River Centre Operations		
Department	Community Services	Division	Capital Project & Prprty Mgmt
Version	Department Submission - Pre	Year	2023

### Description

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

Council approved in 2021 the renovation of the Old Bolton Fire Station as an Innovation Hub to support business and economic development in the Bolton area as well as all of Caledon. The new facility was named the Humber River Centre. This level of service request is to provide the operational budget and staff to operate the new facility.

Please refer to the attached memo for additional information regarding the change in service level request.

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

The building was left vacant with the Fire Services move. Corporate Facilities currently operates the building, mainly as a vacant facility, with budget only for minimum utilities, insurance and basic upkeeping. Operational budget and staffing is sufficient for basic maintenance only.

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

There is currently no approved operating budget to maintain an occupied fully programmed facility. This budget request is to support the new facility for maintenance, economic development programming as well as higher costs due to the usage of the facility.

#### IV. Recommendation - Proposed Service Level Impact

The proposal is to provide Programming and Operations staff to run and maintain the building as well as provide the operational costs to support the building.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						145,208	13,800	545,548
<b>Total Tax Impact</b>						159,008		
<b>Expenditures</b>								
Salaries-Permanent	1	1						
Wages-Casual Temporary		1						
Salaries-Permanent	2	1						
Contribution to Reserves								
Contribution to Reserves						8,171		49,024

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-055 Humber River Centre Operations		
Department	Community Services	Division	Capital Project & Prprty Mgmt
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Contribution to Reserves						38,193		229,158
<b>Expenditures</b>	<b>Total</b>					<b>46,364</b>		<b>278,182</b>

#### Attributes

Attribute	Value	Comment
Department	003 Community Services	
Division	155 Capital Project & Prprty Mgmt	
Director	Heather Savage	
Requested By:	Tom Darlow	
Town Priority	Multiple Priorities	
General Location	Ward 5	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Memorandum

Date: November 2022

To: Members of Council

From: Community Services, Customer Service and Communications

Subject: Additional Information relating to Change in Service Level 2023-055 Humber River Centre

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2024-055 Humber River Centre

## Description

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

The Humber River Centre construction project was approved by Council in 2021. This request relates to the estimated annual operating budget impact of the Humber River Centre.

The Humber River Centre is going to be a multi-use economic hub for Bolton and surrounding communities. This building is being repurposed from the old Bolton Fire Station, there will be room for innovation as well as a start up location for start ups ventures. The building will include collaboration space, makers space, large indoor gathering space for a farmers' market, rentable office space as well as public washrooms. The design allows for the building to be used by many different users, the space is also designed so events and uses can flow out into the surrounding property when the weather is conducive.

These impacts include increased casual staffing costs for Parks Operations, Customer Service & Communications and Community Services to adequately staff the building and provide programming and events for the community. The following positions are required to fully service the facility through programs, rentals, events and maintenance: Economic Developer, Facility Maintenance I and II, and a casual Programmer. Opportunities exist to exploring partnerships with local businesses to potentially offset staffing costs.

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

There are no staff attributed to this facility, and only basic costs for the operation of the facility (gas, electricity, insurance, basic upkeep). There is no current funding to program the building, operate and maintain the building or support the economic development goals of the facility.

The Town does not yet operate a facility of this type, with these offerings. Presently, the Manager, Economic Development is initiating discussions, program and service planning, with prospective partners and contracted service providers as an additional duty. To ensure that the launch of the Humber River Centre in 2023 sets a tone of high quality programs, activations and services outlined in the Bolton Downtown Revitalization Plan, the Centre must have support from a dedicated resource who can develop the programs, develop the schedule of offerings, and begin building relationships with stakeholders.

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

This is a term of Council project with approved capital funding. If the Humber River Centre is not adequately resourced operationally, a number of recommendations and deliverables in the Bolton Downtown Revitalization Plan will not be implemented such as; relocation of the farmers market and year-round artisan markets, entrepreneurship programs, workshops, buskers, pop-up markets, co-working space, arts exhibitions, cultural performances, and more.

### **IV. Recommendation – Proposed Service Level Impact**

This proposed project and related operating costs include staffing to operate a vibrant program, will resource the Humber River Centre with the support it needs to launch as intended, with a full roster of its expected programs and services. While this proposed project will operate specifically out of the Humber River Centre, the programs, services and workshops are also expected to have town-wide scalability including public art, buskers, and pop-up market support and organization.

## **Implementation Plan**

The Humber River Centre is due to be operational in the third quarter of 2023, to ensure the staff are in place prior to the opening, to best plan for the opening, it's recommended that this increase in service level be approved by March 2023. The operation of the Humber River Centre is guided by the Bolton Downtown Revitalization Plan's deliverables established by Council, outlined in Bolton Section 9 "Re-open the Fire Station as the 'FireHub' and Section 10 "Promote Downtown Bolton as a shopper, visitor, and investment destination".

## Financial Implications

### Proposed HRC Expansion - Operating Impact Budget Change in Service Levels 2023-055

#### ECONOMIC DEVELOPMENT

Economic Developer		
Salaries-Permanent	01-03-235-45020-365-61510	\$91,183
Benefits-Permanent	01-03-235-45020-365-61513	\$27,355
New Staff Technology	01-03-235-45020-365-62303	\$4,400
Furniture	01-03-235-45020-365-62378	\$2,500
Phone	01-03-235-45020-365-62396	\$500
Software	01-03-235-45020-365-63037	\$550
Part Time Programmer/Monitor		
Wages-Casual	01-03-235-45020-365-61520	\$72,846
Benefits-Casual	01-03-235-45020-365-61523	\$8,742
New Staff Technology	01-03-235-45020-365-62303	\$4,400
Furniture	01-03-235-45020-365-62378	\$2,500
Phone	01-03-235-45020-365-62396	\$500
Software	01-03-235-45020-365-63037	\$550
CBIZ Expenses	01-03-235-45020-365-62388	\$60,000
Marketing and events	01-03-235-45020-365-62357	\$20,000
Training/Development/Seminars	01-03-235-45020-365-62310	\$3,000
Membership Dues	01-03-235-45020-365-62311	\$1,000
Office Supplies	01-03-235-45020-365-62011	\$1,000
<b>ECONOMIC DEVELOPMENT TOTAL</b>		<b>\$301,026</b>

#### OPERATIONS

Facility Maintenance I		
Wages-CUPE	01-09-155-73020-305-61540	\$58,760
Benefits-CUPE	01-09-155-73020-305-61543	\$17,628
Facility Maintenance II		
Wages-CUPE	01-09-155-73020-305-61540	\$67,608
Benefits-CUPE	01-09-155-73020-305-61543	\$22,314
Facility Attendant II Casual		
Wages-Casual Temporary	01-09-155-73020-305-61520	\$22,352
Benefits-Casual Temporary	01-09-155-73020-305-61523	\$2,906
Auditorium/Room Rentals	01-09-155-43050-305-50060	(\$7,500)
Caretaking Supplies	01-09-155--43050-305-62017	\$1,500
Main. & Repair-Grounds	01-09-155-43050-305-62111	\$555
Small Equipment Repairs/Purchase	01-09-155-43050-305-62114	\$5,000
Insurance	01-09-155-43050-305-62312	\$635
Contracted Services	01-09-155-43050-305-62335	\$36,400

Contribution to Reserves	01-09-155-43050-305-62437	\$1,000
<b>OPERATIONS TOTAL</b>		<b>\$229,158</b>

## **PARKS**

Parks (Temporary Full-time)		
Wages-Casual Temporary	01-08-385-71020-365-61520	\$30,200
Benefits-Casual Temporary	01-08-385-71020-365-61523	\$3,624
Truck Rental	01-08-385-71020-365-62316	\$14,000
Uniform/protective clothing	01-08-385-71020-365-62014	\$400
Materials	01-08-385-71020-365-62358	\$300
Training/Development/Seminars	01-08-385-71020-365-62310	\$500
<b>PARKS TOTAL</b>		<b>\$49,024</b>

<b>TOTAL PROJECT REQUEST</b>		<b>\$579,208</b>
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# TOWN OF CALEDON

## Change in Service Level

Request	2023-057 Increase recreation operations wages		
Department	Community Services	Division	Facilities & Operations
Version	Department Submission - Pre	Year	2023

### Description

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

This request will increase facility maintenance casual wages to better support the increased cleaning needs throughout all recreation facilities. It would allow for increased staffing during key times to provide increased cleaning, sanitizing, customer service and operational support to our teams and customers. Some key facilities currently rely on 1 staff member to ensure a safe, clean and well maintained facility while our rural facilities operate without dedicated staff. The additional part-time wages will ensure our recreation facilities are properly resourced during peak times. These additional staff hours are required to support increased cleaning and safety measures during COVID times but are also needed as our operations normalized.

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

Currently, there are key recreation facilities that have a single staff member on during peak hours and rural sits without dedicated staff. This additional support will provide necessary support to better support the overall cleanliness, safety and overall operation of our recreation facilities.

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

The existing budget limits the ability to provide adequate staffing during key times to better support our operations. COVID has identified gaps and these additional responsibilities will be needed moving forward as operations normalized.

#### IV. Recommendation - Proposed Service Level Impact

This proposal will increase part-time maintenance staffing levels and hours across the Town's recreation facilities. This would allow the opportunity to better support operational staff with additional cleaning and sanitizing throughout all areas of the facilities and better support current staff with the overall safety, cleanliness and customer service. This will also better resource our rural sites and key facilities during peak times.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						175,209	(175,209)	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Wages-Casual Temporary		2		48,757	5,851	54,608		
Wages-Casual Temporary		4		45,382	5,446	50,828		
Wages-Casual Temporary		5		62,297	7,476	69,773		
<b>Expenditures Total</b>		<b>11</b>				<b>175,209</b>		
<b>Funding</b>								



UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2023-057 Increase recreation operations wages		
Department	Community Services	Division	Facilities & Operations
Version	Department Submission - Pre	Year	2023

Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Reserve Fund To Revenue							(54,608)	
Reserve Fund To Revenue							(50,828)	
Reserve Fund To Revenue							(69,773)	
<b>Funding</b>								
<b>Total</b>							(175,209)	

Attributes

Attribute	Value	Comment
Department	003 Community Services	
Division	465 Facilities & Operations	
Director	Heather Savage	
Requested By:	Kevin Kyle	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Continue status quo	Insufficient staffing to sanitize effective, support operations during peak times and provide safe, clean well maintained facility for our customers.
Implementation Plan		If budget is approved part time working hours would be expanded. Additional coverage on weekend and evening hours of operation would be expanded along with additional support at the rural sites.

## TOWN OF CALEDON

## Change in Service Level

Request	2023-059 Program Staff Certification Initiative		
Department	Community Services	Division	Programs & Community Develop
Version	Department Submission - Pre	Year	2023

## Description

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

An incentive program that funds casual staff training, additional certifications and recertification with the goal of supporting, attracting and retaining qualified and quality staff. Staff will have the opportunity to seek additional certifications, such as a lifeguard becoming dual certified as an instructor, or fitness instructor seeking personal training certification. Investing in staff will increase quality services and sustain services as demand and population grows. Staff will be able to seek opportunities for new certifications and recertification through an equitable process.

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

There is urgent demand for qualified casual staff throughout the Community Programs division. Prior to the pandemic, municipalities across Ontario experienced challenges recruiting aquatic, fitness and other specialty instructors. Since the pandemic, both recruitment and retention have become an alarming concern. Contributing factors include competitive wages and increasing certification costs. A review of the current employment landscape has been completed, including certifications and training, recruitment strategies, turnover mitigation, quality control metrics and existing incentives.

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

Recruitment and retention of staff is critical in managing sustainable growth of Community Programs in Caledon. Currently, the Town is facing a 30% turnover in aquatic and fitness staff. In turn, this directly impacts the ability to maintain and grow current programs and services to meet resident needs and expectations.

If the change is not implemented, the Town will continue to face challenges recruiting and retaining qualified Town staff, ultimately impacting service delivery. Current incentives do not support employee engagement, commitment, and motivation to do their roles to the best of their ability.

**IV. Recommendation - Proposed Service Level Impact**

Full implementation is proposed for the Program Staff Certification Incentive Program.

Town staff will develop a mutually beneficial and equitable process for casual staff to access the opportunity to pursue additional certifications through the Program Staff Certification Incentive Program.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						15,000	-	20,000
<b>Total Tax Impact</b>						15,000		
<b>Expenditures</b>								
Training/Development/Seminars						15,000		20,000
<b>Expenditures Total</b>						15,000		20,000

## Attributes

Attribute	Value	Comment
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UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-059 Program Staff Certification Initiative		
Department	Community Services	Division	Programs & Community Develop
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	003 Community Services	
Division	455 Programs & Community Develop	
Director	Heather Savage	
Requested By:	Jessica Stovin	
Town Priority	Multiple Priorities	Growth and Continuous Improvement
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered	No	
Implementation Plan	Implementation Q1 2023	

## TOWN OF CALEDON

## Change in Service Level

Request	2023-063 Landscape Architect, Development		
Department	Community Services	Division	Parks and Open Space
Version	Department Submission - Pre	Year	2023

## Description

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

This position will support the function of implementation of Parks Plan, Parkland Conveyance Bylaw, Trails Master Plan, review of development applications (plan of subdivision, site plans, plan of condominiums, consent applications, building permits) that include or impact parks and open spaces.

This position will determine parkland conveyance requirement, park size, location, configuration, facility fit, grading and drainage etc. where applicable.

This position will also be responsible for the delivery of new parks and trail heads projects including design, community engagement and project management of the construction projects.

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

Due to the growth pressures, increased workload and condensed timelines resulting from the Bill 109, the Parks division doesn't have enough capacity to meet deadlines to review the current development applications and deliver on capital projects in a timely manner.

Currently only one Landscape Architect is responsible for the review of development applications from a parks perspective and to provide input into the various strategic plans such as the Development Charges Background Study and the OP.

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

Not adding this position will result in delays in development approval process, impact quality of review of development applications and result in poor customer service to the development community. There will be delays in delivering on growth capital parks, open space and trails projects and development of parks design and construction standards.

**IV. Recommendation - Proposed Service Level Impact**

Permanent Full time headcount - effective May 2023

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						69,602	7,400	102,744
<b>Total Tax Impact</b>						77,002		
<b>Expenditures</b>								
Salaries-Permanent	1			59,984	17,995	77,979		116,969
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,900	
Training/Development/Seminars						1,000		1,000

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-063 Landscape Architect, Development		
Department	Community Services	Division	Parks and Open Space
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						800		800
Uniforms/Protective Clothing						250		250
Mobile Phones / Pagers						720		720
<b>Expenditures Total</b>	<b>1</b>					<b>81,299</b>	<b>7,400</b>	<b>120,289</b>
<b>Funding</b>								
Reserve Fund To Revenue						(11,697)		(17,545)
<b>Funding Total</b>						<b>(11,697)</b>		<b>(17,545)</b>

#### Attributes

Attribute	Value	Comment
Department	003 Community Services	
Division	380 Parks and Open Space	
Director	Heather Savage	
Requested By:	Jyoti Pathak	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Corporate Services

Annual Budget  
Fiscal Year 2023



### Corporate Services

#### Department Role

Corporate Services preserves public trust and confidence in local government by:

- administering and managing Council and Committee meetings;
- managing corporate records and access requests to documents;
- supporting and guiding the Mayor and Members of Council;
- providing internal advice and guidance on legal matters;
- administering and managing provincial offences court services; and
- providing care for animals in Town custody and promoting responsible pet ownership.

#### 2022 Achievements

##### **Council & Committee Services**

- Administered Caledon's 2022 Municipal and School Board Election offering 5 Advance Voting Day opportunities in October as well as a new vote anywhere option
- Trained 139 staff to operate 11 election voting locations plus 5 roving locations for adult living and retirement homes
- Administered the Inaugural Meeting of Council and supported Council Orientation
- Managed and supported over 90+ hybrid Council and Committee Meetings enabling in-person and remote participation of Members of Council, Town Staff and the public
- Reviewed the current model and structure of Boards, Committees and Task Forces'

##### **Animal Services**

- Launched local pet calendar with proceeds supporting shelter programs and services
- Successfully coordinated the adoption of 205 pets, and 41 animals safely reunited with family
- Worked with Colony Caretakers to spay/neuter, vaccinate micro-chip and release 20 community cats
- Reinstated Animal Shelter volunteer program to help engage members of the community and promote enrichment and stress reduction of shelter animals

##### **Legal & Court Services**

- Facilitated the purchase of multiple properties valued at over \$14M including an expansion to the Humber River Centre (\$1.8M), a future operations works yard (\$7.8M) and lands to support Caledon's growing trail system (valued at \$5.1M)
- Facilitated the sale of almost \$1.4M of surplus Town property lands, generating funds for future Town initiatives
- All POA matters and court functions that were suspended following the pandemic closures resumed normal scheduling as fully hybrid, serving both in-person and virtual defendants simultaneously
- Launched three injunctions against trucking depots and achieved a Court Order against one trucking depot, with a \$30,000 fine, as well as successfully defended against an appeal of a \$1M contempt Order on a property not in compliance with a Court-ordered injunction

## 2023 Business Plans

- Achieved fines of over \$360,000 through the successful prosecution of zoning by-law and other municipal bylaw and fire infractions
- Drafted 7 subdivision agreements and registered 4 Plans of Subdivision, representing approximately 430 lots

### Mayor & Council Office

- Supported various advocacy efforts including advancing the Caledon-Vaughan GO Line, traffic safety at Highway 10 and Olde Base Line, and Caledon's Growth Concept
- Assisted and participated in the orientation of the newly elected members of Council

### Records & Information Services

- Developed a strategy to address the digitization of corporate paper records and implemented phase 1 which included the digitization of over 16,000 corporate paper files

## 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	1.9 Complete Animal Services service delivery review and facility needs assessment	Percentage of animals successfully adopted/reunited
<b>2. CONTINUOUS IMPROVEMENT</b>	2.5 Assess and modify Council decision documents to meet Accessibility for Ontarians with Disabilities Act compliance  2.6 Continue to implement the new electronic document management system (Laserfiche)  2.7 Implement digitization of paper records (Phase 2)  2.8 Develop Administrative Monetary Penalties (AMP) Framework  2.9 Develop a 10-year Provincial Courts Capital and Services plan  2.10 Update Provincial Courts systems and hardware  2.11 Undertake Land Acquisition Study for new facilities, fire stations, etc.	Increase percentage of Council decision documents that are AODA compliant  Decrease average length of time to access corporate records  Increase percentage of corporate records are available through Laserfiche



**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - CORPORATE SERVICES**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$6,318,133)	\$453,308	(\$5,864,825)							(\$56,487)	\$90,000	(\$5,831,312)
Expenses	\$9,951,467	(\$453,308)	\$9,498,159		\$319,552	\$389,283		\$30,140	\$5,035	(\$6,209)	(\$75,700)	\$10,160,260
Net Exp./ (Rev.)	\$3,633,334	\$0	\$3,633,334	\$0	\$319,552	\$389,283	\$0	\$30,140	\$5,035	(\$62,696)	\$14,300	\$4,328,948

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	(\$5,831,312)	
(\$4,350)			(\$4,350)	\$10,155,910	
(\$4,350)	\$0	\$0	(\$4,350)	\$4,324,598	

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

% Increase/(Decrease)

\$691,264

19.0%

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **CORPORATE SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1**

**\$3,633,334**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$0**

1		
2		

**E - Increases in employee compensation (existing staff)**

**\$319,552**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$319,552
4		

**F - Annualization of New Staff approved in the 2022 Budget**

**\$389,283**

5	Annualized Salaries and Benefits of (1) Caledon POA Coordinator (2022 CSL #42) and (3) Permanent Full Time Council Coordinators (Resolution #2022-116)	\$266,105
6	Proposed Total Rewards Program for Members of Council (Staff Report 2022-0259)	\$123,178

**G - Annualization of Services approved in the 2022 Budget**

**\$0**

7		
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**H - Inflationary Adjustments**

**\$30,140**

8	Training/Development/Seminars	\$1,000
9	Contracted Services	\$75
10	Insurance	\$10,091
11	Interdepartmental Charges	\$10,474
12	Animal Feed	\$2,000
13	Telephone	\$1,500
14	Bank Charges	\$5,000

**APPENDIX 2 - UNAVOIDABLE****I - Increases/(Decreases) for Utilities****\$5,035**

15	Natural Gas	\$4,786
16	Electricity	\$249
17		

**J - Revenue (Increases)/Decreases****(\$62,696)**

18	POA Grants - French language Services	(\$11,445)
19	Caledon/Dufferin POA management Fee, Parking recovery	(\$15,467)
20	F.O.I. Fees	(\$15,000)
21	Caledon Fines	(\$3,645)
22	Committee of Adjustment Fees	(\$2,661)
23	Donations and Miscellaneous Fees	(\$1,269)
24	Livestock Claim re-imbursement	(\$7,000)
25	Salary Recovery	(\$6,209)

**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$14,300**

26	Removal of one-time revenue to fund covid-related expenditures (Increase in Adjudication & Security costs to operate virtual court)	\$90,000
27	Removal of one-time costs for covid-related expenditures (Increase in Adjudication & Security costs to operate virtual court)	(\$90,000)
28	Office Supplies	(\$3,500)
29	Training/Development/Seminars	\$7,000
30	Community Engagement	\$9,000
31	Mobile Phones	\$1,800
32		

**Net Unavoidable Increases/(Decreases)**

\$695,614

**L Adjusted Base Budget for CORPORATE SERVICES****\$4,328,948**

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

#### CORPORATE SERVICES

DEPARTMENT NAME: \_\_\_\_\_

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2**

**\$4,328,948**

**M - Service Delivery Efficiencies**

**(\$4,350)**

1	Office Supplies	(\$3,700)
2	Operating Supplies	(\$150)
3	Masks&PPE COVID	(\$500)
4		
5		

**N - New Fees/Revenues**

**\$0**

6		
7		

**O - Fee Rate Increases**

**\$0**

8		
9		

**P - Total Recommended Reductions**

**(\$4,350)**

**Q 2023 Budget to be presented to Council for CORPORATE SERVICES**

**\$4,324,598**

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

# APPENDIX 4 - CHANGES IN SERVICE LEVELS

## TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: **CORPORATE SERVICES**

	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
7	Court Clerk Monitor Conversion - Dufferin (9 months in 2023)	\$0	1.0	Part Year
12	Coordinator, Council & Committee Services (8 months in 2023)	\$36,788	1.0	Part Year
14	Coordinator, Freedom of Information & Privacy (7 months in 2023)	\$58,766	1.0	Part Year
21	Caledon POA Coordinator Contract extension	\$0	0.0	One-time
	<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$95,554</b>		
	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
	<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
	<b>GRAND TOTAL</b>	<b>\$95,554</b>		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-007 Court Clerk Monitor Conversion - Dufferin		
Department	Corporate Services	Division	Provincial Offences Court
Version	Department Submission - Pre	Year	2023

## Description

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

Workload related to the court clerk role has significantly increased due to the post- pandemic switch to hybrid (concurrent virtual and in-person court). Zoom, audio recording, electronic check-in and e-filed exhibits must all be managed concurrent with in-person court, leaving no time for pre- and post-court administrative functions. Adequate resources are crucial to fulfill provincially mandated obligations to administer court on behalf of Dufferin County. The downloading of judicial tasks to the court clerk in 2021 also increased the volume and complexity of the clerk monitor's pre- and post-court functions. The existing part-time role is inadequate to manage the new processes and meet provincial obligations.

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

Currently there are 3 POA Coordinators and 1 part-time Court Clerk that administer the Dufferin court and courtroom. Three Coordinators are required to meet minimum service levels of 1 Coordinator/ 5000 tickets, while the part-time Clerk attends 2 days/week in court and 1 day for pre and post court duties (signing orders, organizing summons/ intake/ e-filed exhibits, communicating decisions to the defendants, etc.) Converting the part-time Clerk to a full-time POA Coordinator provides resources to perform pre and post court duties, allows cross-training in the event of illness and vacation, and permits flexibility to staff court with 2 Clerks on complex days (high volume of electronic exhibits, multiple witnesses attending remote and in-person, etc.)

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

The way the court conducts business both in and out of the courtroom has changed post-pandemic. Previously, defendants, witnesses and Judiciary attended in person, permitting functions like signing orders, filing exhibits, summons/intake and providing a record of decisions to defendants to be performed on the spot during court. Hybrid court has required these critical duties to be performed electronically, pre-and post court. These functions are in jeopardy if there are inadequate court clerk resources available, resulting in the inability to meet the requirements of the MOU with the Province.

**IV. Recommendation - Proposed Service Level Impact**

To convert the permanent part-time Court Clerk Monitor position to a full time POA Coordinator. The conversion will increase the effectiveness of the expanding services provided by the court, meet MOU obligations and permit hybrid court appearances to continue.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Court Clerk Monitor - Orangeville	1		12	44,283	13,285	57,568		76,758
Part time Court Clerk Monitor -		-1	12	(21,403)	(2,568)	(23,972)		(23,972)
Training/Development/Seminars						800		800
<b>Expenditures Total</b>	<b>1</b>	<b>-1</b>				<b>34,396</b>		<b>53,586</b>
<b>Funding</b>								

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-007 Court Clerk Monitor Conversion - Dufferin		
Department	Corporate Services	Division	Provincial Offences Court
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Caledon/Dufferin Mgmt Fee						(34,396)		(53,586)
<b>Funding</b>						<b>(34,396)</b>		<b>(53,586)</b>

#### Attributes

Attribute	Value	Comment
Department	004 Corporate Services	
Division	425 Provincial Offences Court	
Director	Laura Hall	
Requested By:	Nicole Shearman	
Town Priority	Improved Service Delivery	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-012 Coordinator, Council & Committee Services		
<b>Department</b>	Corporate Services	<b>Division</b>	Legislative & Council Support
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

### Description

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

The workload related to Council and Committee meeting management has significantly increased without new staff resources added permanently. Adequate resources are crucial to maintain existing service levels. As the Town grows and municipal business increases this will directly have an impact on the time spent to prepare and circulate agenda packages, attendance and coordination of meetings, reporting out Council and Committee decisions. A new position is necessary to manage growth impacts, provide adequate services to Members of Council, staff and the public and to meet the necessary legislative changes that impact the corporation.

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

Providing adequate service and keeping up with the existing Council and Committee meeting schedule has become very difficult. In 2022, funding was available through the COVID-19 Recovery fund to hire a contract position for an Assistant. Since 2018, Council and Committee Meetings have increased and in 2022, staff coordinated 97 meetings. This accounted to approximately 114 hours of being in meetings. Most of the Town's Council and Committee meetings are scheduled after hours, therefore many of these hours were accounted as lieu time for staff to bank. The time not calculated is agenda preparation and reporting out following the meeting. In 2023, staff are projected to coordinate and manage over 100 Council and Committee Meetings.

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

Managing Council and Committee meetings is a key component in the Town's governance structure to ensure Members of Council, staff and the public have timely access to meeting information. Failing to maintain the existing service level will have significant impacts including timing on the publication of agenda materials and potential staff burnout due to significant increase in meetings. Council and Committee meetings increase annually. Staff burnout and challenges with retention will result in putting this current service at a major risk.

#### IV. Recommendation - Proposed Service Level Impact

It is recommended that a new Coordinator position be added. This ensures the Town can meet growth demands and achieve existing service levels. Access to government information is crucial and with an additional position, staff will have the ability to continue to look at ways to improve our processes for Members of Council and the public.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						29,888	6,900	44,406
<b>Total Tax Impact</b>						36,788		
<b>Expenditures</b>								
Coordinator, Council & Committee	1			44,674	13,402	58,076		87,113
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,400	
Training/Development/Seminars						300		300



UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-012 Coordinator, Council & Committee Services			
Department	Corporate Services	Division	Legislative & Council Support	
Version	Department Submission - Pre	Year	2023	
Expenditures	Total	1	58,926	87,963

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
Funding								
Fund from Planning fees (50%)						(29,038)		(43,557)
Funding	Total					(29,038)		(43,557)

#### Attributes

Attribute	Value	Comment
Department	004 Corporate Services	
Division	355 Legislative & Council Support	
Director	Laura Hall	
Requested By:	Jordyn Lavecchia	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-014 Coordinator, Freedom of Information & Privacy		
<b>Department</b>	Corporate Services	<b>Division</b>	Administration
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

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

The workload related to Freedom of Information (FOI) and privacy has significantly increased without new staff resources added over the past decade. Adequate resources are crucial to fulfill the Town's provincially legislated obligations and the FOI process is vital for the public to access information thereby supporting municipal accountability and transparency. As the Town grows and municipal business becomes more complicated this directly impacts the FOI process. Requests have increased in size and complexity with new modern redaction techniques necessary for audio and video recordings. A new position is necessary to manage growth impacts, provide adequate access to information for the public and meet legislative obligations.

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

Providing adequate service levels and meeting legislated response times has become very difficult. Over a few years the number of FOIs received annually doubled with no new staff resources. Since 2017, tracking shows the historical baseline of 40 requests per year increasing to almost 60 in 2021, surpassed with 70 received by November 2022. As requests become more complex, a small number of files have major service impacts. The total number of pages processed and released per year demonstrates this trend. In 2020, 1,975 pages were released to the public increasing to 9,580 in 2021 and being surpassed by the third quarter of 2022. Further, law enforcement requests for information rose from 13 to 19 in the past two years.

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

The legislated FOI process has strict response timelines to ensure the public has timely access to government information. Failing to meet timelines poses a risk as all late or incomplete files are reported to the province and published to the public. While staff currently continue to meet timelines, without an additional position this will not be feasible as the FOI workload increases annually. Staff burnout and challenges with retention will result in putting this crucial service at a major risk. Currently, to maintain the required level of service other records staff are diverted from their projects to assist in processing complex FOI requests, slowing records modernization, and staff from other divisions are impacted by voluminous requests.

#### IV. Recommendation - Proposed Service Level Impact

It is recommended that a new Freedom of Information & Privacy position be added. This ensures the Town can meet growth demands and achieve service levels required by legislation. Public access to government information is crucial and with an additional position, modernization initiatives will be pursued to enhance this. Capitalizing on current projects to modernize electronic records, a new active dissemination program can be launched to proactively make information efficiently available to the public. This best practice improves staff efficiency by minimizing time required to provide materials which should already be available to the public.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
Net Tax Impact						51,866	6,900	88,163
Total Tax Impact						58,766		

### Expenditures

Coordinator, Freedom of Information & Furniture/Fixtures	1	39,089	11,727	50,816	2,500	87,113
Maintenance Contracts - IT				550		550
New Staff Technology					4,400	
Training/Development/Seminars				500		500

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-014 Coordinator, Freedom of Information & Privacy			
Department	Corporate Services	Division	Administration	
Version	Department Submission - Pre	Year	2023	
Expenditures	Total	1	51,866	6,900 88,163

#### Operating Impact

FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-Occurring \$	One Time \$	Annualized \$
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#### Attributes

Attribute	Value	Comment
Department	004 Corporate Services	
Division	115 Administration	
Director	Laura Hall	
Requested By:	Patrick Trafford	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-021 Caledon POA Coordinator Contract extension		
<b>Department</b>	Corporate Services	<b>Division</b>	Provincial Offences Court
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Description
<p><b>I. Executive Summary - Overview of Proposal (How/ Why)</b></p> <p>In 2019, Council approved the deployment of Automated Speed Enforcement Camera (ASE) as part of a pilot project that began in September 2020. At the same time, the Region also deployed on Red Light Camera (RLC) in the Town. To assist with the increase of tickets being filed with the courts, council approved a 24 month contract for an additional POA Coordinator from June 30, 2021 to June 30, 2023. The Town is continuing with the ASE pilot project past June 30, 2023 therefore an extension to the June 2023 coordinator contract position is required to June 30, 2024.</p>
<p><b>II. Background - Current Service Level (Describe the existing level of service provided)</b></p> <p>Council approved a POA Coordinator position for a two-year contract in order to support the processing of the additional tickets generated from the deployment of one Automated Speed Enforcement Camera (ASE) as well as one Red Light Camera (RLC) in the Town by the Region. The contract POA Coordinator is set to expire mid-2023, however the ASE and RLC cameras will remain operational beyond 2023 and into 2024.</p>
<p><b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b></p> <p>Court administration service level for the public could be affected if there are not sufficient coordinators to handle charge volumes. The Provincial standard for POA coordinator to tickets filed is 1 per 5000 tickets. In 2022, 6021 ASE tickets were filed as well as 1339 RLC tickets. The POA Coordinator contract position continues to be required to assist with the camera-generated tickets.</p>
<p><b>IV. Recommendation - Proposed Service Level Impact</b></p> <p>Staff recommend the POA Coordinator contract be extended until June 30, 2024 to assist with court administration for Camera based (ASE &amp; RLC) offences.</p>

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
POA Coordinator (6 month extension)		1		31,259	3,751		35,010	
<b>Expenditures Total</b>		<b>1</b>					<b>35,010</b>	
<b>Funding</b>								
Fund from Operating Contingency							(35,010)	
<b>Funding Total</b>							<b>(35,010)</b>	

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-021 Caledon POA Coordinator Contract extension		
<b>Department</b>	Corporate Services	<b>Division</b>	Provincial Offences Court
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Department	004 Corporate Services	
Division	425 Provincial Offences Court	
Director	Laura Hall	
Requested By:	Nicole Shay	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Corporate Strategy and Innovation

Annual Budget  
Fiscal Year 2023



### Corporate Strategy & Innovation

#### Department Role

Corporate Strategy and Innovation enables cost-effective, innovative and efficient delivery of public service to residents and businesses by:

- deploying, improving and maintaining digital solutions, systems and technology;
- supporting the Town's strategic alignment, government relations, and leading large corporate process improvement and capital projects; and
- coordinating the Town's response to the global climate challenge.

#### 2022 Achievements

##### Energy & Environment

- Implemented LED Retrofit program at Caledon East and Albion Bolton Community Centres saving 221,448 kWh or \$31,002 in electricity cost annually
- Updated the Corporate Green Building Standard
- Completed Building Carbon Reduction (Net-Zero) Feasibility Studies
- Launched the updated Climate Action Fund
- Successful community outreach initiatives such as tree planting in Bolton and Electric Vehicle Charging day in Southfields community

##### Information Technology

- Processed over 7,000 work orders and continued to support over 500 employees per help desk technician
- Increased technology support for hybrid Council meetings
- Supported implementation of new hardware and software applications for corporate records management, mobile inspections and accounts payable
- Enhanced corporate cybersecurity and firewall protection
- Expanded internal connectivity network to include Inglewood facilities

##### Project Management Office

- Managed implementation of new software and systems for corporate records management, accounts payable, and 3-1-1 customer service
- Supported the modernization of Town processes such as utilities applications, service feedback management, and report a problem
- Managed construction/expansion of Caledon East Community Centre, Caledon Seniors Centre and Palgrave, Alton and Mono Mills fire stations
- Launched continuous improvement framework based on LEAN methodology
- Submitted for the Town's first World Council of City Data certification

## 2023 Business Plans

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	<p>1.10 Establish Green Development Standards</p> <p>1.11 Collaborate with Peel municipalities to deliver home energy retrofit program</p> <p>1.12 Manage delivery of major community and corporate facility builds, expansions and renovations:</p> <ul style="list-style-type: none"> <li>• Humber River Centre</li> <li>• Caledon East Community Centre</li> <li>• Yard 3 renovation</li> <li>• New parks</li> <li>• Satellite Offices</li> </ul>	<p>Reduction of Community greenhouse gas emissions (GHGs)</p> <p>Percentage of major facility projects delivered on time and on budget</p> <p>Percentage of users satisfied with each major facility opened</p>
<b>2. CONTINUOUS IMPROVEMENT</b>	<p>2.12 Replace general technology such as laptops and phones</p> <p>2.13 Increase maturity of security program and vulnerability management</p> <p>2.14 Manage implementation of new software systems for time entry and human resources management, tax software, fire dispatch, and citizen service delivery online portal</p> <p>2.15 Manage process modernization reviews and implementation for development planning and engineering</p> <p>2.16 Facilitate corporate LEAN training program</p> <p>2.17 Coordinate a multi-year business planning process in alignment with a new strategic plan</p>	<p>Percentage decrease in tickets associated with IT hardware</p> <p>Percentage of cyber threats mitigated</p> <p>Percentage of software projects delivered on time and on budget</p> <p>Percentage of users satisfied with each software system launched</p> <p>Percentage of process improvement projects delivered on time and on budget</p> <p>Percentage of staff certified Lean Six Sigma Green Belt</p>



TOWN OF CALEDON  
 2023 OPERATING BUDGET - CORPORATE STRATEGY & INNOVATION

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$354,710)		(\$354,710)		(\$34,479)					(\$7,431)	\$207,950	(\$188,670)
Expenses	\$3,411,728		\$3,411,728		\$318,911	\$98,902				(\$30,805)	(\$200,000)	\$3,598,736
Net Exp./ (Rev.)	\$3,057,018	\$0	\$3,057,018	\$0	\$284,432	\$98,902	\$0	\$0	\$0	(\$38,236)	\$7,950	\$3,410,066

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	(\$188,670)	
			\$0	\$3,598,736	
\$0	\$0	\$0	\$0	\$3,410,066	

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

\$353,048

% Increase/(Decrease)
 

11.5%

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **CORPORATE STRATEGY & INNOVATION**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1**

**\$3,057,018**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$0**

1		
2		

**E - Increases in employee compensation (existing staff)**

**\$284,432**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$318,911
4	Increase in recovery of salaries and benefits	(\$34,479)

**F - Annualization of New Staff approved in the 2022 Budget**

**\$98,902**

5	Annualized cost of (1) Climate Change Coordinator (2022 CSL#30) and (1) IT Project Coordinator (2022 CSL #48)	\$98,902
6		

**G - Annualization of Services approved in the 2022 Budget**

**\$0**

7		
---	--	--

**H - Inflationary Adjustments**

**\$0**

8		
9		

**I - Increases/(Decreases) for Utilities**

**\$0**

10		
11		

**J - Revenue (Increases)/Decreases**

**(\$38,236)**

12	Internal Recoveries	(\$38,236)
13		

## APPENDIX 2 - UNAVOIDABLE

### K - Previously Approved Council Initiatives - Increases/(Decreases)

\$7,950
---------

14	Removal of one-time revenue to fund covid-related expenditures (Workforce planning)	\$200,000
15	Removal of one-time costs for covid-related expenditures (Workforce planning)	(\$200,000)
16	Removal of one-time revenue to fund one-time costs (2022-061)	\$7,950

### Net Unavoidable Increases/(Decreases)

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\$353,048

### L Adjusted Base Budget for CORPORATE STRATEGY & INNOVATION

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\$3,410,066
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(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: **CORPORATE STRATEGY & INNOVATION**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2** \$3,410,066

**M - Service Delivery Efficiencies** \$0

1		
2		
3		
4		
5		

**N - New Fees/Revenues** \$0

6		
7		

**O - Fee Rate Increases** \$0

8		
9		

**P - Total Recommended Reductions** \$0

**Q 2023 Budget to be presented to Council for CORPORATE STRATEGY & INNOVATION** **\$3,410,066**

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CORPORATE STRATEGY & INNOVATION

	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
29	Help Desk Technician (9 months in 2023)	\$80,575	1.0	Part Year
40	PMO: Business Analyst (9 month extension)	\$0	0.0	One-time
43	PMO: Capital Project Manager (9 months in 2023)	\$36,585	1.0	Part Year
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>		<b>\$117,160</b>		
	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>		<b>\$0</b>		
<b>GRAND TOTAL</b>		<b><u>\$117,160</u></b>		

# TOWN OF CALEDON

## Change in Service Level

Request	2023-029 Help Desk Technician		
Department	Corporate Strategy & Innovation	Division	Information Technology
Version	Department Submission - Pre	Year	2023

### Description

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

To request 1 FTE for an additional Helpdesk Technician to support the increase in number of staff, devices and services. The Helpdesk technician role is the first point of contact to assist, troubleshoot and if possible resolve IT related issues and with the increase in the number of staff and devices (approximately 40 new staff members in recent years) and the additional services being utilized through the town with greater dependence on technology (e.g. Hybrid Council Meetings and Hybrid Court), adding an additional resource to the team is needed to maintain current service levels.

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

Currently, there are two FTE staff in this role, along with a part-time student. Together this team is supporting over 4000 IT Assets and processes more than 1000 work orders each month. Over the past year IT support was being provided for over 90 council and committee meetings through the Return to Work funding. To continue this service level, and support council and committee meetings in 2023, as well as the increased demands from POA moving to hybrid courts, which runs five days a week an additional Helpdesk resource is requested to manage these service levels while maintaining service levels for the rest of the Town.

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

Without the additional resource, the new Hybrid services may not receive the requested level of IT support and/or there may be a drop in service level to other services.

#### IV. Recommendation - Proposed Service Level Impact

The additional resource will be required to maintain service levels of IT support as the town continues to grow in terms of staff and the number of services which rely on technology.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						73,675	6,900	98,050
<b>Total Tax Impact</b>						80,575		
<b>Expenditures</b>								
Help Desk Technician	1			56,250	16,875	73,125		97,500
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,400	
<b>Expenditures Total</b>	<b>1</b>					<b>73,675</b>	<b>6,900</b>	<b>98,050</b>

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-029 Help Desk Technician		
Department	Corporate Strategy & Innovation	Division	Information Technology
Version	Department Submission - Pre	Year	2023

#### Operating Impact

FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-Occurring \$	One Time \$	Annualized \$
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#### Attributes

Attribute	Value	Comment
Department	009 Corporate Strategy & Innovation	
Division	335 Information Technology	
Director	Erin Britnell	
Requested By:	Ankur Arora	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-040 PMO: Business Analyst (9 month extension)		
Department	Corporate Strategy & Innovation	Division	Administration
Version	Department Submission - Pre	Year	2023

## Description

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

This request is to extend an existing Business Analyst contract in order to support significant system roll-outs and overall continuous improvement endeavors planned for 2023 including a new Human Resources Management System and Tax System.

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

Currently, a contract Business Analyst position exists in the PMO and functions to support a number of Municipal Modernization Funding related projects. The funding has come to an end, and the position continues to support an array of significant corporate wide system deployments currently underway and planned including a new tax system, human resources management system, work order management system enhancements, 311 and phone system enhancements; the AMANDA public portal and other service related process improvements for residents.

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

Without a project manager to lead these projects into 2023, the Town is at significant risk of project delays for two major corporate systems.

**IV. Recommendation - Proposed Service Level Impact**

This request will ensure continuity and sound project management delivery for major system deployments.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Business Analyst (9 months)		1		69,533	8,344		77,877	
Recovery-Wages-Casual Temp							(48,673)	
Recovery-Benefits-Casual Temp							(5,841)	
<b>Expenditures Total</b>		1					23,363	
<b>Funding</b>								



UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-040 PMO: Business Analyst (9 month extension)		
Department	Corporate Strategy & Innovation	Division	Administration
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
--	--------	--------	------	-----------	------------	-----------------	-------------	---------------

#### Funding

Fund from Operating Contingency (23,363)

<b>Funding</b>	<b>Total</b>	(23,363)
----------------	--------------	----------

#### Attributes

Attribute	Value	Comment
Department	009 Corporate Strategy & Innovation	
Division	115 Administration	
Director	Erin Britnell	
Requested By:	Rebecca Carvalho	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-043 PMO: Capital Project Manager		
<b>Department</b>	Corporate Strategy & Innovation	<b>Division</b>	Administration
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Description
<p><b>I. Executive Summary - Overview of Proposal (How/ Why)</b></p> <p>Staff are requesting one (1) permanent full-time Project Manager to support the delivery of ongoing and new capital projects proposed in 2023 and the future capital plan tied to the growth of Caledon. Project managers help ensure that capital projects are delivered on time and on budget.</p>
<p><b>II. Background - Current Service Level (Describe the existing level of service provided)</b></p> <p>The Project Management Office (PMO) is experiencing increased pressure to support ongoing complex, facility-related, multi-year capital projects for many departments as the Town services it's growing community. Currently, the PMO has one (1) Supervisor, two (2) Capital Project Managers and one (1) Project Coordinator dedicated to capital delivery; and is managing 18 capital projects with a combined value of over \$125M. Staff anticipate the need to support an additional \$154M worth of multi-year capital projects based on the proposed 2023 budget.</p>
<p><b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b></p> <p>Many projects in the 2023 capital budget require dedicated project management support in order to be delivered on time and on budget. Proposed projects--including the expansion/build of 3 fire stations, CCRW HVAC replacement, the redevelopment of Yard 3, Mayfield Recreation Centre Expansion and the installation of solar panels at the OPP building are at significant risk of delay without dedicated project management support. This risk will continue to exist for future capital projects if additional project management resources are not obtained.</p>
<p><b>IV. Recommendation - Proposed Service Level Impact</b></p> <p>To add one (1) permanent full-time Project Manager to ensure that current capital projects and proposed projects in the Town's 2023 budget are delivered on time and on budget. A permanent full-time resources (in lieu of a contract) will ensure that knowledge and capacity exists for capital projects beyond 2023 that are planned to service Caledon's growing community.</p>

[illegible]

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-043 PMO: Capital Project Manager		
Department	Corporate Strategy & Innovation	Division	Administration
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Maintenance Contracts - IT						(550)		(550)
						1,100		1,100
New Staff Technology							(4,400)	
							8,800	
Memberships/Dues						(500)		(500)
						1,000		1,000
Mobile Phones / Pagers						(360)	(800)	(720)
						1,080	1,600	1,440
<b>Expenditures Total</b>	<b>1</b>					<b>28,885</b>	<b>7,700</b>	<b>37,924</b>

#### Attributes

Attribute	Value	Comment
Department	009 Corporate Strategy & Innovation	
Division	115 Administration	
Director	Erin Britnell	
Requested By:	Sherry Brake	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Customer Service and Communications

Annual **Budget**  
Fiscal Year 2023



### Customer Service & Communications

#### Department Role

Customer Service and Communications ensures a connected, prosperous and enriched community by:

- demonstrating simple, seamless, personalized and accountable service in person, over the phone and via email;
- ensuring information is being communicated effectively using a variety of tactics including print, digital (social media, websites), news media, signage and radio;
- ensuring diversity, equity and inclusion are ingrained in everything we do; and
- promoting Caledon as a great place to visit and locate and expand a business.

#### 2022 Achievements

##### Communications

- Created and implemented a Digital Communications Strategy
- Provided enhanced campaign and engagement support for major projects such as the Official Plan Review, Spongy moth, Fireworks by-law, Seasonal tourism, Illegal trucking, Budget and Caledon's 2022 Municipal and School Board election
- Developed a Fire and Emergency services communications strategy
- Coordinated corporate AODA, plain language and media training for ensuring information provided to the public is accessible and easy to understand

##### Service Caledon

- Implemented improvements to service feedback management by adding new categories in CityWide for all departments
- Launched 3-1-1 phone service for residents to more easily find the information they need, faster
- Onboarded new services; public utilities intake, by-law complaints, Snow Removal Grant Requests and Fireworks Permits
- Launched new online Report a Problem tool for public to request services
- Answered 48,080 calls, 39,232 e-mails and processed over 700 Road Permits

##### Economic Development

- Launched the Visitor Management Task Force to improve the overall tourism experience in Caledon's scenic areas
- Introduced the fall tourism campaign, Fall for Caledon, featured in the Globe and Mail and LCBO magazine
- Introduced the Village Placemaking program including Caledon Art Crawl, Drive-In Movie Night, and supported initiatives that attract people to downtown areas and local businesses
- Successfully facilitated Golf Canada headquarters relocation to Caledon, and convened regional tourism stakeholders and municipal partners to understand the positive impacts
- Implemented Downtown Bolton Revitalization plan actions including a public art program, review of Community Improvement Plans, among other actions

## 2023 Business Plans

### DEI/Adult 55+/Indigenous Relations

- Developed an employer partnership with the Canadian Centre for Diversity Equity and Inclusion (CCDI), allowing staff access to education, development and training
- Introduced the Town's first commemorative crosswalk as part of Pride Month, unveiling the Progress Pride crosswalk at the Civic Campus
- Developed the Indigenous Engagement Protocol and facilitated signing of the Memorandum of Understanding strengthening relationship with the Mississaugas of the Credit First Nation
- Unveiled the Orange Crosswalk honouring Indigenous children of the residential school system
- Introduction of Staff-led Diversity Equity and Inclusion Roundtable and new Indigenous Reconciliation resources
- Implemented Age-Friendly Caledon Action Plan deliverables including an Age-Friendly eNewsletter, Snow Removal Financial Assistance Program, Age-Friendly Expo and many collaborative initiatives to support older adult health and well-being

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	<p>Various Economic Development Strategy actions including:</p> <p>1.18 Continue implementation of the Downtown Bolton Revitalization Plan including street and parking design, expedite park, trail and other improvements, and opening the Humber River Centre</p> <p>1.19 Continue implementation of the Tourism Strategy including seasonal campaigns, promotions and enhanced student presence at events</p> <p>1.20 Implement marketing and promotion plans for Caledon as a visitor and investment destination</p> <p>1.21 Implement Placemaking and Revitalization Projects in Caledon's villages including banners and public art</p>	<p>Year over year increase in business programs and services delivered in the Humber River Centre</p> <p>Increase in annual number of visitors to Caledon, Downtown Bolton and overall downtown cores</p> <p>Increase in new/expanded businesses</p>

## 2023 Business Plans

<b>2. CONTINUOUS IMPROVEMENT</b>	<p>2.18 Develop communications for major projects including budget, tourism, Official Plan, recreation expansions, Celebrate Caledon, recruitment, etc.</p> <p>2.19 Optimize digital marketing and resources – enhance perfect mind, e-marketing, digital advertising/online marketing and geofencing</p> <p>2.20 Conduct a website audit</p> <p>2.21 Develop and deliver internal (employee) communications strategy</p> <p>2.22 Implement Service Excellence training program</p> <p>2.23 Expand services/hours for Service Caledon and 3-1-1 Service</p> <p>2.24 Develop economic development partnerships with local and regional organizations</p> <p>2.25 Implement Diversity, Equity and Inclusion (DEI) Framework and Culture strategy</p>	<p>Communications reach and participation rate by project</p> <p>Decrease in number of website clicks per search</p> <p>Maintain customer service response time</p> <p>Percentage of staff that describe Town of Caledon culture as a diverse, equitable and inclusive place to work</p> <p>Percentage of customers that say the Town of Caledon offers diverse, equitable and inclusive services</p>
<b>3. LEGISLATIVE REQUIREMENT</b>	<p>3.2 Implement Age-Friendly Caledon (AFC) Action Plan including expansion of awareness, outreach and engagement, and applying for grants</p>	<p>Increase in number of events and participation rate</p> <p>Percentage of grant applications awarded</p>

**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - CUSTOMER SERVICE & COMMUNICATIONS**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$81,480)		(\$81,480)								\$42,224	(\$39,256)
Expenses	\$3,210,224	(\$20,805)	\$3,189,419	\$118	\$263,206	\$59,663		\$7,500			(\$42,224)	\$3,477,682
Net Exp./ (Rev.)	\$3,128,744	(\$20,805)	\$3,107,939	\$118	\$263,206	\$59,663	\$0	\$7,500	\$0	\$0	\$0	\$3,438,426

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	(\$39,256)	
			\$0	\$3,477,682	
\$0	\$0	\$0	\$0	\$3,438,426	

Tax Increase/(Decrease) compared to "base budget" (C) \$330,487  
 % Increase/(Decrease) 10.6%



**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME **CUSTOMER SERVICE & COMMUNICATIONS**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1**

**\$3,107,939**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$118**

1 **Wages and Benefits - Casual Temporary** **\$118**

2

**E - Increases in employee compensation (existing staff)**

**\$263,206**

3 **Salaries and Benefits - Increases related to COLA, Grade and Grid moves** **\$263,206**

4

**F - Annualization of New Staff approved in the 2022 Budget**

**\$59,663**

5 **Annualized cost of (1) Communications Advisor (2022 CSL #22) and (1) Manager, Service Delivery (2022 CSL #70)** **\$59,663**

6

**G - Annualization of Services approved in the 2022 Budget**

**\$0**

7

**H - Inflationary Adjustments**

**\$7,500**

8 **Training/Development/Seminars** **\$3,500**

9 **Community Development** **\$4,000**

**I - Increases/(Decreases) for Utilities**

**\$0**

10

11

APPENDIX 2 - UNAVOIDABLE

J - Revenue (Increases)/Decreases

\$0

12

13

K - Previously Approved Council Initiatives - Increases/(Decreases)

\$0

14 Removal of one-time revenue to fund covid-related expenditures (Wages and benefits for greeter) \$42,224

15 Removal of one-time costs for covid-related expenditures (Wages and benefits for greeter) (\$42,224)

Net Unavoidable Increases/(Decreases)

\$330,487

L Adjusted Base Budget for CUSTOMER SERVICE & COMMUNICATIONS

\$3,438,426

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: **CUSTOMER SERVICE & COMMUNICATIONS**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2** \$3,438,426

**M - Service Delivery Efficiencies** \$0

1

2

**N - New Fees/Revenues** \$0

3

4

**O - Fee Rate Increases** \$0

5

6

**P - Total Recommended Reductions** \$0

**Q 2023 Budget to be presented to Council for CUSTOMER SERVICE & COMMUNICATIONS** \$3,438,426

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

# APPENDIX 4 - CHANGES IN SERVICE LEVELS

## TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CUSTOMER SERVICE & COMMUNICATIONS

<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>			
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>			
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
<b>GRAND TOTAL</b>	<b>\$0</b>		

# Economic Development

Annual Budget  
Fiscal Year 2023



**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - Economic Development**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget (C) = (A)+(B)	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$251,160)		(\$251,160)								\$170,650	(\$80,510)
Expenses	\$1,084,704	\$82,230	\$1,166,934		\$80,847						(\$170,650)	\$1,077,131
Net Exp./ (Rev.)	\$833,544	\$82,230	\$915,774	\$0	\$80,847	\$0	\$0	\$0	\$0	\$0	\$0	\$996,621

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	(\$80,510)	
			\$0	\$1,077,131	
\$0	\$0	\$0	\$0	\$996,621	

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

% Increase/(Decrease)

\$80,847

8.8%

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **Economic Development**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1**

**\$915,774**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$0**

1		
2		

**E - Increases in employee compensation (existing staff)**

**\$80,847**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$80,847
4		

**F - Annualization of New Staff approved in the 2022 Budget**

**\$0**

5		
6		

**G - Annualization of Services approved in the 2022 Budget**

**\$0**

7		
---	--	--

**H - Inflationary Adjustments**

**\$0**

8		
9		

**I - Increases/(Decreases) for Utilities**

**\$0**

10		
11		

**APPENDIX 2 - UNAVOIDABLE****J - Revenue (Increases)/Decreases****\$0**

12

13

**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$0**

14 Removal of reserve fund to revenue related to Community Improvement Plan (CIP) since CIP reserve funds fully utilized \$100,000

15 Removal of one-time revenue related to one-time costs (2022-0088) \$70,650

16 Removal of charges related to Community Improvement Plan (CIP) since CIP reserve funds fully utilized (\$100,000)

17 Removal of one-time charges related to one-time costs (2022-0088) (\$70,650)

**Net Unavoidable Increases/(Decreases)**

\$80,847

**L Adjusted Base Budget for Economic Development****\$996,621**

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)



## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: Economic Development

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue)** - *see appendix 2* \$996,621

**M - Service Delivery Efficiencies** \$0

1

2

**N - New Fees/Revenues** \$0

3

4

**O - Fee Rate Increases** \$0

5

6

**P - Total Recommended Reductions** \$0

**Q 2023 Budget to be presented to Council for Economic Development** \$996,621

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2023 OPERATING BUDGET

#### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: Economic Development

	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
28	Coordinator, Engagement and Culture (9 months in 2023)	\$240,354	1.0	Part Year
30	Tourism and Downtown Promotion	\$89,400	0.0	Annual
47	Funding for Community Improvement Plan Implementation	\$100,000	0.0	Part Year
62	Manager, Business Development and Investment (6 months in 2023)	\$37,574	1.0	Part Year
55	Humber River Centre Operations (4 months in 2023 - Refer to Community Services for Change in Service Level)	\$98,844	1.0	Part Year
	<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$566,172</b>		
	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
	<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
	<b>GRAND TOTAL</b>	<b>\$566,172</b>		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-028 Coordinator, Engagement and Culture		
Department	Customer Service & Communications	Division	Economic Development
Version	Department Submission - Pre	Year	2023

## Description

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

In 2021 staff completed a Diversity, Equity and Inclusion (DEI) strategy (the strategy) which speaks to continuous improvement at the Town of Caledon, and in the community. The strategy has a number of recommendations which have been initiated in 2022 including the launch of the Staff-Led DEI Roundtable, Indigenous Engagement, the signing of an MOU with the Mississaugas of the Credit First Nation, commemorative public crosswalk installations (Pride, Truth and Reconciliation), Employer Partnership with the Canadian Centre for Diversity and Inclusion (CCDI) and ongoing staff training. A number of areas were identified where the Town is behind other municipalities and suggests a corporate focus on creating a culture of inclusivity through policy review, hiring practices and recognition of cultural diversity in the community.

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

The staff leads for Indigenous Engagement and the DEI framework commit several hours each week, as time allows, to the working groups and projects that are underway. The portfolio has grown rapidly and will continue to be a priority in reframing how the Town engages with all of its communities and residents. As outlined within the DEI strategy, a dedicated specialist is needed to oversee, consolidate and formalize this work and ensure staff working groups are supported, and projects are moving forward.

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

The most significant risk to this work is current lack of resources assigned to the division. At this time there are no staff who are solely responsible for leading this work, current successes are as a result of initiatives lead by staff in the Customer Service and Communications team. If we do not adequately resource these important community and corporate initiatives with a specialist, the working groups are in jeopardy of being de-prioritized, and the deliverables and recommendations such as actively supporting important movements in the community (such as Pride, Every Child Matters, Black Lives Matter), development of a more robust education program, reviewing of policy and procedures through a inclusive lens, and creating a community and corporate culture of inclusion will fail.

**IV. Recommendation - Proposed Service Level Impact**

An Officer, Engagement and Culture will ensure the dedicated leadership of the working groups who are implementing our projects, continuous service improvement, and liaising with the changing demographics of our community. This position will further efforts to establish Caledon as an attractive community for new residents and businesses. The DEI strategy suggests Caledon has a lot of work to do to improve and indicates the Town must invest in its commitments to building an internal and external culture of being an inclusive and welcoming place to live and work.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						232,954	7,400	262,588
<b>Total Tax Impact</b>						240,354		
<b>Expenditures</b>								
Coordinator, Engagement and Culture	1			68,387	20,516	88,904		118,538
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,400	
Training/Development/Seminars						4,000		4,000

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-028 Coordinator, Engagement and Culture		
<b>Department</b>	Customer Service & Communications	<b>Division</b>	Economic Development
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						4,000		4,000
Contracted Services						60,000		60,000
Operating Supplies						75,000		75,000
Mileage						500		500
Mobile Phones / Pagers							500	
<b>Expenditures Total</b>	<b>1</b>					<b>232,954</b>	<b>7,400</b>	<b>262,588</b>

## Attributes

Attribute	Value	Comment
Department	012 Customer Service & Communications	
Division	235 Economic Development	
Director	Catherine McLean	
Requested By:	Jason Schildroth	
Town Priority	Multiple Priorities	Growth, Continuous Improvement
General Location	Town Wide	The staff resource would support the coordination of initiatives across the community.
Is there related capital	No	
Partnerships exist? Please explain	Yes	This role will work closely with the Canadian Centre for Diversity and Inclusion (CCDI) and the Coalition of Inclusive Municipalities on the Town's existing partnerships with these organizations.
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered	The Indigenous Engagement Plan, and Diversity Equity and Inclusion Plan are being completed ad hoc, without dedicated support.	Staff have maximized alternative forms of delivery through part-time support by other existing staff, and volunteer working groups. While these working groups will continue, there can be no alternative to a single consolidated staff member to support the projects, strategies and working groups. The existing staff leads had capacity and interest to support the initiation of these efforts, however with a new Official Plan, and new Strategic Plan on the horizon, the capacity of these staff members will be reduced, and therefore their support of these priorities will diminish.
Implementation Plan	Recruitment to begin as soon as possible, to take on Implementation plans existing implementation plans.	The Officer will inherit the work of the two existing volunteer project leads, and combine these efforts into a single workplan that serves both the Indigenous Engagement Plan and the Diversity Equity and Inclusion Strategy, with guidance from the Canadian Centre for Diversity and Inclusion. The Officer will take over leadership of the working groups of staff that are also supporting these existing projects. The Officer is supported by a contracted services request which will assist with the implementation of education programs, strategic projects, and supported initiatives.

# TOWN OF CALEDON

## Change in Service Level

Request	2023-047 Funding for Community Improvement Plan Implementation		
Department	Customer Service & Communications	Division	Economic Development
Version	Department Submission - Pre	Year	2023

### Description

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

There are three Community Improvement Plans (CIP) in Caledon that provide financial incentives for private property owners to invest in fa çade, landscape and energy efficiency that result in community improvements within CIP areas is delineated municipal by-law. All of the Town's CIPs are focused in older commercial/industrial areas slated for revitalization, in line with the goals of the Official Plan. Implementation of the CIPs requires ongoing investment by Council into the program budgets, to support applications and projects in priority areas. Since 2009, 48 applications have been processed, providing over \$620,000 in grant funding which have been leveraged for over \$29 million in private property investment. Downtown Bolton in particular, is being transformed through storefront improvements.

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

Upon the adoption of the Bolton CIP in 2009 Council approved \$100,000 as an annual operating budget expense. Funds not used were moved into a reserve fund. In the 2015 Budget process \$100,000 was removed from the base Operating Budget as efficiency to utilize the CIP reserve funds available. The reserve fund has since been depleted. Therefore currently there are no funds to support the ongoing intake of applications. On averagethe Town receives four applications per year, however the interest in the programs has risen significantly and it is anticipated that the number of applications will increase.

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

COVID recovery support for businesses demonstrated the economic impact of "placemaking" (creating places where people want to gather, shop and support local businesses). This support is about providing programs and incentives to beautify our villages and hamlets. Without funding the incentive programs, staff cannot support businesses, town-wide community revitalization is not possible and the Town risks losing the momentum that has been gained through years of ongoing support of the programs. The recommended updates include new programs, and expanded funding opportunities specific to intensification, revitalization, and climate change initiatives.

#### IV. Recommendation - Proposed Service Level Impact

Support of additional funding towards the CIP programs is recommended in order to maintain town-wide momentum and interest in the programs. CIPs are one of the only tools available to municipalities to support investment by the business community into commercial and industrial properties. These investments help to meet municipal goals of beautification, preservation, and climate change targets. Funding is required to continue to provide targeted incentives in areas that will have the greatest positive economic impact, preserve our heritage and support the mitigation of climate change.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						100,000	-	200,000
<b>Total Tax Impact</b>						100,000		
<b>Expenditures</b>								
Grants						100,000		200,000
<b>Expenditures Total</b>						100,000		200,000

### Attributes

Attribute	Value	Comment
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## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-047 Funding for Community Improvement Plan Implementation		
<b>Department</b>	Customer Service & Communications	<b>Division</b>	Economic Development
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Department	012 Customer Service & Communications	
Division	235 Economic Development	
Director	Catherine McLean	
Requested By:	Jason Schildroth	
Town Priority	Growth	
General Location	Multiple Wards (Please Indicate in Comments)	Community Improvement Plans exist for Bolton, Caledon East, and the 'Six Villages' (Alton, Caledon Village, Cheltenham, Inglewood, Mono Mills, Palgrave).
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	Community Improvement Plans are governed under the Planning Act.
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered	Staff will alternatively need to cease intake of CIP programs, as available funding has been allocated.	
Implementation Plan	Respond to increasing applications, communicate and promote the programs.	

# TOWN OF CALEDON

## Change in Service Level

Request	2023-062 Manager, Business Development and Investment		
Department	Customer Service & Communications	Division	Economic Development
Version	Department Submission - Pre	Year	2023

### Description

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

The Economic Development Strategy (2020) outlines deliverables to prepare Caledon for the significant growth that is expected to 2051. Since launching in 2020, efforts have been dedicated toward the Bolton Downtown Revitalization Plan, completing studies, supporting the Official Plan, and updates to Bolton's Community Improvement Plan (CIP). The next stages of implementation include significant work into "Focus on Business Retention and Growth", and "Enhance Investment Readiness". A dedicated resource to oversee business attraction, investment, growth, and investment readiness is required. This position will work closely with the Planning team, leading high profile applications and moving clients through development processes.

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

At this time, the Manager of Economic Development is supporting the progress on Downtown Bolton's Revitalization, Tourism initiatives, and the day to day operation of the Economic Development team's work on implementing the Economic Development Strategy (creating an entrepreneurial economy, and improving quality of place). Unfortunately this is only a portion of the work, in the absence of a dedicated manager other work specific to growing Caledon business and employment opportunities (supporting business retention and expansion, and enhancing investment readiness) there is no dedicated resource to support to the Economic Development Officers and Officer, Economic Outreach and Partnerships to lead these files.

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

If we do not adequately resource the pillars of business retention and expansion, and investment readiness with a dedicated manager to lead these critically important files, the Economic Development Strategy is at risk, and the Town's economic growth in support of a rapidly growing population will not meet the requirements of a growth municipality. The Town requires investment in a manager who can take on business investment, development and attraction as well as investment readiness to position us for employment growth. The majority of this role will focus on providing a level of service to expedite development in business attraction and investment through the approval process at the Town of Caledon that is currently not happening.

#### IV. Recommendation - Proposed Service Level Impact

To prepare Caledon for growth, a Manager, Business Development and Investment will ensure that the pillars of Business Retention and Expansion, and Enhancing Investment Readiness are supported, and the deliverables of each are executed. This position will work closely with the Planning and Development team, and drive the implementation of business attraction, retention, expansion, and community improvement plans through our processes and approvals to expedite service delivery.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						30,174	7,400	53,507
<b>Total Tax Impact</b>						37,574		
<b>Expenditures</b>								
Manager, Business Development and	1			73,488	22,047	95,535		191,070
Recovery-Salaries-Permanent						35,826		
75% Recovery from Planning						(107,477)		(143,303)
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-062 Manager, Business Development and Investment		
Department	Customer Service & Communications	Division	Economic Development
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
New Staff Technology							4,900	
Training/Development/Seminars						4,000		4,000
Memberships/Dues						1,000		1,000
Mileage						500		500
Mobile Phones / Pagers						240		240
<b>Expenditures Total</b>	<b>1</b>					<b>30,174</b>	<b>7,400</b>	<b>53,507</b>

#### Attributes

Attribute	Value	Comment
Department	012 Customer Service & Communications	
Division	235 Economic Development	
Director	Catherine McLean	
Requested By:	Catherine McLean	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		



## TOWN OF CALEDON

## Change in Service Level

Request	2023-069 Revitalization and Placemaking Program		
Department	Customer Service & Communications	Division	Economic Development
Version	Department Submission - Pre	Year	2023

## Description

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

The Bolton Revitalization Plan has demonstrated village-level beautification and activations play a key role in vibrant downtowns. Public art, seasonal decorations and events, and community engagement all contribute to community revitalization. The Economic Development Strategy directs staff to support overall town-wide revitalization efforts. Using success of the Downtown Bolton Revitalization Plan as a template, this program will be supported as a Community Project within the Economic Development office, and will be rolled out annually, across Caledon.

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

The Downtown Bolton Revitalization Plan was a capital project budget, allocated by Council to enable staff to implement several initiatives in 2021, and 2022. A significant amount of work was completed in Bolton's downtown which have demonstrated the important role of placemaking, public gathering places, public art, and grassroots engagement opportunities with businesses and residents. Staff are recommending a program, that reflects the success seen in Bolton, is rolled out town-wide, which would specifically support animating the public realm through art, banners, attractions, and other.

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

This program is essential to provide staff with the resources needed to maintain revitalization momentum. Placemaking and revitalization of Bolton required investment from Council to catalyze relationships and projects. Without adequate resourcing to support the program, staff cannot make the required investments and partnerships that drive the success of revitalization initiatives. This program is also a key driver of deliverables within the Tourism Strategy, and DEI Framework.

**IV. Recommendation - Proposed Service Level Impact**

The town-wide revitalization program would be administered as a Community Project within the Economic Development Office, and would see 12 communities (Alton, Caledon East, Caledon Village, Cheltenham, Inglewood, Mono Mills, Palgrave, Southfields, Valleywood, Bolton, Belfountain, Terra Cotta) benefit from investment in public spaces, activations and public art. Each community would be provided a smaller budget to work within, to engage and collaborate with staff, and complete at minimum one community project per identified community.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						175,000	-	175,000
<b>Total Tax Impact</b>						175,000		
<b>Expenditures</b>								
Contracted Services						175,000		175,000
<b>Expenditures Total</b>						175,000		175,000

## Attributes

Attribute	Value	Comment
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UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-069 Revitalization and Placemaking Program		
<b>Department</b>	Customer Service & Communications	<b>Division</b>	Economic Development
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Department	012 Customer Service & Communications	
Division	235 Economic Development	
Director	Catherine McLean	
Requested By:	Jason Schildroth	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Engineering Services

Annual Budget  
Fiscal Year 2023



### Engineering Services

#### Department Role

Engineering Services advises on and supports the building and maintenance of roads, bridges, water drainage and infrastructure for the Town's growing and new communities by:

- preparing Servicing Plans and undertaking Environmental Assessments to support new road and infrastructure projects;
- reviewing and approving designs and plans for changes to land use, and executing the related agreements/permits and administering construction and inspection;
- overseeing the full project management of Town's roads, bridges, storm drainage, streetlights, etc. from planning through to inspection;
- ensuring environmental compliance for new storm drainage infrastructure; and
- planning and supporting public transit services, active transportation, and traffic safety programs and studies.

#### 2022 Achievements

##### Development Engineering

- Partnered with the Mayfield West Developers Group to advance the detailed design of the proposed Highway 410/10 Interchange modifications
- Assumed responsibility for the preparation of development agreements
- Reviewed approximately 300 site plans, consent, minor variance, NEC and subdivision
- Provided construction oversight on 41 projects and assumed five subdivisions in 2022
- Established an agreement with the Province with respect to drainage infrastructure for the Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA)

##### Engineering Capital Design and Construction

- Received the Lake Simcoe Region Conservation Authority 'Healthy Water Award' for hosting Stormwater Management Pond inspection and maintenance workshops
- Undertook \$45M in major road improvements including Old School Road, McLaughlin Road and Centerville Creek Road, and in Alton Village
- Completed the Columbia Way Stormwater Pond Retrofit and Norton Boulevard/Haines Drive storm sewer replacement
- Completed major rehabilitation of Boston Mills Road bridge, replacement of Beach Grove Sideroad culvert, and repair of five emergency storm culvert
- improving public and road safety

##### Transportation Engineering

- Completed the Multi-Modal Transportation Master Plan in support of the new Official Plan and Development Charge background study update
- Chaired the Active Transportation Task Force, initiated the Active Transportation Master Plan and added 200 kilometers in new bike routes
- Secured GO Station land and Provincial/Metrolinx commitment to advance the Caledon-Vaughan GO Rail business case in the Greater Golden Horseshoe Transportation Plan
- Secured the Caledon portion of the Orangeville-Brampton rail corridor for a 36km north-south extension of the Caledon Trailway system

## 2023 Business Plans

- Implemented improvements to the public utilities' location approval process
- Transit service expanded in Bolton with added bus stops connecting more areas of Bolton and to transit of nearby municipalities
- Implemented traffic calming measures across the Town as well as advocated the Province and Peel Region to implement measures at Highway 10 and Olde Base Line

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	<p>1.22 Update Site Alteration By-law</p> <p>1.23 Update the Development Engineering Design Criteria and Standards manual</p> <p>1.24 Develop Stormwater Management Master Plan</p> <p>1.25 Implement road, bridge and stormwater programs including:</p> <ul style="list-style-type: none"> <li>• Reconstruction of Main Street, The Grange Sideroad and Mississauga Road</li> <li>• Rehabilitation of major roadways including Bramalea Road, Innis Lake Road and Humber Station Road</li> <li>• Phase 1 of 3 for Dominion St Road and Bridge rehabilitation which includes river slope stabilization</li> <li>• Rehabilitate and replace 2 bridges and 2 trailway culverts</li> <li>• Cleanout of 3 ponds, 1 retrofit and studies, designs, CCTV of sewer systems for asset management and Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA) studies</li> </ul>	<p>Percentage of development applications meeting design criteria and standards</p> <p>Percentage of capital road, bridge and stormwater projects delivered on time and on budget</p> <p>Average Pavement Condition Index</p> <p>Walking, cycling and transit volumes on key corridors</p>

## 2023 Business Plans

	<p>1.26 Complete the removal and replacement of the Strawberry Hill retaining wall</p> <p>1.27 Finalize the Multi-modal Transportation Master Plan</p> <p>1.28 Complete the Active Transportation Master Plan</p> <p>1.29 Develop and implement Caledon Rail to Trail Conversion Plan</p> <p>1.30 Develop a Town-wide Transit Strategy</p> <p>1.31 Advance Caledon-Vaughan GO Rail business case and Caledon Station design</p> <p>1.32 Update and modernize Traffic By-law to include regulatory sign requirements for newly assumed subdivisions speed limits and respective clauses</p> <p>1.33 Lead the transportation study for the triangle lands north-west of Coleraine Drive and Mayfield Road</p>	
<b>2. CONTINUOUS IMPROVEMENT</b>	<p>2.26 Participate in and implement Development Process Review for site plan and subdivision</p> <p>2.27 Implement lot grading review for in-fill and estate lots</p> <p>2.28 Modernize subdivision agreement and preparation process</p> <p>2.29 Develop a new multi-year capital plan for linear infrastructure</p>	<p>Decrease in average time to review and process site plan and subdivision applications</p> <p>Fewer post-construction grading and drainage complaints</p> <p>Capital engineering budget to actual variance</p> <p>Percentage of riders that say local transit is convenient and accessible</p>

## 2023 Business Plans

	<p>2.30 Implement a project management system tracking capital projects</p> <p>2.31 Improve capital project coordination with agencies, in particular the Region of Peel</p> <p>2.32 Expand local transit service</p> <p>2.33 Implement the Automated Speed Enforcement (ASE) program on Town roads</p>	Percentage decrease in speeding vehicles in ASE areas
<b>3. LEGISLATIVE REQUIREMENT</b>	<p>3.3 Implement development related components of the CLI-ECA program</p> <p>3.4 Prepare the Engineering component of the Development Charges Background Study and By-law update</p>	

**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - ENGINEERING SERVICES**

**UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
<b>Revenues</b>	(\$3,312,882)		(\$3,312,882)			(\$58,886)				\$840,878	\$42,200	(\$2,488,690)
<b>Expenses</b>	\$8,379,926		\$8,379,926		\$194,819	\$70,396		\$32,603		(\$1,230,589)	\$230,000	\$7,677,155
<b>Net Exp./(Rev.)</b>	\$5,067,044	\$0	\$5,067,044	\$0	\$194,819	\$11,510	\$0	\$32,603	\$0	(\$389,711)	\$272,200	\$5,188,465

**RECOMMENDED BUDGET REDUCTIONS**

Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)
			\$0	(\$2,488,690)
			\$0	\$7,677,155
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,188,465</b>

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

\$121,421  
 2.4%



**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **ENGINEERING SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net - "2023 Base Budget" in Appendix 1** **\$5,067,044**

**D - Mandatory Increases due to new or changes in existing legislation** **\$0**

**E - Increases in employee compensation (existing staff)** **\$194,819**

Salaries and Benefits - Increases related to COLA, Grade and Grid moves \$194,819

**F - Annualization of New Staff approved in the 2022 Budget** **\$11,510**

Annualized funding of Salaries and Benefits from Engineering Reserve/Fees (\$58,886)

Annualized Salaries and Benefits of (1) Project Coordinator (2022 CSL #23), (1) Senior Project Manager - Stormwater (2022 CSL #27), (1) Senior Project Manager, Development Engineering and (1) Infrastructure Analyst (2022 CSL #60) Net of recovery from Capital Projects \$70,396

**G - Annualization of Services approved in the 2022 Budget** **\$0**

**H - Inflationary Adjustments** **\$32,603**

Studies/Consultants \$20,000

Printing & Advertising \$1,500

Mobile Phones \$500

Transit \$10,603

**I - Increases/(Decreases) for Utilities** **\$0**

**J - Revenue (Increases)/Decreases** **(\$389,711)**

Decreased Engineering Fee Revenue based on planned subdivision submissions and registrations for 2023 \$1,235,840

Decreased Net Contribution to Reserve (\$1,625,551)

**APPENDIX 2 - UNAVOIDABLE**

**K - Previously Approved Council Initiatives - Increases/(Decreases)** **\$272,200**

Phase in for external debt repayments relating to 2021 Roads Rehab program - 21-047 - \$4 million debt and for the CECC phase 4 debenture	\$250,000
Removal of one-time revenue related to 2022 CSL #23, 2022 CSL #37 and 2022 CSL #60	\$22,200
Removal of one-time revenue related to one-time costs for street light requests (2022 CSL #1)	\$20,000
Removal of one-time costs related to new street light requests (2022 CSL #1)	(\$20,000)

**Net Unavoidable Increases/(Decreases)** \$121,421

**L Adjusted Base Budget for ENGINEERING SERVICES**

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**\$5,188,465**

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(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: ENGINEERING SERVICES

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2** \$5,188,465

**M - Service Delivery Efficiencies** \$0

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**N - New Fees/Revenues** \$0

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**O - Fee Rate Increases** \$0

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**P - Total Recommended Reductions** \$0

**Q 2023 Budget to be presented to Council for ENGINEERING SERVICES** \$5,188,465

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: ENGINEERING SERVICES

<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>			
2023-001 Transportation Engineer (9 months in 2023)	\$1,500	1.0	Part Year
2023-070 Manager of Infrastructure Development (9 months in 2023)	\$25,942	1.0	Part Year
2023-071 Program Manager - Stormwater and Environmental (9 months in 2023)	\$3,390	1.0	Part Year
2023-073 Automated Speed Enforcement Implementation Plan (9 months in 2023)	\$4,950	1.0	Part Year
2023-081 Program Manager - Capital Infrastructure (9 months in 2023)	\$36,555	1.0	Part Year
2023-082 Senior Project Manager - Stormwater (8 months in 2023)	\$27,235	1.0	Part Year
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$99,572</b>		
<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>			
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
<b>GRAND TOTAL</b>	<b>\$99,572</b>		

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-001 Transportation Engineer		
<b>Department</b>	Engineering Services	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Description
<p><b>I. Executive Summary - Overview of Proposal (How/ Why)</b></p> <p>Staff are currently processing five large Official Plan Amendments and three additional Secondary Plan studies are being proposed to be initiated in 2023. The current staff complement of the Transportation Division is fully utilized so an additional Transportation Engineer position is being recommended to effectively review and provide input on the transportation-related components of these eight macro planning studies.</p>
<p><b>II. Background - Current Service Level (Describe the existing level of service provided)</b></p> <p>Staff in the division are currently operating over capacity with many projects and initiatives underway including reviewing development related growth applications and projects, transit, Master Plans including new Caledon Rail to Trail conversion and day to day operational items and emergencies that come up such as traffic calming requests. Staff also spend a large amount of time coordinating with other government agencies such as the Region of Peel and the Ministry of Transportation to name a few, which creates a high level of service demand on transportation engineering staff. The Transportation Division requires an additional Transportation Engineer to adequately resource the review of the macro secondary and block plan workload.</p>
<p><b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b></p> <p>Should the additional Transportation Engineer position not be approved then there will be insufficient staff resources in the Transportation Engineering Division to carry out the growth-related strategic projects like secondary and block plans, leading transit initiatives, and implementing Master Plans recommendations. Workload and town projects will need to be re-prioritized, and there is a risk that there may not be sufficient resources to comprehensively review and coordinate the transportation initiatives from other levels of governments.</p>
<p><b>IV. Recommendation - Proposed Service Level Impact</b></p> <p>An additional Transportation Engineer position is being recommended to support the preparation of multiple secondary plans, the review of block plans, and the coordination of transportation related initiatives from other levels of government, such as the Region of Peel, MTO and Metrolinx.</p>

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
Net Tax Impact						4,100	4,900	4,100
Total Tax Impact						9,000		
Expenditures								
Salaries-Permanent	1		9	78,308	23,492	101,801		135,734
Maintenance Contracts - IT						550		550
New Staff Technology							4,900	
Training/Development/Seminars						1,800		1,800
Memberships/Dues						350		350

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-001 Transportation Engineer		
Department	Engineering Services	Division	Transportation
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Uniforms/Protective Clothing						300		300
Operating Supplies						100		100
Mileage						500		500
Mobile Phones / Pagers						500		500
<b>Expenditures Total</b>	<b>1</b>					<b>105,901</b>	<b>4,900</b>	<b>139,834</b>

#### Funding

Reserve Fund To Revenue						(101,801)		(135,734)
<b>Funding Total</b>						<b>(101,801)</b>		<b>(135,734)</b>

#### Attributes

Attribute	Value	Comment
Department	013 Engineering Services	
Division	500 Transportation	
Director	Andrew Pearce	
Requested By:	Arash Olia	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

Request	2023-070 Manager of Infrastructure Development		
Department	Engineering Services	Division	Development Engineering
Version	Department Submission - Pre	Year	2023

### Description

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

The Engineering Department is required to provide input to the preparation of multiple secondary plans (seven in 2023) and to develop the infrastructure framework necessary to service growth in accordance with the Town's new Official Plan. To effectively manage the scope and complexity of this work, a dedicated engineering team has been created that is functionally aligned with the Strategic Policy Division in the Planning Department. A new manager position is being recommended to lead the Infrastructure Development Division.

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

Traditionally, the Development Engineering Division has been primarily focused on reviewing development applications. With the substantial growth coming to Caledon, there is an emerging need to complete multiple secondary plans and to develop master plans for growth related infrastructure. Managing the pressures of meeting regulatory turnaround times on development applications do not afford enough time/space for staff to focus on the infrastructure planning needs including supporting strategic initiatives (i.e. new OP or Secondary Plans) while providing adequate level of service on current development applications. Accordingly, a dedicated team has been created in the Engineering Department that will focus on infrastructure planning, strategic initiatives, and coordination with the Region of Peel on water and wastewater servicing. This will ensure that the Town's growth ~~strategic plans and servicing framework are available to support growth, rather than react to growth on an ad-hoc basis.~~

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

The risk of not having this additional management position is that the span of control associated with the timely processing of development applications and the need for infrastructure planning will be too much for one manager to effectively oversee. This will result in a drop in service delivery and delays in processing development applications and completion of secondary and block plans. This delay will impact the timing of growth and potentially the delivery of critical road and servicing growth related infrastructure improvements. In addition, corporate and department objectives related to aligning key priorities, improving service delivery and organizational development will be take much longer to realize.

#### IV. Recommendation - Proposed Service Level Impact

A new Manager, Infrastructure Development is required to lead an engineering team dedicated on infrastructure planning, strategic initiatives, secondary plans and coordination with the Region of Peel on water and wastewater servicing needs to support growth in the Town. This organizational structure aligns with the Planning Department and is intended to improve service delivery and facilitate orderly growth. This position will be funded from Development Engineering Fees.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						4,100	4,900	4,100
<b>Total Tax Impact</b>						9,000		

#### Expenditures

Salaries-Permanent								
Infrastructure Planning Program Manager	1			146,977	44,093	191,070		191,070
Maintenance Contracts - IT						550		550
Computer Hardware							4,400	
Mobile Phone							500	

UNDER REVIEW

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-070 Manager of Infrastructure Development		
<b>Department</b>	Engineering Services	<b>Division</b>	Development Engineering
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Training/Development/Seminars						1,800		1,800
Memberships/Dues						350		350
Uniforms/Protective Clothing						300		300
Operating Supplies						100		100
Mileage						500		500
Mobile Phones / Pagers						500		500
<b>Expenditures Total</b>	<b>1</b>					<b>195,170</b>	<b>4,900</b>	<b>195,170</b>

### Funding

Reserve Fund To Revenue						(382,140)		(382,140)
Manager of Infrastructure Development						191,070		191,070
<b>Funding Total</b>						<b>(191,070)</b>		<b>(191,070)</b>

### Attributes

Attribute	Value	Comment
Department	013 Engineering Services	
Division	270 Development Engineering	
Director	Andrew Pearce	
Requested By:	Rita Juliao	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		



# TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-071 Program Manager - Stormwater and Environmental		
<b>Department</b>	Engineering Services	<b>Division</b>	Development Engineering
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Description	
-------------	--

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

This position is being recommended to increase the level of service related to the Town's storm water network and plan for new storm water infrastructure in growth areas as identified in the Strategic Growth Direction and new Official Plan. Specifically, this position will ensure that storm water management strategies proposed to mitigate development impacts on our Natural Heritage System, existing storm infrastructure, private and public property are prepared in accordance with Town-approved Sub-watershed Studies and implemented through Secondary Plans, Block Plans and Draft Plans. This position will lead Sub-watershed Studies and support Secondary Plans and policies to ensure development is both growth-focused and sustainable.

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

The Province recently downloaded the responsibility of storm water infrastructure approvals to the local municipalities through a program called the Environmental Compliance Approval (CLI-ECA), including new/enhanced level of storm water management design and monitoring criteria that must be implemented for all new development. Currently, we have no dedicated staff member focused on Storm water Infrastructure Planning for new growth areas that can integrate the new requirements of the CLI-ECA through Secondary Planning, Block Planning and Draft Plans. We lack coordination with the Region and Conservation Authorities on environmental plans/studies where the Town often assumes the most infrastructure, associated cost and risk.

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

Without a Storm water and Environment Program Manager, we lose the potential to shape growth in an environmentally and economically sustainable way through sub-watershed planning and implementation strategies. We would miss opportunities to implement the storm water and climate change-related Green Development Standards. We could be found uncompliant with the Town's Agreement with the Ministry of Environment and Parks as it relates to the CLI-ECA.

#### IV. Recommendation - Proposed Service Level Impact

Through the Storm water and Environmental Program Manager, the Town would ensure that development is planned and designed to meet sub-watershed targets, reducing the impact on the natural environment, existing storm drainage systems and infrastructure, public and private property. The Program Manager would also increase the level of public awareness around storm water and ensure implementation plans are successful through monitoring and adaptive management.

Operating Impact
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	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<i>Net Tax Impact</i>						4,100	4,900	4,100
<i>Total Tax Impact</i>						9,000		

### Expenditures

Salaries-Permanent	1	9	108,496	32,549	141,044		141,044
Maintenance Contracts - IT					550		550
New Staff Technology						4,900	
Training/Development/Seminars					1,800		1,800
Memberships/Dues					350		350

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-071 Program Manager - Stormwater and Environmental		
Department	Engineering Services	Division	Development Engineering
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Uniforms/Protective Clothing						300		300
Operating Supplies						100		100
Mileage						500		500
Mobile Phones / Pagers						500		500
<b>Expenditures Total</b>	<b>1</b>					<b>145,144</b>	<b>4,900</b>	<b>145,144</b>

#### Funding

Reserve Fund To Revenue						(141,044)		(141,044)
<b>Funding Total</b>						<b>(141,044)</b>		<b>(141,044)</b>

#### Attributes

Attribute	Value	Comment
Department	013 Engineering Services	
Division	270 Development Engineering	
Director	Andrew Pearce	
Requested By:	Rita Juliao	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-073 Automated Speed Enforcement Implementation Plan		
<b>Department</b>	Engineering Services	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Description
-------------

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

In addition to the Region's Automated Speed Enforcement (ASE) program in Caledon, staff propose to install and operate two (2) new mobile ASE cameras in 2023 based on the current court capacity, to be rotated among Community Safety Zones in Caledon.

Staff Report 2023-0028 detailing the ASE program to be presented to Council for consideration.

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

The original plan for implementing the ASE program was to leverage the Region of Peel to run the program on Town's behalf. Due to capacity constraints at the Region, Town Staff have been working to implement the ASE program internally.

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

Implementing the ASE program largely depends on the court's capacity to process the tickets. The maximum court capacity that can be currently allocated to this program is 12,000 tickets per year. Additional staffing resources is necessary for the operation and supervising the program.

In order to implement and operate the Town's ASE program, additional resources would be required to supervise the ASE program.

**IV. Recommendation - Proposed Service Level Impact**

It is recommended a phased approach to install two (2) mobile ASE units in 2023 and to expand it to six (6) units by 2025 (to secure one ASE unit for each town ward).

Staff to assess the technology and impacts on courts, supervising the program, while continuing to develop an Administrative Monetary Penalty (AMP) process.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						112,274	(107,324)	(196,818)
<b>Total Tax Impact</b>						4,950		
<b>Expenditures</b>								
Salaries-Permanent	1			62,095	18,629	80,724		107,632
Maintenance Contracts - IT						550		550
New Staff Technology							4,400	
Contracted Services						191,000		235,000
<b>Expenditures Total</b>	<b>1</b>					<b>272,274</b>	<b>4,400</b>	<b>343,182</b>

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-073 Automated Speed Enforcement Implementation Plan		
Department	Engineering Services	Division	Transportation
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Fines/Fees						(160,000)		(540,000)
Reserve Fund To Revenue							(111,724)	
<b>Funding</b>						<b>(160,000)</b>	<b>(111,724)</b>	<b>(540,000)</b>
<b>Total</b>								

#### Attributes

Attribute	Value	Comment
Department	013 Engineering Services	
Division	500 Transportation	
Director	Andrew Pearce	
Requested By:	Arash Olia	
Town Priority	Continuous Improvement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

Request	2023-081 Program Manager - Capital Infrastructure		
Department	Engineering Services	Division	Engineering Services
Version	Department Submission - Pre	Year	2023

### Description

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

New provincial regulations and environmental requirements are increasing the scope and complexity of capital road projects, which is in turn is impacting the timely delivery of infrastructure projects. The addition of a Program Manager is being recommended to provide focus on the delivery of the core road rehab program. This additional resource will reduce the span of control on the Manager thereby enabling the Manager to focus more on the delivery of the complex infrastructure projects and the daily operation of the Division.

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

The Town invests approximately \$35 million dollars annually in the renewal of linear infrastructure. On average , the Engineering Capital Design & Construction Division manages approximately 50 capital projects at any given time including Environmental Assessment studies, design assignments and construction projects. Projects are becoming more complex and take longer to complete. This is resulting in a backlog of engineering design work and increasing the risk of scope and schedule creep. To address this issue, a dedicated resource is needed to facilitate the delivery of the core road rehab program.

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

The current backlog of design projects will continue, which can impact project costs and the timely delivery of capital infrastructure improvements. If roads improvements are delayed, the condition of a road segment may drop below acceptable levels of service and required additional maintenance activities. This will have a financial impact to the Town.

#### IV. Recommendation - Proposed Service Level Impact

A Program Manager - Roads will be critical in planning and delivering the core road rehabilitation capital program in Town. This position will also provide additional capacity in the Division for asset management and to address emergency projects that come up during the year without impacting the delivery and schedule of active projects. The Program Manager will also be responsible for coordinating the capital program with the Region of Peel and other stakeholders.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						39,361	4,900	51,115
<b>Total Tax Impact</b>						44,261		
<b>Expenditures</b>								
Salary Recovery						(70,522)		(94,029)
Salaries-Permanent	1		9	81,372	24,411	105,783		141,044
Maintenance Contracts - IT						550		550
New Staff Technology							4,900	
Training/Development/Seminars						1,800		1,800

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-081 Program Manager - Capital Infrastructure		
Department	Engineering Services	Division	Engineering Services
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						350		350
Uniforms/Protective Clothing						300		300
Operating Supplies						100		100
Mileage						500		500
Mobile Phones / Pagers						500		500
<b>Expenditures Total</b>	<b>1</b>					<b>39,361</b>	<b>4,900</b>	<b>51,115</b>

#### Attributes

Attribute	Value	Comment
Department	013 Engineering Services	
Division	265 Engineering Services	
Director	Andrew Pearce	
Requested By:	Ryan Grodecki	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?	Yes	
Status	Under Review	
Posted	Yes	
Alternatives Considered	None	
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-082 Senior Project Manager - Stormwater		
Department	Engineering Services	Division	Engineering Services
Version	Department Submission - Pre	Year	2023

## Description

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

To adequately resource the increasing demand on the storm water capital program and to advance asset management, an additional Senior Project Manager - Stormwater position is being recommended for the Engineering Capital Design & Construction Division. The additional position will provide the Division sufficient resources to effectively deliver the annual storm water capital Program valued at roughly \$2.5 million and fulfill the requirements of the Town's Environmental Compliance agreement with the Ministry of Environment, Conservation and Parks related to the Town's storm drainage infrastructure.

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

Over the last several years, the Town has budgeted approximately \$2.5 million annually for storm water related projects. This program has expanded to complete community drainage studies, erosion control studies, storm water condition assessments and implementing drainage solutions and large civil construction projects. Recently, the Province downloaded additional responsibilities to the Town as it relates to the operation, maintenance and reporting on the condition of the Town's drainage infrastructure. This has resulted in the need to invest more resources into managing drainage infrastructure and collecting asset condition assessments. A staff resource is required to manage this additional workload.

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

There are significant risks to not approving the additional resource in that required storm water engineering work will not be completed including the proposed 2023 storm water management program. This is in part due to a heavy backlog of required projects which are complicated by permitting and agency oversight as well as newly legislated requirements on the Town.

**IV. Recommendation - Proposed Service Level Impact**

It is recommended that an additional Senior Project Manager - Stormwater position be approved to enable the Town to provide effectively delivery the storm water infrastructure projects and undertake the necessary work to ensure the Town meets its requirements under the storm water Consolidated Linear Infrastructure-Environmental Compliance agreement with the Ministry of Environment, Conservation and Parks (MECP).

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						43,963	4,900	43,963
<b>Total Tax Impact</b>						48,863		
<b>Expenditures</b>								
Salary Recovery						(79,725)		(79,725)
Salaries-Permanent	1		8	91,991	27,597	119,588		119,588
Maintenance Contracts - IT						550		550
New Staff Technology							4,900	
Training/Development/Seminars						1,800		1,800

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-082 Senior Project Manager - Stormwater		
Department	Engineering Services	Division	Engineering Services
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						350		350
Uniforms/Protective Clothing						300		300
Mileage						500		500
Mobile Phones / Pagers						500		500
Operating Supplies								
<b>Expenditures</b>								
<b>Total</b>	1					43,863	4,900	43,863

#### Attributes

Attribute	Value	Comment
Department	013 Engineering Services	
Division	265 Engineering Services	
Director	Andrew Pearce	
Requested By:	Ryan Grodecki	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		



# Finance

## Annual Budget Fiscal Year 2023



## 2023 Business Plans

### Finance

#### Department Role

Finance supports the organization's use of public funds and assets to deliver services to the community by:

- financial planning and budgeting, revenue collection, spending and accounting of financial resources;
- supporting the organization in acquiring goods and services and managing risks; and
- coordinating the management of corporate assets so that investments in assets offer the greatest return in terms of service level expectations and asset lifecycle.

#### 2022 Achievements

##### Asset Management

- Updated the Asset Management Plan for core municipal infrastructure assets
- Conducted a gap analysis and implemented a corporate asset management governance structure and road map to meet future Ontario Regulation 588/17 requirements and to advance a lifecycle approach for infrastructure and asset care

##### Finance

- Implemented paperless accounts payable software system creating efficiencies and reducing the use of paper
- For the 9<sup>th</sup> year, received the prestigious Government Finance Officers Association's Distinguished Budget Award for 2022 Town Budget

##### Purchasing & Risk Management

- Implemented Amazon Business for smaller dollar-value purchases
- Developed a new online vendor performance scorecard
- Updated construction contracts to reflect changes in excess soils legislation

#### 2023 Department Priorities

Objectives	Key Activities	Measures
1. <b>COMMUNITY GROWTH</b>	1.34 Fiscal Impact Study in alignment with Growth Management and Phasing Plan to 2051	
2. <b>CONTINUOUS IMPROVEMENT</b>	2.34 Implement multi-year Asset Management Roadmap (service delivery) including linking work orders to assets for field work completed  2.35 Develop asset retirement obligation process	Increase percentage of work orders linked to assets  Percentage increase in property taxes paid on time Decrease in average time to administer claims

## 2023 Business Plans

	<p>2.36 Implement new property tax software system including electronic billing and client facing portal</p> <p>2.37 Implement cloud-based claims software system</p> <p>2.38 Develop a social procurement policy</p> <p>2.39 Develop and facilitate a 'How to do business with the Town of Caledon' seminar</p>	Percentage of participants satisfied with 'How to do business with the Town of Caledon' seminar
<b>3. LEGISLATIVE REQUIREMENT</b>	<p>3.5 Implement multi-year Asset Management Roadmap (regulatory compliance) including updating the existing Asset Management Plan for non-core assets (buildings, furniture, IT equipment, vehicles, etc.)</p> <p>3.6 Conduct Development Charges Background Study and By-law update</p> <p>3.7 Undertake Comprehensive Fee Review for development applications</p> <p>3.8 Implement public sector accounting standards and annual policy reporting changes</p>	

TOWN OF CALEDON  
2023 OPERATING BUDGET - FINANCE

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$95,875)		(\$95,875)									(\$95,875)
Expenses	\$3,604,035		\$3,604,035		\$146,679	\$67,612		\$13,810			\$4,400	\$3,836,536
Net Exp./(Rev.)	\$3,508,160	\$0	\$3,508,160	\$0	\$146,679	\$67,612	\$0	\$13,810	\$0	\$0	\$4,400	\$3,740,661

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
				(\$95,875)	
				\$3,836,536	
\$0	\$0	\$0	\$0	\$3,740,661	

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

% Increase/(Decrease)

\$232,501

6.6%

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **FINANCE**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net - "2023 Base Budget" in Appendix 1**

**\$3,508,160**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$0**

1		
2		

**E - Increases in employee compensation (existing staff)**

**\$146,679**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$146,679
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**F - Annualization of New Staff approved in the 2022 Budget**

**\$67,612**

4	Annualized Salaries and Benefits of (1) Supervisor, Revenue (2022 CSL #12), (1) Senior Clerk, Revenue (2022 CSL #20) and (1) Financial Analyst, long-term financial planning (2022 CSL #40)	\$67,612
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**G - Annualization of Services approved in the 2022 Budget**

**\$0**

5		
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**H - Inflationary Adjustments**

**\$13,810**

6	Contracted Services	\$10,000
7	Printing & Advertising	\$2,500
8	Training/Development/Seminars	\$1,210
9	Mobile Phones	\$100

**I - Increases/(Decreases) for Utilities**

**\$0**

10		
11		

**J - Revenue (Increases)/Decreases**

**\$0**

12		
13		

APPENDIX 2 - UNAVOIDABLE

K - Previously Approved Council Initiatives - Increases/(Decreases)

\$4,400

14	Salary Recovery	\$4,400
15		

Net Unavoidable Increases/(Decreases)

\$232,501

L Adjusted Base Budget for FINANCE

\$3,740,661

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: FINANCE

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue)** - *see appendix 2* \$3,740,661

**M - Service Delivery Efficiencies** \$0

1		
2		
3		

**N - New Fees/Revenues** \$0

4		
5		
6		

**O - Fee Rate Increases** \$0

7		
8		
9		

**P - Total Recommended Reductions** \$0

**Q 2023 Budget to be presented to Council for FINANCE** \$3,740,661

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

# TOWN OF CALEDON 2023 OPERATING BUDGET

DEPARTMENT NAME: **FINANCE**

<i>ITEM</i>		<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
PROPOSED FUNDED CHANGES IN SERVICE LEVELS				
61	Advisor, Asset and Infrastructure Management (6 months in 2023)	\$67,650	1.0	Part Year
TOTAL URGENT CHANGES IN SERVICE LEVELS		\$67,650		
<i>ITEM</i>		<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS				
TOTAL OTHER CHANGES IN SERVICE LEVELS		\$0		
GRAND TOTAL		\$67,650		



# TOWN OF CALEDON

## Change in Service Level

Request	2023-061 Advisor Asset and Infrastructure Management		
Department	Finance	Division	Finance
Version	Department Submission - Pre	Year	2023

### Description

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

Corporate Asset Management Unit provides "Asset management business service improvements" across departments related to all Town assets for meeting regulatory compliance, yearly financial reporting, and continuous improvement to realized value from Town assets. The service strategically improves business coordination for both meeting current legislative obligations plus to achieve cost effective and efficient management of Town resources related to assets and infrastructure. The addition of one full time resource is requested for non-core assets due to the extensive work required as specified in O.Reg 588/17 - Municipalities Asset Management Planning.

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

The Unit provides service work to support a coordinated Asset Management approach that includes creating and maintaining a Asset Inventory in a single asset registry, determining levels of service for each asset class, costs of life-cycle activities and growth impact considerations for core assets (roads, bridges & culverts, stormwater) across the Town to meet financial yearly reporting obligations, current regulations plus enable "first steps" in an overall Corporate Asset Management Program to improve service delivery. The Unit has resource capacity to meet future regulations for core assets but not for overall asset related business improvements and not for non-core assets that represent 25% of the Towns 2019 year end assessed asset value. The current up to date non core asset value and specific details are not unknown as substantial work is required in this area to achieve compliance by end of 2023.

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

1) Further delay in advancing asset management across the Town primarily understanding long term needs, priorities to ensure financial substantiality; 2) Forego large funding grants the Town currently receives and negative Town reputation if not in compliance with legislation; 3) Existing resources stretched beyond capacity; quality and current deliverables jeopardized and; 4) Continued reliance upon reactive rather than proactive approaches to be prepared and forward thinking particularly related to growth and climate change. There is urgency to improve the coordination of asset management across the Town and implement a asset and infrastructure management strategy and road map that will not be able to occur without the deliverables of this role.

#### IV. Recommendation - Proposed Service Level Impact

Approval of a full time resource that will put in place improvements directly related to customer service delivery and costs while meeting regulations for non core assets (buildings, furniture, IT equipment, land improvements, machinery and equipment and vehicles) across Fire and Emergency Services, Engineering, Customer Service, Community Services and Operating Departments. This role will be responsible for delivering across the Town O.Reg 588/17 requirements for non core assets; 1) Improve the Towns Asset Management capabilities; 2) Current Levels of Service for the required 2024 Asset Management Plan; 3) Set proposed Level of Service with Departments, the Public and Council for the 2024 and 2025 Asset Management Plans as specified.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						60,650	7,000	117,000
<b>Total Tax Impact</b>						67,650		
<b>Expenditures</b>								
Asset and Infrastructure Management	1			45,000	13,500	58,500		117,000
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		
New Staff Technology							4,500	
Training/Development/Seminars						1,000		

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-061 Advisor Asset and Infrastructure Management		
<b>Department</b>	Finance	<b>Division</b>	Finance
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						500		
Mileage						100		
<b>Expenditures</b>								
<b>Total</b>	1					60,650	7,000	117,000

## Attributes

Attribute	Value	Comment
Department	015 Finance	
Division	285 Finance	Asset Management Unit
Director	Myuran Palasandiran	
Requested By:	Robert Lash	Reports to Heather Haire
Town Priority	Multiple Priorities	Aligns and directly supports all three - Legislative, Growth and Continuous Improvement
General Location	Town Wide	Exists to improve the coordinated effort of the organization (all related departments) to ensure all assets deliver value to all stakeholders. Value being defined as the appropriate balance of cost, performance and risk.
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	Regulation 588/17 - Asset Management Planning that has specific requirements that will take time to meet and have to be in place for some areas by 2024 and all other areas by 2025. In addition there are several other regulations that require proactive work through a work management process that require attention and improvements. The Asset and Infrastructure Road Map implementation will assist with these numerous regulations.
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Yes - Contracted Resources could not be considered due to the specialization of this work, consultants would be required causing costs to be 3X that of Town staff member @ \$117K to that of a Consultant at over \$350K	
Implementation Plan	Yes - High level Road Map completed that has a phased in approach to meet the regulations that includes pre approved capital budgets that align with this roles deliverables and required set up of assets in City Wide	

**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - CORPORATE ACCOUNTS**

Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	UNAVOIDABLE BUDGET INCREASES/(DECREASES)								
				Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$92,435,395)	\$164,000	(\$92,271,395)	\$16,000	\$0	(\$20,878)	\$0	\$0	\$0	(\$7,886,987)	\$635,112	(\$99,528,148)
Expenses	\$28,320,093	(\$458,290)	\$27,861,803	\$44,000	\$89,683	\$0	\$0	\$119,814	\$0	(\$542,000)	(\$153,652)	\$27,419,648
Net Exp./ (Rev.)	(\$64,115,302)	(\$294,290)	(\$64,409,592)	\$60,000	\$89,683	(\$20,878)	\$0	\$119,814	\$0	(\$8,428,987)	\$481,460	(\$72,108,500)

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
\$0	\$0	\$0	\$0	(\$99,528,148)	
(\$62,700)	\$0	\$0	(\$62,700)	\$27,356,948	
(\$62,700)	\$0	\$0	(\$62,700)	(\$72,171,200)	

Tax Increase/(Decrease) compared to "base budget" (C) (\$7,761,608)  
 % Increase/(Decrease) 12.1%

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **CORPORATE ACCOUNTS**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget"  
in Appendix 1**

**(\$64,409,592)**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$60,000**

1	2023 operating impact of OMERS membership for Non-Full-Time employees effective January 1 2023	\$60,000
2		

**E - Increases in employee compensation (existing staff)**

**\$89,683**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$89,683
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**F - Annualization of New Staff approved in the 2021 Budget**

**(\$20,878)**

4	Annualization of salaries and benefits for Supervisor, Revenue - CISL 2022-012	(\$20,878)
5		

**G - Annualization of Services approved in the 2021 Budget**

**\$0**

6		\$0
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**H - Inflationary Adjustments**

**\$119,814**

7	Postage	\$43,313
8	IT Maintenance Contracts	\$36,026
9	Insurance	\$31,475
10	Contracted Services	\$4,000
11	Bank Charges	\$5,000

**APPENDIX 2 - UNAVOIDABLE****I - Increases/(Decreases) for Utilities****\$0**

12

**J - Revenue (Increases)/Decreases****(\$8,428,987)**

13 Salary gapping (\$700,000)

14 Miscellaneous Revenue \$2,000

15 Internal recoveries (\$25,511)

16 Tax Certificates and account fees net of costs (\$5,500)

17 Interest and Penalties on Tax Accounts (\$300,000)

18 Interest and Investment Income (\$2,200,000)

19 General Support Grant \$104,800

20 Property Tax and Payment in Lieu (\$5,264,776)

21 CEP Cost Recovery (\$20,000)

22 Other Municipalities (\$20,000)

**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$481,460**

23 Supplementary-Res/Farm \$6,900

24 Reserve Fund To Revenue \$628,212

25 New Staff technology (\$158,600)

26 Grants (\$28,000)

27 Debt Repayment \$32,948

**Net Unavoidable Increases/(Decreases)**

(\$7,698,908)

**L Adjusted Base Budget for CORPORATE ACCOUNTS****(\$72,108,500)**

(This figure should match to Column M of Appendix 1 - 2022 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: **CORPORATE ACCOUNTS**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue)** - *see appendix 2* (\$72,108,500)

**M - Service Delivery Efficiencies** (\$62,700)

28	Bulk Office Supplies	(\$2,700)
29	Records Management Supplies	(\$10,000)
30	Operating Supplies	(\$20,000)
31	Copiers/Faxes	(\$20,000)
32	Computer Services	(\$10,000)

**N - New Fees/Revenues** \$0

33		
34		
35		

**O - Fee Rate Increases** \$0

36		
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**P - Total Recommended Reductions** (\$62,700)

**Q 2023 Budget to be presented to Council for CORPORATE ACCOUNTS** (\$72,171,200)

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

TOWN OF CALEDON  
2023 OPERATING BUDGET

SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CORPORATE ACCOUNTS

<i>ITEM</i>	<i>2022 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
PROPOSED FUNDED CHANGES IN SERVICE LEVELS			
TOTAL URGENT CHANGES IN SERVICE LEVELS	\$0		
<i>ITEM</i>	<i>2022 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS			
TOTAL OTHER CHANGES IN SERVICE LEVELS	\$0		
GRAND TOTAL	<u>\$0</u>		

# Fire and Emergency Services

Annual Budget  
Fiscal Year 2023





## Fire and Emergency Services

### Department Role

Fire and Emergency Services protects life, property and the environment in Caledon by:

- providing public education and communicating safety messages to help residents prevent and protect themselves from fire;
- enforcing Ontario Fire Code legislation and regulations for businesses; and
- responding to emergencies including fire suppression and fire investigation.

### 2022 Achievements

#### Support Services

- Updated the By-law to Establish and Regulate a Fire Department
- Created a new Fireworks By-law
- Supported the construction of three fire stations
- Reviewed fire administration processes, introducing modernized and digital processes
- Managed and trained firefighters for the new Ontario Fire Marshal's National Fire Protection Association (NFPA) certification program
- Reorganized the management structure to best deliver the 'Three Lines of Defense' as per the Fire Protection and Prevention Act

#### Fire Operations

- Responded to 2,721 incidents as of the end of October 2022
- Created a new equipment repair process
- Outfitted the Honour guard with new uniforms and flags
- Took delivery of two new Squads, three Tankers and one Pumper

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	1.35 Participate in land acquisition study for new stations to accommodate future growth	
<b>2. CONTINUOUS IMPROVEMENT</b>	2.40 Continue implementing new fire administration technology and process improvements	Decrease in average time to complete fire administration requests
	2.41 Use a new digital dispatch system and reporting function	Volunteer firefighter retention rate
	2.42 Create a Volunteer Firefighters Retention Plan	Increase in average service response time
	2.43 Create a 'Fire Safe Community' through:	

## 2023 Business Plans

	<ul style="list-style-type: none"> <li>enhanced public education</li> <li>fire prevention activities</li> <li>promotion of residential sprinkler installation</li> </ul> <p>2.44 Update all agency agreements and establish new fire service agreement with Town of Orangeville</p> <p>2.45 Provide Diversity, Equity and Inclusion training for all firefighters</p>	<p>Decrease in number of fire-related injuries and death per capita</p> <p>Revenue increase from fire services</p> <p>Percentage of firefighters that describe Caledon Fire culture as discrimination-free</p>
<b>3. LEGISLATIVE REQUIREMENT</b>	<p>3.9 Update the Corporate as well as Community Emergency Response Plans</p> <p>3.10 Coordinate Basic Emergency Management (BEM) and Incident Management System (IMS) course training for internal Emergency Operations Centre</p> <p>3.11 Develop Multi-year Firefighter Training Plan, including new NFPA standards</p>	<p>Percentage of corporate Emergency Operations Centre members trained in BEM and IMS</p> <p>Percentage of firefighters NFPA certified</p>

TOWN OF CALEDON

2023 OPERATING BUDGET - FIRE AND EMERGENCY SERVICES

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$658,020)	\$132,000	(\$526,020)	\$0	\$0	(\$16,185)	\$0	\$0	\$0	(\$200,000)	\$0	(\$742,205)
Expenses	\$10,843,179	\$315,500	\$11,158,679	\$0	(\$178,114)	\$388,440	(\$21,000)	\$272,726	\$0	\$0	\$77,909	\$11,698,640
Net Exp./ (Rev.)	\$10,185,159	\$447,500	\$10,632,659	\$0	(\$178,114)	\$372,255	(\$21,000)	\$272,726	\$0	(\$200,000)	\$77,909	\$10,956,435

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/ Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	(\$742,205)	
(\$8,000)			(\$8,000)	\$11,690,640	
(\$8,000)	\$0	\$0	(\$8,000)	\$10,948,435	
Tax Increase/(Decrease) compared to "base budget" (C)				\$315,776	
% Increase/(Decrease)				3.0%	

# TOWN OF CALEDON 2023 OPERATING BUDGET

## 2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME	FIRE AND EMERGENCY SERVICES
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(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1	\$10,632,659
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D - Mandatory Increases due to new or changes in existing legislation	\$0
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E - Increases in employee compensation (existing staff)	(\$178,114)
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Salaries and Benefits - Increases related to COLA, Grade and Grid moves	(\$178,114)
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F - Annualization of New Staff approved in the 2022 Budget	\$372,255
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Change in Service Level 2022-033 Full-fire Firefighters (5) Valleywood	\$323,700
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Change in Service Level 2022-034 Fire Inspector	\$48,555
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G - Annualization of Services approved in the 2022 Budget	(\$21,000)
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2022-033 Full-fire Firefighters (5) Valleywood	(\$21,000)
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H - Inflationary Adjustments	\$275,726
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Fire fleet vehicle maintenance/repairs and fuel	\$100,118
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Other operational expenses for Fire Administration and Fire Operations	\$93,368
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Insurance for the fire fleet vehicles	\$50,232
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Other operational expenses for fire personnel	\$27,008
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Public education on fire prevention measures	\$5,000
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**I - Increases/(Decreases) for Utilities****\$0**


**J - Revenue (Increases)/Decreases****(\$200,000)**

Adjustment to anticipated accident chargebacks	(\$150,000)
Adjustment on pending mutal aid agreement	(\$50,000)

**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$77,909**

Staff Report 2022-0329 Unavoidable costs for National Day for Truth and Reconciliation	\$68,409
Operating Impact of Capital Projects - Fire Inspector Vehicle - Capital Project 22-118	\$9,500

**Net Unavoidable Increases/(Decreases)**

\$326,776

**L Adjusted Base Budget for FIRE AND EMERGENCY SERVICES****\$10,959,435**

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

TOWN OF CALEDON  
2023 OPERATING BUDGET

2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME	FIRE AND EMERGENCY SERVICES
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(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2	\$10,959,435
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M - Service Delivery Efficiencies	(\$11,000)
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Fire Administration travel mileage	(\$3,000)
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Emergency management planning delivery efficiencies	(\$8,000)
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N - New Fees/Revenues	\$0
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O - Fee Rate Increases	\$0
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P - Total Recommended Reductions	(\$11,000)
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Q 2023 Budget to be presented to Council for FIRE AND EMERGENCY SERVICES	\$10,948,435
(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)	

TOWN OF CALEDON  
2023 OPERATING BUDGET

SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: FIRE AND EMERGENCY SERVICES

ITEM	2023 Net Cost/ (Revenue)	# of Staff	One-time, Part Year, Annual
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PROPOSED FUNDED CHANGES IN SERVICE LEVELS

2023-006 Admininstrative Assistant (Contract), Fire Administration To improve administrative workload, streamline work flow and improve service deliveries.	\$0	0.0	One-time
2023-009 Mandatory Provincial Certification (NFPA) New regulatory requiremets for all Firefighters in Ontarion to meet the new minimum National Fire Protection Association (NFPA) standards.	\$0	N/A	One-time
2023-013 Full-time Firefighters (5) Valleywood To improve emergency response capability and firefighter safety in the Southwest quadrant of the Town.	\$208,336	5.0	Part Year
2023-033 Firefighters Retention Plan - Uniforms Part of a the Firefighter recruitment and rentention strategy to help overcome barriers to recruitment and retention of volunteer firefighters.	\$0	N/A	One-time
2023-041 Volunteer Firefighters Recruit Training To support the hiring and training of new recruit volunteer firefighters	\$0	N/A	One-time

TOTAL URGENT CHANGES IN SERVICE LEVELS \$208,336

ITEM	2023 Net Cost/ (Revenue)	# of Staff	One-time, Part Year, Annual
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PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS


TOTAL OTHER CHANGES IN SERVICE LEVELS \$0

GRAND TOTAL \$208,336

# TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-006 Administrative Assistant (Contract), Fire Administration		
<b>Department</b>	Fire & Emergency Services	<b>Division</b>	Fire & Emergency Mgmt Training
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Description

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

Presently, the fire department has one full time Administrative Assistant (AA) working on a variety of issues to keep the office running and two contract Administrative Assistants. We are requesting the third contract Administrative Assistant position to continue for all of 2023. This position is responsible for accounts receivable, assisting with all payment requests, file search and fire report requests for the department. The AA is also responsible for customer service, answering phone calls, emails and assisting people at the front desk, administrative assistance to the Fire chief, Deputies, fire prevention, training and operations divisions. This position provides coverage and cross training to assist the other administration assistants.

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

Addition of this third position enables the department to function and provide a suitable level of service to our customers and employees. We have a growing community which results in an increase number in call volumes, inquiries and staff requests. This third position is crucial to maintaining customer service levels deemed acceptable by the Town of Caledon service excellence recommendations.

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

The risks are the department will not be able to continue to provide a suitable level of care expected by the town and Council. Other risks are the invoicing of accounts receivables will be delayed and other service requests will suffer as a result of not providing the resources to provide the services demanded of this position.

#### IV. Recommendation - Proposed Service Level Impact

The position will allow us to remain providing a level of service customers expect from the fire department and acceptable in terms of service excellence.

[illegible]



UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-006 Administrative Assistant (Contract), Fire Administration		
<b>Department</b>	Fire & Emergency Services	<b>Division</b>	Fire & Emergency Mgmt Training
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023
<b>Funding</b>	<b>Total</b>	(67,111)	

Attributes		
Attribute	Value	Comment
Department	007 Fire & Emergency Services	
Division	305 Fire & Emergency Mgmt Training	
Director	Dave Forfar	
Requested By:	Samantha Hoffmann	
Town Priority	Sustainable Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

<b>Request</b>	2023-009 Mandatory Provincial Certification (NFPA)		
<b>Department</b>	Fire & Emergency Services	<b>Division</b>	Emergency Ops & Fire Suppress
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

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

On July 1, 2022, the *Fire Protection and Prevention Act 1997* was amended to include Ontario Regulation 343/22 Fire Fighter Certification. This new regulation requires all Firefighters across Ontario to meet the new minimum National Fire Protection Association (NFPA) standards by July 1, 2026. This certification requirements is above and beyond current minimum training / certification currently being performed by staff and exceeds our current operating funding model. In order to facilitate the training program, it is proposed that it be done over a 3 year period commencing in 2023, funding spread across : 2023 \$185,000, 2024 \$100,000, 2025 \$100,00. After the initial training rollout, there will be ongoing training costs commencing in 2026 of \$50,000 annually.

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

This new regulation requires all Firefighters across Ontario to meet the new minimum National Fire Protection Association (NFPA) standards.

These NFPA standards include: NFPA 1001 Fire fighter Level 1 & 2, NFPA 1006 Pump Operator, NFPA 1071 Hazards Materials Operations Level, NFPA 1021 Fire Officer Level 1, & NFPA 1041 Fire Instructor Level 1. This certification requirements is above and beyond current minimum training / certification currently being performed by staff and exceeds our current operating budgets.

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

This certification requirements is above and beyond current minimum training / certification currently being performed by staff and exceeds our current operating budgets.

Should funding for certification not be provided, we will not have the financial ability under current operating budget to train our Firefighters to the new NFPA standards.

This would result in Caledon Fire & Emergency Service not be able to continue to provide the same level of full service as outlined in the Establishing and Regulating By-law.

#### IV. Recommendation - Proposed Service Level Impact

Therefore in order to fund and facilitate this project it is proposed that it is proposed that it be done over a 3 year period commencing in 2023, funding spread over 3 years: 2023 \$185,000, 2024 \$100,000, 2025 \$100,00. Along with this initial ask to bring our existing fire fighter up to the new minimum standards, there will be ongoing operating cost associated with maintenance to the new NFPA certification commencing in 2026 of \$50,000 annually.

		Operating Impact							
		FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
Net Tax Impact							-	-	-
Total Tax Impact							-		
Expenditures									
Mandatory Provincial Certification								185,000	
Expenditures	Total							185,000	
Funding									
Draw from Operating Contingency								(185,000)	
Funding	Total							(185,000)	

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-009 Mandatory Provincial Certification (NFPA)		
<b>Department</b>	Fire & Emergency Services	<b>Division</b>	Emergency Ops & Fire Supress
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Department	007 Fire & Emergency Services	
Division	245 Emergency Ops & Fire Supress	
Director	Dave Forfar	
Requested By:	Dave Pelayo	
Town Priority	Legislative Requirement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-013 Full-Time Firefighters (5) - Valleywood		
<b>Department</b>	Fire & Emergency Services	<b>Division</b>	Emergency Ops & Fire Suppress
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

### Description

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

The Fire Service requires an additional five (5) full-time firefighters for the Valleywood Fire District. This will bring the complement at the station to ten (10) full-time firefighters allowing for a second shift to be added to improve response times during the times assigned.

As per the Dillon Master Fire Plan report, where possible the proposed incremental full-time firefighter staffing strategy and financial plan should include the hiring of a minimum of four full time firefighter preferably five full-time firefighters at a time.

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

Under the Fire Prevention and Protection Act, (FPPA), a municipality has the legislated responsibility to provide fire protection services that meet the local needs and circumstances of the community. Unacceptable or inappropriate emergency response staffing and response times place the community at greater risk and may lead to loss of public confidence in the fire service and/or local government. The current staffing model in the Valleywood Fire District does not meet local needs and circumstances of the community, exceeds acceptable response times, employs inappropriate staffing levels and places the fire district at an unreasonable risk particularly with respect to responses to structural fires and complex rescue incidents.

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

During the fire master planning process that included a completion of the Community Risk Assessment, key findings indicated a significant gap in the delivery of an appropriate level of fire suppression services within Southfields, Mayfield West 2 and Bolton Rural Service Centres. This gap will continue to increase with the significant growth occurring in these development areas. This growth is expected to continue to come online at a greater pace than first anticipated when the fire master plan was developed. This represents an additional strain on our ability to provide an adequate level of fire protection services to this area.

#### IV. Recommendation - Proposed Service Level Impact

The additional full-time firefighters deployed from the Valleywood Fire District will strive to meet the needs and circumstances of the community; show continuous improvement in our service delivery; while additionally supporting and strengthening our emergency response capability. Additional full-time firefighters will lead to decreased response times, appropriate comprehensive staffing of initial apparatus, contribute to the required depth of response capacity and a corresponding decrease in the number of responses requiring volunteer firefighters.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						208,336	-	438,172
<b>Total Tax Impact</b>						208,336		
<b>Expenditures</b>								
Fulltime Firefighters - Valleywood Fire	5			160,259	48,078	208,336		416,672
Training/Development/Seminars								12,500
Uniforms/Protective Clothing							50,000	9,000
<b>Expenditures Total</b>	<b>5</b>					<b>208,336</b>	<b>50,000</b>	<b>438,172</b>
<b>Funding</b>								

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-013 Full-Time Firefighters (5) - Valleywood		
Department	Fire & Emergency Services	Division	Emergency Ops & Fire Supress
Version	Department Submission - Pre	Year	2023

#### Operating Impact

FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
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#### Funding

Tax funded contingency reserve to fund (50,000)

**Funding**      **Total**      (50,000)

#### Attributes

Attribute	Value	Comment
Department	007 Fire & Emergency Services	
Division	245 Emergency Ops & Fire Supress	
Director	Dave Forfar	
Requested By:	Dan Rowland	
Town Priority	Sustainable Growth	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Uniforms/Protective Clothing							200,000	
<b>Expenditures Total</b>							<b>200,000</b>	
<b>Funding</b>								
One-time Tax Funded Operating							(200,000)	
<b>Funding Total</b>							<b>(200,000)</b>	

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-033 Firefighter Retention Plan - Uniforms		
Department	Fire & Emergency Services	Division	Emergency Ops & Fire Supress
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	007 Fire & Emergency Services	
Division	245 Emergency Ops & Fire Supress	
Director	Dave Forfar	
Requested By:	Dave Forfar	
Town Priority	Continuous Improvement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-041 Volunteer Firefighter Recruit Training		
<b>Department</b>	Fire & Emergency Services	<b>Division</b>	Emergency Ops & Fire Suppress
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

### Description

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

This funding will support the hiring and training of 40 recruit volunteer firefighters to fill current vacancies. As legislated in the Fire Protection and Prevention Act 1997, all firefighters in Ontario must meet the new minimum National Fire Protection Association standards. This funding request will permit Caledon Fire to hire an outside authorized agency to provide NFPA 1001 Level I and II certification over a six-month period. Our volunteers recruit firefighters will be provided with the necessary practical and theoretical training as well as completing all mandatory OFM examinations.

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

In accordance with the 2020 Master Fire Plan our total complement of Volunteer Fire Fighters is to be 280 firefighters across nine (9) stations with the fire Chief allowed to increase the figure by a maximum of 10%. Due to call volumes and to maintain response the Fire Chief determined that 40 volunteer firefighters were necessary at Station 302 Bolton, 35 at Station 307 Snelgrove and 30 in all other stations for a total complement of 285 firefighters. At the present time, we have a complement of 242 and are in the process of hiring and training 40 volunteer fire fighters so fire can continue to provide a reasonable level of service expected by our residents.

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

In accordance with the 2020 Master Fire Plan our complement of Volunteer Fire Fighters is required to be 280 minimum with the Fire Chief allowing up to a 10% increase. The number of volunteers required to provide a reasonable response to the stations has been determined to be 285 volunteers in total across nine (9) stations. Due to retirements, departures and non-completion of the training program from previous hiring, our complement has been reduced to 242 active members.

#### IV. Recommendation - Proposed Service Level Impact

This funding will support the hiring and training of 40 recruit volunteer fire fighters to fill current vacancies.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Training/Development/Seminars							250,000	
<b>Expenditures Total</b>							<b>250,000</b>	
<b>Funding</b>								
One time from tax funded operating							(250,000)	
<b>Funding Total</b>							<b>(250,000)</b>	



UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-041 Volunteer Firefighter Recruit Training		
Department	Fire & Emergency Services	Division	Emergency Ops & Fire Supress
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	007 Fire & Emergency Services	
Division	245 Emergency Ops & Fire Supress	
Director	Dave Forfar	
Requested By:	Dave Pelayo	
Town Priority	Legislative Requirement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Operations

Annual Budget  
Fiscal Year 2023



## Operations

### Department Role

Operations contributes to the community's overall health, safety and welfare by:

- maintaining Town road, sidewalk, park, sports field, forestry and corporate fleet assets to meet Town service levels as well as provincial and national safety standards;
- processing permits required for hauling on Town roads and occupying the Town Right-of-Way; and
- managing crossing guards to provide safer school crossings.

### 2022 Achievements

#### Administration

- Processed over 2,000 work requests, 600 streetlight requests and over 700 permits
- Worked with multiple departments to streamline access approvals
- Supported development of a new encroachment by-law and application process

#### Park Operations

- Proactively managed the LDD moth infestation on Town property
- Maintained and improved 82 parks including 52 playgrounds, 20 soccer pitches, 17 baseball diamonds and replaced approximately 200 urban trees
- Implemented an electronic timesheet platform resulting in staff time efficiencies
- Organized and implemented the Mill Park Community Planting Project

#### Road Operations & Fleet

- Participated in development of a new boulevard encroachment by-law
- Processed permits in a timely manner required to install broadband infrastructure
- Implemented a mobile road patrol platform to record, report, communicate and close out maintenance items from the field
- Streamlined significant weather event declaration process
- Constructed the Jefferson Salamander underpass

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	<p>1.36 Implement Work Yards Growth Plan including support design and construction of Yard 3</p> <p>1.37 Develop the Operations Service Plan to set service level standards and identify resource needs</p>	

## 2023 Business Plans

<b>2. CONTINUOUS IMPROVEMENT</b>	<p>2.46 Support implementation of mobile CityWide Solutions for processing Service Requests</p> <p>2.47 Implement new fleet servicing system</p> <p>2.48 Update road asset inventories and develop proactive maintenance processes and schedules</p>	<p>Decrease in average time to process service requests</p> <p>Average time saved on fleet servicing</p> <p>Average Pavement Condition Index</p>
<b>3. LEGISLATIVE REQUIREMENT</b>	<p>3.12 Review and update Minimum Maintenance Standards (MMS) policies to reflect Council endorsed service level</p> <p>3.13 Prepare the Operations component of the Development Charges Background Study and By-law update</p> <p>3.14 Implement Consolidated Linear Infrastructure Environmental Compliance Approval and excess soil regulations</p> <p>3.15 Maintain the safety of all Town parks, roads and sidewalks in accordance with Town service levels</p>	<p>Performance against service levels for road and park maintenance</p>

**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - OPERATIONS**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
<b>Revenues</b>	<b>(\$1,698,337)</b>	<b>\$100,000</b>	<b>(\$1,598,337)</b>					<b>(\$84,028)</b>		<b>\$9,014</b>		<b>(\$1,673,351)</b>
<b>Expenses</b>	<b>\$16,973,998</b>	<b>(\$224,300)</b>	<b>\$16,749,698</b>	<b>\$15,000</b>	<b>\$290,303</b>	<b>\$220,739</b>	<b>\$103,392</b>	<b>\$411,407</b>	<b>\$5,740</b>		<b>\$115,323</b>	<b>\$17,911,602</b>
<b>Net Exp./ (Rev.)</b>	<b>\$15,275,661</b>	<b>(\$124,300)</b>	<b>\$15,151,361</b>	<b>\$15,000</b>	<b>\$290,303</b>	<b>\$220,739</b>	<b>\$103,392</b>	<b>\$327,379</b>	<b>\$5,740</b>	<b>\$9,014</b>	<b>\$115,323</b>	<b>\$16,238,251</b>

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
		<b>(\$8,082)</b>	<b>(\$8,082)</b>	<b>(\$1,681,433)</b>	
<b>(\$25,264)</b>			<b>(\$25,264)</b>	<b>\$17,886,338</b>	
<b>(\$25,264)</b>	<b>\$0</b>	<b>(\$8,082)</b>	<b>(\$33,346)</b>	<b>\$16,204,905</b>	
Tax Increase/(Decrease) compared to "base budget" (C)				<b>\$1,053,544</b>	
% Increase/(Decrease)				<b>7.0%</b>	

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **OPERATIONS**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net - "2023 Base Budget" in Appendix 1**

**\$15,151,361**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$15,000**

Professional Services (Consultant to support Excess Soil and New Storm ECA Requirements)

\$15,000

**E - Increases in employee compensation (existing staff)**

**\$290,303**

Salaries and Benefits - Increases related to COLA, Grade and Grid moves

\$290,303

**F - Annualization of New Staff approved in the 2022 Budget**

**\$220,739**

Annualized Salaries and Benefits of (1) Crossing Guard Coordinator (2022 CSL #2), (1) Coordinator Fleet (2022 CSL #8), (1) Supervisor, Roads (2022 CSL #9) and (1) Technician, Road Operations (2022 CSL #14)

\$92,636

Annualized Salaries and Benefits of 4 TFTs related to 2022 Fleet Vehicles as per Staffing Report No. 2021-0229 (Capital Project 22-002) and Annualized Salaries and Benefits related to Operating Impact of Capital Assets for 2023 Growth Additional Fleet Assets (Capital Project 22-011)

\$128,103

**G - Annualization of Services approved in the 2022 Budget**

**\$103,392**

Insurance, Diesel Fuel and Maintenance related to 2022 Fleet Vehicles as per Staffing Report No. 2021-0229 (Capital Project 22-002)

\$87,392

Maintenance - Transit (Unavoidable costs for maintenance of new transit stops)

\$16,000

**H - Inflationary Adjustments**

**\$327,379**

Parks contracted services, materials and supplies, mobile phones and electricity/water/waste water

\$25,480

Catch Basin Cleaning

\$1,435

Salt & Sand

\$49,109

Diesel Fuel, Unleaded Gasoline, Misc. Fuels and Maintenance

\$198,869

Insurance

\$88,701

Inter. Fleet Maintenance, Streetlight Recovery and Miscellaneous

(\$84,028)

Software License Subscription, operating supplies, membership dues, printing & advertising, communication equipment, professional services, and mobile phones

\$21,802

**APPENDIX 2 - UNAVOIDABLE**

Roadside Maintenance	\$18,985
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Summer Mtrl Purch - Calcium	\$7,026
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**I - Increases/(Decreases) for Utilities****\$5,740**

Electricity	\$5,740
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**J - Revenue (Increases)/Decreases****\$9,014**

Park Rentals	\$8,082
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Peel Roadside Maintenance	\$1,530
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Streetlight Recovery	(\$598)
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**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$115,323**

Sports - Contracts and Electricity (Rental as per TRCA Signed Agreement)	\$12,500
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Materials (Free Menstrual Products in Town Facilites (Staff Report 2022-0189)	\$4,515
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Contracted Services related to Operating Impact of Capital Assets for 2023 Growth Additional Fleet Assets (Capital Project 22-011)	\$98,308
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**Net Unavoidable Increases/(Decreases)**

\$1,086,890

**L Adjusted Base Budget for OPERATIONS****\$16,238,251**

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: OPERATIONS

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue)** - *see appendix 2* \$16,238,251

**M - Service Delivery Efficiencies** (\$25,264)

Material - Cold Patch	(\$10,000)
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Contract-Railway Crossing	(\$15,264)
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**N - New Fees/Revenues** \$0

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**O - Fee Rate Increases** (\$8,082)

Park Rentals	(\$8,082)
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**P - Total Recommended Reductions** (\$33,346)

**Q 2023 Budget to be presented to Council for OPERATIONS** \$16,204,905

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)



# APPENDIX 4 - CHANGES IN SERVICE LEVELS

## TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: OPERATIONS

<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>			
Coordinator, Operations (Contracted Services) (8 months in 2023)	\$94,952	1.0	Part Year
Coordinator, Drainage (8 months in 2023)	\$96,645	1.0	Part Year
Technician, Fleet (8 months in 2023)	\$65,488	1.0	Part Year
Operator, Roads (TFT Conversions)	\$47,044	3.0	Annual
Technician, Roads (6 months in 2023)	\$67,117	1.0	Part Year
Supervisor Forestry, Parks (8 months in 2023)	\$101,283	1.0	Part Year
Parks Maintenance, Parks (TFT Conversions)	\$31,063	2.0	Annual
Parks Maintenance TFT, Parks	\$0	0.0	Annual
Student, Downtown Bolton	\$19,951	0.0	Annual
Increase in Ditch Cleaning	\$100,000	0.0	One-time
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$623,543</b>		
<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>			
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
<b>GRAND TOTAL</b>	<b>\$623,543</b>		

# TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-015 Coordinator, Operations (Contracted Services)		
<b>Department</b>	Operations	<b>Division</b>	Road & Fleet Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Description

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

This request proposes the addition of 1 Coordinator, Operations (Contracted Services). Contracted Services includes sidewalk, curb repair/replacement, line painting, sweeping, signage, streetlight and road resurfacing work. The Coordinator manages contract repair locations, communication with residents and Council, contract administration and inspection of work within the Operations Department.

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

The contracted maintenance program includes a number of services such as concrete sidewalk and curb replacement, yellow centreline striping, pavement markings (school & pedestrian crossings, stop blocks, railway crossings, arrows and others), catchbasin cleaning, tar and chip resurfacing, microsurfacing of hardtop roads, streetlight repair and winter snow clearing of bus stops. These contracts support school and pedestrian crossing safety, road safety and preserving Town road assets. There is currently one coordinator managing the contracted services program. 2,200 sidewalk deficiencies were logged in 2022 as well as 600 streetlight repair requests. Overall Operations service requests are increasing 18% year over year.

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

Risks include Contracted Services not being managed to provide a satisfactory level of service to the residents of Caledon and not meeting Minimum Maintenance Standards (MMS). Line painting, signage, streetlight and sidewalk inspection/repair are required to meet MMS. Risks also include the inability to provide inspection and direction to contractors and respond to residents in a timely manner. The Town has assumed 12 subdivisions in the past 2 years. Upon assumption, the road infrastructure becomes the Operations Department responsibility to maintain. As the infrastructure inventory grows, staffing levels must grow to proactively maintain it.

#### IV. Recommendation - Proposed Service Level Impact

The addition of a Coordinator, Operations (Contracted Services) will assist in making the Town MMS compliant and manage the volume of work more effectively and efficiently.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						85,702	9,250	127,743
<b>Total Tax Impact</b>						94,952		
<b>Expenditures</b>								
Salaries-Permanent	1			61,601	18,480	80,082		120,123
Furniture/Fixtures							2,500	
Maintenance Contracts - IT								
Training/Development/Seminars						1,500		1,500
Memberships/Dues						350		350

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-015 Coordinator, Operations (Contracted Services)		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

#### Operating Impact

		FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>									
Uniforms/Protective Clothing							1,100		1,100
Computer Services								5,000	
Mileage							1,000		2,500
Mobile Phones / Pagers							720	1,500	1,020
Telephone							400	250	600
<b>Expenditures</b>	<b>Total</b>	<b>1</b>					<b>85,152</b>	<b>9,250</b>	<b>127,193</b>

#### Attributes

Attribute	Value	Comment
Department	008 Operations	
Division	495 Road & Fleet Services	
Director	Brian Baird	
Requested By:	Delton Zehr	
Town Priority	Legislative Requirement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered	Hire consultant to provide support services.	
Implementation Plan	Commence hiring for May 1 start date.	

<b>Request</b>	2023-017 Coordinator, Drainage		
<b>Department</b>	Operations	<b>Division</b>	Road & Fleet Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

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

New legislative requirements have been introduced by the Province of Ontario (MECP) regarding the inspection, monitoring and reporting on stormwater management assets. As a result the Town has entered into an Environmental Control Agreement (ECA) as a new service level for the Town. This request is for a Coordinator, Drainage position in the Operations Department to assist in meeting a new inspection and maintenance program for stormwater management pond assets.

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

The Town is responsible to maintain 112 stormwater management (SWM) ponds, 1,090 kms of ditches, 243 kms of storm sewer and 24 treatment devices. There is no current program for annual inspection or maintenance completed by Operations. The new MECP ECA requires at minimum an annual operations inspection of each SWM pond, inspection after all 25mm rainfall events, tracking of issues/complaints and submission of an annual report to document compliance with the stipulated requirements. Currently, drainage related issues are primarily responded on a service request basis and not planned including roadside ditches, existing cross culvert inspections, and municipal drains.

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

Risks of not complying may result in charges against the town. The ECA also affects improvements to existing ditches or extending ditches as a engineered stamped design will now be required. A Drainage Coordinator will assist and coordinate engineering consultant designs for minor work in addition to coordinating applications to any of the four Conservation Authorities to allow work in the extensive regulated areas across Caledon.

#### IV. Recommendation - Proposed Service Level Impact

A Coordinator, Drainage will assist existing Operations staff to document reporting, inspection and assist with determining needs to ensure compliance with the legislation.

Operating Impact	

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<i>Net Tax Impact</i>						87,395	9,250	128,458
<i>Total Tax Impact</i>						96,645		

### Expenditures

Salaries-Permanent	1	61,635	18,490	80,125		120,188
Furniture/Fixtures					2,500	
Maintenance Contracts - IT						
Training/Development/Seminars				1,500		1,500
Memberships/Dues				500		500

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2023-017 Coordinator, Drainage		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

Operating Impact

		FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>									
Uniforms/Protective Clothing							1,100		1,100
Computer Services								5,000	
Mileage							2,500		3,000
Mobile Phones / Pagers							720	1,500	1,020
Telephone							400	250	600
<b>Expenditures</b>	<b>Total</b>	<b>1</b>					<b>86,845</b>	<b>9,250</b>	<b>127,908</b>

Attributes

Attribute	Value	Comment
Department	008 Operations	
Division	495 Road & Fleet Services	
Director	Brian Baird	
Requested By:	Delton Zehr	
Town Priority	Legislative Requirement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	
Is there a safety requirement?	Yes	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Supervisor or Superintendent, Drainage	
Implementation Plan	Commence posting position advertisement immediately after approval of Council.	

## TOWN OF CALEDON

## Change in Service Level

Request	2023-018 Technician, Fleet		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

## Description

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

This proposal recommends the hiring on 1 new Fleet Technician (mechanic) in 2023. The Town has not added a Fleet Technician to its staffing since 2015. In that time 39 vehicles and equipment to be serviced has been added to the inventory in addition to 11 Fire Department vehicles serviced by the Operations Department.

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

Operations fleet service technicians maintain fleet assets for Operations, Building, Bylaw, Recreation and Fire. Assets have been growing steadily to service additional roads, parks, bylaw and building staff and fire needs. There are currently 7 fleet technicians servicing the entire Town. The last mechanic hired by the Town was in 2015. Town fleet assets have grown by about 30% in the time period from 2015-2022.

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

Risks include downtime preventing the use of fleet assets to respond to needs whether to enforce bylaws, plow snow, cut grass or respond to a fire call. Other risks include quality control of service work, delays in service and ability to complete annual safety inspections and paperwork to ensure compliance with the HTA and CVOR.

**IV. Recommendation - Proposed Service Level Impact**

This proposal recommends hiring 1 Fleet Technician in 2023 to help meet the need of servicing growing fleet assets.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						65,488	-	96,081
<b>Total Tax Impact</b>						65,488		
<b>Expenditures</b>								
Wages-CUPE	1			46,606	13,982	60,588		90,881
Maintenance Contracts - IT								
Training/Development/Seminars						2,000		2,000
Memberships/Dues						250		250
Uniforms/Protective Clothing						1,500	1,500	1,500

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-018 Technician, Fleet		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Operating Supplies							28,000	
Computer Services							4,500	
Mobile Phones / Pagers						600	1,500	900
<b>Expenditures Total</b>	<b>1</b>					<b>64,938</b>	<b>35,500</b>	<b>95,531</b>

#### Funding

Reserve Fund To Revenue							(35,500)	
<b>Funding Total</b>							<b>(35,500)</b>	

#### Attributes

Attribute	Value	Comment
Department	008 Operations	
Division	495 Road & Fleet Services	
Director	Brian Baird	
Requested By:	Delton Zehr	
Town Priority	Legislative Requirement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	
Is there a safety requirement?	Yes	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Outsource maintenance to private garages at high cost and delays	
Implementation Plan	commence posting of advertisement upon budget approval to have new technician start April 1	

# TOWN OF CALEDON

## Change in Service Level

Request	2023-019 Operator, Roads (TFT Conversions)		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

### Description

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

This request is to convert 6 Temporary Full Time (TFT) Road Operations staff (3 summer and 3 winter) to 3 Permanent Full Time. This will assist in providing year-round staffing stability, valuable staff retention and realize efficiencies in both staff training and recruitment processes.

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

Road Operations hires 16 TFT winter seasonal staff and 6 TFT summer seasonal staff. Recruitment processes in the Spring and Fall requires significant time. It can be difficult to retain high quality staff because of the seasonal and temporary nature of the work as well as reduced benefits due to the job classification. Training and retraining for each of these staff upon hiring/rehiring is also required.

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

Loss of trained and well performing staff to other Permanent Full Time opportunities with employers other than the Town of Caledon. Inefficiencies in the recruitment process as well as consistency of service in road operations.

#### IV. Recommendation - Proposed Service Level Impact

This proposal includes the converting 6 TFT to 3 PFT staff and will assist in retaining staff that have been working well for Road Operations, reduce recruitment efforts, and boost staff morale by committing FT positions. This proposal will provide consistent service levels in Roads by retaining temporary Town staff with experience working at the Town.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						47,044	-	47,044
<b>Total Tax Impact</b>						47,044		
<b>Expenditures</b>								
Wages-CUPE	3	-6	24	11,669	32,376	44,044		44,044
Uniforms/Protective Clothing						3,000		3,000
<b>Expenditures Total</b>	<b>3</b>	<b>-6</b>				<b>47,044</b>		<b>47,044</b>



**UNDER REVIEW****TOWN OF CALEDON****Change in Service Level**

<b>Request</b>	2023-019 Operator, Roads (TFT Conversions)		
<b>Department</b>	Operations	<b>Division</b>	Road & Fleet Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Department	008 Operations	
Division	495 Road & Fleet Services	
Director	Brian Baird	
Requested By:	Delton Zehr	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	
Is there a safety requirement?	Yes	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Contracting	Increasing risk of not hiring staff and continued loss of TFT's to hiring paying contractors resulting in more overtime by FT staff to cover loss or lack of TFT staff.
Implementation Plan	Post to hire to start positions for mid-April	

# TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-020 Technician, Roads		
<b>Department</b>	Operations	<b>Division</b>	Road & Fleet Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Description

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

This proposal recommends adding one Road Technician to assist the Town in ensuring MMS are met with respect to road patrol requirements and direct work especially after-hours reducing the need for Supervisor on-call hours of work. Road patrol is the most important MMS standard to defend claims. Winter months require 24/7 patrol.

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

Town roads are currently patrolled by a TFT Operator and 1 Road Technician. The after-hours call-in and direction of unionized operators requires a minimum level of management authority to oversee year-round operations and handle worker safety issues currently requiring a Road Supervisor to report to work. The average number of weekend operator call-outs in the winter from 2018-2021 was 184 or 9 operators called out requiring direction every weekend. Winter weekday overnight hours add 48 call-outs.

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

The Town's ability to defend against claims for litigation due to lack of MMS inspection and documentation. The Town should work to meet or exceed the Minimum Maintenance Standards as its first line of defense. The current TFT patrol person does not have supervisory authority which requires the Road Supervisors to come in frequently at all hours of the day to call in operators and handle issues resulting in fatigue, loss or home/work balance and can cause a safety concern for the Road Supervisor working excessive hours.

#### IV. Recommendation - Proposed Service Level Impact

This proposal is to hire 1 Technician, Road Operations in 2023 to assist in meeting MMS road patrol requirements and lessen the burden on Road Operations Supervisor after hour and weekend call-outs.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						57,867	9,250	112,359
<b>Total Tax Impact</b>						67,117		
<b>Expenditures</b>								
Salaries-Permanent	1			41,348	12,404	53,752		107,504
Furniture/Fixtures							2,500	
Maintenance Contracts - IT								
Training/Development/Seminars						1,500		1,500
Memberships/Dues						650		650

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-020 Technician, Roads		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Uniforms/Protective Clothing						475		475
Computer Services							5,000	
Mobile Phones / Pagers						540	1,500	1,080
Telephone						400	250	600
<b>Expenditures</b>								
<b>Total</b>	<b>1</b>					<b>57,317</b>	<b>9,250</b>	<b>111,809</b>

#### Attributes

Attribute	Value	Comment
Department	008 Operations	
Division	495 Road & Fleet Services	
Director	Brian Baird	
Requested By:	Delton Zehr	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	
Is there a safety requirement?	Yes	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Hire additional Road Supervisors or Coordinators to patrol roads	
Implementation Plan	Commence hiring in spring to have position in place for June 1st.	

# TOWN OF CALEDON

## Change in Service Level

Request	2023-023 Supervisor Forestry, Parks		
Department	Operations	Division	Parks Operations
Version	Department Submission - Pre	Year	2023

### Description

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

The purpose of this proposal is to request one additional supervisor in the Park Operations division due to growth in Parks/Forestry assets, and staffing. Park/Forestry Operations has been managed with one supervisor since there was less than half the parks,trails, urban street trees and staffing there is now. In the past several years the growing number of environmental factors affecting tree health is rising. Stress on the urban forest create numerous service requests and projects for the Forestry division. Urban Forestry work requests have gone from 389 in 2019 to approximately 900 in 2022. Since 2019, Parks service requests have increased 57% while Forestry has increased 55%.

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

There is currently one Supervisor for 40 employees in the Park/Forestry Operations division in the summer months and 16 in winter for sidewalk plowing and forestry maintenance. This is a high ratio for 1 supervisor to manage, review wrok requests, plan work activities, support staff and ensure they are working in compliance with the Occupational Health and Safety Act (OHSA). Forestry in particular is a high risk activity employing chainsaws and bucket trucks that should ensure work is carefully planned and executed.

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

Risks include the Town not meeting its OHSA requirements, inadequate supervisory coverage, not meeting customer service standards and not being prepared for growth in park and forestry asset maintenance.

#### IV. Recommendation - Proposed Service Level Impact

The addition of a Park/Forestry Supervisor will improve service delivery of the Park Operations Division, contribute to a healthy urban forestry program, proactive maintenance of Park assets and assist with meeting Supervisory regulations under the Ontario Health and Safety Act.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						93,333	7,950	138,950
<b>Total Tax Impact</b>						101,283		
<b>Expenditures</b>								
Salaries-Permanent	1			69,333	20,800	90,133		135,200
Furniture/Fixtures							2,500	
Maintenance Contracts - IT							550	550
New Staff Technology							4,900	
Training/Development/Seminars						1,000		1,000

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-023 Supervisor Forestry, Parks		
Department	Operations	Division	Parks Operations
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						600		600
Uniforms/Protective Clothing						1,000		1,000
Mileage						300		300
Mobile Phones / Pagers						300		300
<b>Expenditures Total</b>	<b>1</b>					<b>93,333</b>	<b>7,950</b>	<b>138,950</b>

#### Attributes

Attribute	Value	Comment
Department	008 Operations	
Division	385 Parks Operations	
Director	Brian Baird	
Requested By:	Jeremy Johnson	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-024 Parks Maintenance, Parks (TFT Conversions)		
<b>Department</b>	Operations	<b>Division</b>	Parks Operations
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Description

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

This request is to convert 4 Temporary Full Time (TFT) Park Operations staff (2 summer and 2 winter) to 2 Permanent Full Time. This will assist in providing year-round staffing stability, retention and realize efficiency in both staff training and recruitment processes.

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

Parks/Forestry Operations hires 12 TFT summer seasonal staff and 4 TFT winter seasonal staff annually. Recruitment processes in the Spring and Fall requires significant time and effort. It can be difficult to retain high quality staff because of the seasonal and temporary nature of the TFT position, reduced benefits and pay due to the CBA job classification. Training and retraining for each of these staff upon hiring/rehiring is also required.

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

Loss of trained and well performing staff to other Permanent Full Time opportunities with employers other than the Town of Caledon. Risk also include the inability to hire high quality staff for temporary positions, inefficiencies in the recruitment process and inconsistency in service levels.

**IV. Recommendation - Proposed Service Level Impact**

This proposal includes converting 4 TFT staff to 2 PFT staff and will assist in retaining staff that have been working well for Parks and Forestry Operations. It will also reduce recruitment efforts and boost staff morale by committing FT CUPE positions. This proposal will provide consistent service levels in the Parks and Forestry division by retaining quality, well trained staff experienced with working at the Town.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						31,063	-	31,063
<b>Total Tax Impact</b>						31,063		
<b>Expenditures</b>								
Wages-CUPE	2	-4	24	7,779	21,584	29,363		29,363
Training/Development/Seminars						1,000		1,000
Uniforms/Protective Clothing						700		700
<b>Expenditures Total</b>	<b>2</b>	<b>-4</b>				<b>31,063</b>		<b>31,063</b>

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-024 Parks Maintenance, Parks (TFT Conversions)		
<b>Department</b>	Operations	<b>Division</b>	Parks Operations
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Department	008 Operations	
Division	385 Parks Operations	
Director	Brian Baird	
Requested By:	Jeremy Johnson	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-025 Parks Maintenance TFT, Parks		
Department	Operations	Division	Parks Operations
Version	Department Submission - Pre	Year	2023

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

This request is to convert Contracted Services funding from the Parks Operation to for 2 Temporary Full Time (TFT) Parks Labourer positions.

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

Operational impacts for maintenance costs of new park capital projects are added to the Park Operations budget in the form of Contracted Services. Once park maintenance thresholds are met to justify staffing needs, Contracted Services funding can then be transferred to funding for staffing. This is a process that will be continued for all new park developments.

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

Risks include current service levels in Parks not being met as some tasks that Parks Maintenance performs is not as cost effective or flexible to use contracted services.

**IV. Recommendation - Proposed Service Level Impact**

The addition of 2 Parks Maintenance TFT's will add the ability to meet service levels in new parks that have been added to the asset inventory in the past 4 years. The transferring of funds will have no financial impact on the 2023 Budget or annualized budget.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Wages-CUPE		2	12	60,400	7,248	67,648		67,648
Training/Development/Seminars						1,000		1,000
Contracted Services						(69,448)		(69,448)
Uniforms/Protective Clothing						800		800
<b>Expenditures Total</b>		<b>2</b>				<b>0</b>		<b>0</b>



UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-025 Parks Maintenance TFT, Parks		
Department	Operations	Division	Parks Operations
Version	Department Submission - Pre	Year	2023

#### Operating Impact

FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-Occurring \$	One Time \$	Annualized \$
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#### Attributes

Attribute	Value	Comment
Department	008 Operations	
Division	385 Parks Operations	
Director	Brian Baird	
Requested By:	Jeremy Johnson	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-035 Student, Downtown Bolton		
<b>Department</b>	Operations	<b>Division</b>	Parks Operations
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Description

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

This request is to continue the service level that was supported by the Bolton Downtown Revitalization project to trial the success of a student resource to assist with cleanliness in the village core. Feedback from staff, the business community, Task Force, and Council members has been resoundingly positive.

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

Staff, and members of the Task Force charged with implementing the deliverables of the Plan identified gaps in the state of the environment of Bolton's downtown streets, sidewalks and parking lots, specifically its cleanliness, visual appeal, and general upkeep as related to the Town's Operations team as well as the Region of Peel from previous years and completed a trial plan to address the gaps in 2022.

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

Without ongoing support, Park Operations cannot continue with the Bolton Revitalization pilot program for increased support in litter/graffiti removal in downtown Bolton.

**IV. Recommendation - Proposed Service Level Impact**

A seasonal student role, responsible for implementing scheduled upkeep and cleaning activities and positive community relations (including but not limited to litter removal, graffiti removal, safe handling of sharps, waste diversion, weeding, and providing information to residents). This staff member would provide the services above as a primary function in Bolton's downtown, but also to Caledon's rural hamlets and villages on a modified and condensed schedule.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						19,951	-	19,951
<b>Total Tax Impact</b>						19,951		
<b>Expenditures</b>								
Wages-Casual Temporary		1	12	12,992	1,559	14,551		14,551
Uniforms/Protective Clothing						100		100
Rental Equipment						5,000		5,000
Materials						300		300
<b>Expenditures Total</b>		1				19,951		19,951

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-035 Student, Downtown Bolton		
Department	Operations	Division	Parks Operations
Version	Department Submission - Pre	Year	2023

#### Operating Impact

FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-Ocurring \$	One Time \$	Annualized \$
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#### Attributes

Attribute	Value	Comment
Department	008 Operations	
Division	385 Parks Operations	
Director	Brian Baird	
Requested By:	Jason Schildroth	
Town Priority	Continuous Improvement	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan	Schedule and work plan from 2022 to be utilized going forward.	

## TOWN OF CALEDON

## Change in Service Level

Request	2023-058 Increase in Ditch Cleaning		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

## Description

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

In an effort to reduce 2023 capital budget costs, staff recommend reallocating \$100,000 of the proposed \$350,000 capital project into the Ditch Cleaning Operating Budget and remove the remaining \$250,000 value from the capital budget submission.

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

Current funding of \$350,000 is allocated within the annual engineering stormwater management capital project budget for use by Operations. It was proposed to reallocate the \$350,000 from the annual engineering stormwater management capital project to an Operations capital budget. Operations submitted a new Drainage/Stormwater Management capital budget of \$350,000 of which \$100,000 is suggested to be reallocated to the Ditch Cleaning Operating budget and remove the remaining \$250,000.

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

Operations staff will monitor their annual ditch cleaning efforts to assess if the funding model is adequate to maintain current service levels.

**IV. Recommendation - Proposed Service Level Impact**

To reallocate \$100,000 from the proposed Operations Department Capital Drainage/Stormwater Management project budget and remove the remaining proposed Capital Budget funds of \$250,000 from the 2023 proposed Capital Budget.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	100,000	-
<b>Total Tax Impact</b>						100,000		
<b>Expenditures</b>								
Contracted Services							100,000	
<b>Expenditures Total</b>							100,000	

## Attributes

Attribute	Value	Comment
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UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-058 Increase in Ditch Cleaning		
Department	Operations	Division	Road & Fleet Services
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	008 Operations	
Division	495 Road & Fleet Services	
Director	Brian Baird	
Requested By:	Natasha Seenauth	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# People Services

Annual Budget  
Fiscal Year 2023



## People Services

### Department Role

People Services supports the development and maintenance of a positive, engaged, inclusive and productive workforce capable of delivering excellent services by:

- providing programs including employee and labour relations, health and safety, payroll, employee wellness, and disability management;
- supporting talent acquisition, performance management, organizational design, total rewards, corporate learning and internal employee communications.

### 2022 Achievements

#### Human Resources & Payroll

- Implemented the non-union total rewards program including a revised compensation structure, enhanced benefit program and recruitment and retention policy
- Moved to a new benefit provider to enhance customer service experience while managing costs
- Revitalized the Wellness Committee to support employee health and wellness
- Managed ongoing provincial COVID-19 mandates and internal policies while ensuring employee health and safety
- Supported workforce planning and hybrid work model activities
- Implemented Right to Disconnect and Electronic Monitoring policies, as well as minimum wage updates in accordance with new legislation
- Coordinated diversity, equity & inclusion training for 90% of full-time and contract employees

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. CONTINUOUS IMPROVEMENT</b>	2.49 Implement enhanced onboarding program	Percentage of new employees that feel prepared following onboarding
	2.50 Develop Recruitment Marketing Campaign Strategy	Average time to fill positions
	2.51 Implement new time entry and human resources management software system	Decrease in average time to capture/process payroll
	2.52 Design and implement Performance Management Program	Decrease in average time to produce human resource reports
	2.53 Develop and launch Employee Engagement Survey	Employee retention rate

## 2023 Business Plans

	2.54 Develop and implement Mental Health & Wellness Program	Percentage of employees that say Town of Caledon is a great place to work  Percentage of employees that report feeling valued
<b>2. LEGISLATIVE REQUIREMENT</b>	3.16 Undertake union negotiations with: <ul style="list-style-type: none"> <li>• Canadian Union of Public Employees (CUPE) for Outside Workers</li> <li>• International Association of Fire Fighters (IAFF) for career firefighters</li> </ul>	



**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - PEOPLE SERVICES**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget (C) = (A)+(B)	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	\$0		\$0									\$0
Expenses	\$1,709,552		\$1,709,552		\$74,324	\$56,694		\$15,832				\$1,856,402
Net Exp./ (Rev.)	\$1,709,552	\$0	\$1,709,552	\$0	\$74,324	\$56,694	\$0	\$15,832	\$0	\$0	\$0	\$1,856,402

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	\$0	
			\$0	\$1,856,402	
\$0	\$0	\$0	\$0	\$1,856,402	

Tax Increase/(Decrease) compared to "base budget" (C) \$146,850  
 % Increase/(Decrease) 8.6%

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **PEOPLE SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1**

**\$1,709,552**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$0**

1		
2		

**E - Increases in employee compensation (existing staff)**

**\$74,324**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$74,324
4		

**F - Annualization of New Staff approved in the 2022 Budget**

**\$56,694**

5	Annualized Salaries and Benefits of (1) HRIS Analyst (2022 CSL #66) and (1) Human Resources Business Partner (2022 CSL #67)	\$56,694
6		

**G - Annualization of Services approved in the 2022 Budget**

**\$0**

7		
---	--	--

**H - Inflationary Adjustments**

**\$15,832**

8	Corporate Training/Development	\$7,502
9	Staff Recognition/Appreciation	\$4,175
10	Printing & Advertising	\$3,155
11	Mobile Phones	\$1,000

**I - Increases/(Decreases) for Utilities**

**\$0**

12		
13		

**J - Revenue (Increases)/Decreases**

**\$0**

APPENDIX 2 - UNAVOIDABLE

14

15

K - Previously Approved Council Initiatives - Increases/(Decreases)

\$0

16

17

Net Unavoidable Increases/(Decreases)

\$146,850

L Adjusted Base Budget for PEOPLE SERVICES

\$1,856,402

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: PEOPLE SERVICES

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2**

\$1,856,402

**M - Service Delivery Efficiencies**

\$0

1

2

**N - New Fees/Revenues**

\$0

3

4

**O - Fee Rate Increases**

\$0

5

6

**P - Total Recommended Reductions**

\$0

**Q 2023 Budget to be presented to Council for PEOPLE SERVICES**

**\$1,856,402**

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)

# APPENDIX 4 - CHANGES IN SERVICE LEVELS

## TOWN OF CALEDON 2023 OPERATING BUDGET

### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: **PEOPLE SERVICES**

	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
66	Manager of People Services. (8 months in 2023)	\$127,051	1.0	Part Year
75	HR Associate Recruiter Contract (12 months in 2023)	\$0	0.0	One-time
76	Health & Safety Associate Contract (12 months in 2023)	\$0	0.0	One-time
78	Employee Engagement Survey	\$0	0.0	One-time
85	Headspace - Mental Health & Wellness	\$15,000	0.0	Annual
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>		<b>\$142,051</b>		
	<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>		<b>\$0</b>		
<b>GRAND TOTAL</b>		<b>\$142,051</b>		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-066 Manager of People Services		
Department	People Services	Division	Human Resources
Version	Department Submission - Pre	Year	2023

## Description

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

Employees and their level of engagement in the workplace are key drivers of an organization's success. It is more important than ever that People Services Team (HR) is more deliberate, strategic and holistic to support the organization. In order to provide this enhanced level of service the department requires a Manager of People Services to look after day to day operations allowing the Director to focus on strategic and proactive support for the organization.

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

There are a number of pressures facing the Town in regards to recruiting and retaining employees which impacts service excellence to the community.

These challenges include: more complexities within human resources as a result of COVID-19, recruitment challenges due to labour shortages, increased mental health issues and significant legislative changes which has reflected in revised policies. This has resulted in additional workloads across the department at all levels (i.e. recruitment, disability managements, health & safety etc.).

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

This new position will provide a means to both accomplish the day to day tasks, while optimizing the resources who are available to concentrate on strategic work.

Without this position the team will be challenged to look to modernize, find efficiencies and in general improve levels of customer service to our current and potential employees as the focus on simply managing the day to day as they emerge.

**IV. Recommendation - Proposed Service Level Impact**

The recommendation is to hire a full time Manager of People Services to allow the team to continue to support the needs of our employees but also provide strategic advice to the Town regarding long term organizational development.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						119,651	7,400	177,482
<b>Total Tax Impact</b>						127,051		
<b>Expenditures</b>								
Manager, People Services	1			88,970	26,691	115,661		173,492
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,900	
Training/Development/Seminars						2,000		2,000

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-066 Manager of People Services		
<b>Department</b>	People Services	<b>Division</b>	Human Resources
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						1,000		1,000
Mileage						200		200
Mobile Phones / Pagers						240		240
<b>Expenditures Total</b>	<b>1</b>					<b>119,651</b>	<b>7,400</b>	<b>177,482</b>

## Attributes

Attribute	Value	Comment
Department	011 People Services	
Division	325 Human Resources	
Director	Tracey McKenna	
Requested By:	Tracey McKenna	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	Support legislative requirements such as Employment Standards Act, Health & Safety, Human Rights Code etc.
Is there a safety requirement?	Yes	Supports Health & Safety ensuring the Town is meeting its requirements and meeting due diligence across the organization.
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan	Would like implement this position in April 2023	

Description
<p><b>I. Executive Summary - Overview of Proposal (How/ Why)</b></p> <p>The People Services team currently has two full time HR Associates in recruitment, however in 2022 an additional contract HR Associate Recruiter was approved to support the growth and increased volume. The Town continues to see significant growth combined with the labour shortages and external competition for talent across the province and/or country.</p>
<p><b>II. Background - Current Service Level (Describe the existing level of service provided)</b></p> <p>The People Services team currently have two full time HR Associate Recruiters and a contract HR Associate Recruiter. Currently these three recruiters are managing the volume of recruitment with the support of the People Services team. The additional contract position has provided an improvement with the service level provided to our People Leaders. The challenges of labour shortages, internal/external compensation pressures and increased retirements has created an additional workload inclusive of time spent recruiting and retaining talent.</p>
<p><b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b></p> <p>The risk of not extending this contract will impede the already challenged People Services with limited resources to support recruitment and retention process. If the contract is not extended it will reduce support as with only two HR Associate Recruiters to support the People Leaders, resulting in slower response times as it relates to job postings, interviews, offers and onboarding processes.</p>
<p><b>IV. Recommendation - Proposed Service Level Impact</b></p> <p>The recommendation is to extend this contract for a full year in 2023 to support the organization with the Recruitment and Retention pressures and growth.</p>

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
HR Associate Recruiter Contract		1		61,880	7,426		69,306	
<b>Expenditures Total</b>		<b>1</b>					<b>69,306</b>	
<b>Funding</b>								
Fund from Operating Contingency							(69,306)	
<b>Funding Total</b>							<b>(69,306)</b>	



UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-075 HR Associate Recruiter Contract		
Department	People Services	Division	Human Resources
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	011 People Services	
Division	325 Human Resources	
Director	Tracey McKenna	
Requested By:	Tracey McKenna	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan	Carry over contract into 2023 (Jan - Dec)	

<b>Request</b>	2023-076 Health & Safety Associate Contract		
<b>Department</b>	People Services	<b>Division</b>	Human Resources
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Description
<p><b>I. Executive Summary - Overview of Proposal (How/ Why)</b></p> <p>As a result of COVID-19 the Health and Safety Advisor was pulled out of the traditional roles and responsibilities to support the Health &amp; Safety issues related to COVID-19. With the COVID-19 funding from the Province, the Town was able to hire a contract Health &amp; Safety Associate to ensure regular health &amp; safety process were maintained. An extension to this contract is required in order for the organization to catch up on the backlog resulting from COVID-19.</p>
<p><b>II. Background - Current Service Level (Describe the existing level of service provided)</b></p> <p>Currently the Health &amp; Safety Associate is budgeted to the end of 2022 with the COVID funding from the province.</p>
<p><b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b></p> <p>With the recent impact of COVID-19 and in addition to the growth at the Town, if the contract is not extended for 2023, this will put the Town at risk for not meeting our legislative Health &amp; Safety responsibilities.</p>
<p><b>IV. Recommendation - Proposed Service Level Impact</b></p> <p>The recommendation is to extend the Health &amp; Safety Associate contract for the 2023 year.</p>

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Health & Safety Associate Contract		1		60,206	7,225		67,430	
<b>Expenditures Total</b>		<b>1</b>					<b>67,430</b>	
<b>Funding</b>								
Fund from Operating Contingency							(67,430)	
<b>Funding Total</b>							<b>(67,430)</b>	

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-076 Health & Safety Associate Contract		
Department	People Services	Division	Human Resources
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	011 People Services	
Division	325 Human Resources	
Director	Tracey McKenna	
Requested By:	Tracey McKenna	
Town Priority	Legislative Requirement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	
Is there a safety requirement?	Yes	
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan	Continue full time contract for 2023 (Jan - Dec)	

<b>Request</b>	2023-078 Employee Engagement Survey		
<b>Department</b>	People Services	<b>Division</b>	Human Resources
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

Description
<p><b>I. Executive Summary - Overview of Proposal (How/ Why)</b></p> <p>The purpose of employee engagement surveys is to collect information on the health of the organization, assist in identifying priorities to support the workforce and benchmarking against other like organizations. Evidence shows that employee engagement increases employee satisfaction and results in employees who feel happier, safer and overall, more fulfilled at work resulting in better business outcomes such as customer service experiences of the community. In order to determine the satisfaction of the Town's workforce regularly employee engagement surveys assist in identifying strengths in the workplace and possible areas for improvement.</p>
<p><b>II. Background - Current Service Level (Describe the existing level of service provided)</b></p> <p>The Town completed a confidential employee engagement survey in 2021 that asked employees questions about their job satisfaction, professional growth, compensation &amp; benefits, work life balance, work environment and leadership to name a few. Statistics have proven that increasing an employee's level of engagement can improve their performance by up to 20% and reduce the probability that they will leave by 87%. Measuring employee feedback leads to higher retention rates, lower absenteeism, improved productivity, better customer services and higher employee morale.</p>
<p><b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b></p> <p>The 2021 engagement survey provided a baseline measurement to determine how engaged employees were and develop action plans to manage retention/engagement risks. It is important to have comparative data to determine how the Town improvements and continued areas for growth, measure best practices and utilize benchmarking.</p>
<p><b>IV. Recommendation - Proposed Service Level Impact</b></p> <p>The recommendation is to proceed with an employee engagement survey in 2023.</p>

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	-	-
<b>Total Tax Impact</b>						-		
<b>Expenditures</b>								
Contracted Services							20,000	
<b>Expenditures</b>	<b>Total</b>						<b>20,000</b>	
<b>Funding</b>								
Fund from Operating Contingency							(20,000)	
<b>Funding</b>	<b>Total</b>						<b>(20,000)</b>	

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2023-078 Employee Engagement Survey		
Department	People Services	Division	Human Resources
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	011 People Services	
Division	325 Human Resources	
Director	Tracey McKenna	
Requested By:	Tracey McKenna	
Town Priority	Continuous Improvement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan	2023 Follow up Engagement Survey 2021	

Description
<p><b>I. Executive Summary - Overview of Proposal (How/ Why)</b></p> <p>The state of employee mental health is very important today. Many people struggled with mental health but since COVID-19 many more are struggling with their mental and well being. Recent employee surveys have identified that providing additional resources to support mental health would be appreciated. Supporting mental health in the workplace is the right thing to do, but it also benefits the organization. The online platform is to support employees to improve their mental and well being.</p>
<p><b>II. Background - Current Service Level (Describe the existing level of service provided)</b></p> <p>Currently the Town provides an Employee Assistance Program and has a Wellness Committee to support the mental health and well-being of staff. Mental health is still a stigma in our society and staff are often reluctant to reach out for help with these issues. Organizations lose money in direct (sick) and indirect costs (not being able to focus at work) due to mental health issues of their employees in the workplace. Providing employee with mental resources is proven to improve their mental health allowing them to focus on their work and increase productivity.</p>
<p><b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b></p> <p>Prevention is the best way to make change for employees. This is another tool/ resources for employees to utilize to support their mental health and wellbeing. The Town will be able to measure the success of this program through surveys and feedback from staff.</p>
<p><b>IV. Recommendation - Proposed Service Level Impact</b></p> <p>People Services recommends subscribing to the services of a mental health online resource to support employees mental health and well-being.</p>

[illegible]

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-085 Mental Health & Wellness		
Department	People Services	Division	Human Resources
Version	Department Submission - Pre	Year	2023

Attributes		
Attribute	Value	Comment
Department	011 People Services	
Division	325 Human Resources	
Director	Tracey McKenna	
Requested By:	Tracey McKenna	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan	Roll out in first quarter of 2023 - Wellness Committee to promote and People Services to manage back end.	

# Planning

Annual Budget  
Fiscal Year 2023





### Planning

#### Department Role

Planning is responsible for ensuring we build livable and inclusive communities by:

- working with the community and Council to create a vision for how our Town grows and action plans to make the vision a reality;
- planning communities to include people of all life circumstances, ages, backgrounds and abilities with a focus on well-being;
- facilitating efficient development review processes to accommodate future growth;
- connecting people and their environment by protecting the natural environment and preserving our cultural heritage; and
- responding to changing planning legislation and positioning Caledon for success.

#### 2022 Achievements

##### Strategic Policy Planning

- Created the draft “Future Caledon” Official Plan to guide and manage Caledon’s growth to 2051, involving policy reviews and studies such as the Employment Study and extensive public and Council engagement
- Ensured ‘Caledon plans Caledon’ by preparing Caledon’s Growth Concept for consideration by the province in their decision to approve the Peel 2051 Official Plan
- Participated in the joint Peel-Caledon Aggregate Policy Review, and initiated a Supplementary Aggregate Policy Review to update Caledon’s mineral aggregate policies
- Completed Downtown Bolton Zoning Review to assist in implementing the Downtown Bolton Revitalization Plan
- Implemented the Archaeological Master Plan, designated two heritage properties, and administered the heritage grant/heritage tax rebate programs

##### Design

- Initiated the Caledon East Streetscape and Urban Design Study together with the Region of Peel and Caledon East residents
- Improved process efficiencies with an Urban Design Process Manual, Urban Design map layer, reference library of review comments and Documents Reference Master List
- Supported the creation of an Urban Design and Cultural Heritage brief to enhance development review

##### Development

- Managed the review of 300 active development applications and approved 1,253 residential units and 418,000 square feet of non-residential development
- Participated in approximately 20 development application appeals and expropriation hearings
- Completed the “Roadmap to Bolton” implementation plan for residential growth in Bolton
- Ensured that “Caledon plans Caledon” with a Strategic Directions Report and two Interim Control By-laws

## 2023 Business Plans

- Implemented development review process improvements to pre-consultation sub-process, site plan requirements, fees, etc. in response to legislation and anticipated growth, reducing approval timelines
- Improved transparency and customer service with a new interactive and online Development Map

### 2023 Department Priorities

Objectives	Key Activities	Measures
<b>1. COMMUNITY GROWTH</b>	1.38 Create and implement an Advocacy Plan, Council Engagement Plan, and Community Builders Roundtable	Percentage of provincial and regional consultation opportunities in which the Town participated
	1.39 Develop new Future Caledon Official Plan including completion of policy reviews, studies, and consultation such as Aggregate Resources Policy Review, Bolton Secondary Plan Review, Bolton Special Policy Area, and Trucking Strategy	Number of development applications approved in intensification areas
	1.40 Continue to encourage growth in the Town's Centres, Corridors and Built-up Urban Areas through the development review process, policies, etc.	
	1.41 Establish Growth Management & Phasing Plan identifying secondary plan areas, and development phasing to 2051, in alignment with the Fiscal Impact Study	
	1.42 Complete Interim Control By-studies for: <ul style="list-style-type: none"> <li>• Bolton GO Station/Mayfield West Transit Hub Major Transit Station Area</li> <li>• Triangle Lands (Coleraine Drive and Mayfield Road)</li> <li>• Abbotside Way/Heart Lake Road</li> </ul>	

## 2023 Business Plans

	<p>1.43 Initiate Secondary Plans for priority areas including Macville, Bolton North Hill, Bolton Option 6 lands and Tullamore</p> <p>1.44 Initiate a Comprehensive Zoning By-law Review, to be conducted in phases, coordinated with the Official Plan Review and a Community Planning Permit System</p> <p>1.45 Initiate South Simpson Road Area Block Plan</p>	
<b>2. CONTINUOUS IMPROVEMENT</b>	<p>2.55 Participate in and implement Development Process Review for site plan and subdivision, including a comprehensive Fee Review</p> <p>2.56 Implement the Inquiry Folder in AMANDA to track all Planning Department Inquiries</p> <p>2.57 Complete Terms of References for supporting studies to accompany development applications</p> <p>2.58 Update the Comprehensive Town-wide Design Guidelines, Draft Urban Design and Landscape Terms of Reference documents</p>	<p>Decrease in average time to review and process site plan and subdivision applications</p> <p>Decrease in average time to resolve planning-related inquiries</p>
<b>3. LEGISLATIVE REQUIREMENT</b>	<p>3.17 Bill 109 and Bill 23 alignment initiatives:</p> <ul style="list-style-type: none"> <li>Formalize a Bill 23 Corporate Working Group</li> <li>Work with Comms to prepare a Community Outreach Plan for Bill 23 impacts</li> </ul>	<p>Increase the percentage of development applications meeting Planning Act timelines</p> <p>Number of affordable and non-affordable residential units and non-residential gross floor area approved</p>

## 2023 Business Plans

	<ul style="list-style-type: none"><li>• Work with Finance and a consultant to quantify Bill 23 financial impacts</li><li>• Initiate an Official Plan Amendment for Pre-Consultation</li><li>• Align application review processes to more closely align with Planning Act timelines.</li><li>• Prepare a gentle density housing plan, zoning and guidelines</li><li>• Establish an Affordable Housing Evaluation and Monitoring Protocol</li><li>• Prepare a Heritage Designation Prioritization Strategy</li></ul>	Number of priority heritage properties designated
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**TOWN OF CALEDON**  
**2023 OPERATING BUDGET - PLANNING AND DEVELOPMENT SERVICES**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2022 Budget	2022 Budget Changes	2023 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2023 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$3,834,796)		(\$3,834,796)			(\$70,267)				(\$1,057,381)		(\$4,962,444)
Expenses	\$5,089,979	(\$37,345)	\$5,052,634		\$360,237	\$147,443		\$68,417				\$5,628,731
Net Exp./(Rev.)	\$1,255,183	(\$37,345)	\$1,217,838	\$0	\$360,237	\$77,176	\$0	\$68,417	\$0	(\$1,057,381)	\$0	\$666,287

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2023 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	(\$4,962,444)	
			\$0	\$5,628,731	
\$0	\$0	\$0	\$0	\$666,287	
Tax Increase/(Decrease) compared to "base budget" (C)				(\$551,551)	
% Increase/(Decrease)				-45.3%	

**TOWN OF CALEDON  
2023 OPERATING BUDGET**

**2023 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **PLANNING AND DEVELOPMENT SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**C - 2022 Council Approved Budget - Net Expense/(Revenue) - "2023 Base Budget" in Appendix 1**

**\$1,217,838**

**D - Mandatory Increases due to new or changes in existing legislation**

**\$0**


**E - Increases in employee compensation (existing staff)**

**\$360,237**

Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$360,237

**F - Annualization of New Staff approved in the 2022 Budget**

**\$77,176**

Annualization of new staff funded from Development Fees and/or the Development Approval and Planning Policy Reserve	(\$70,267)
Change in Service Level 2022-044 Business Analyst, Planning	\$31,318
Change in Service Level 2022-046 Senior Landscape Architect	\$33,854
Change in Service Level 2022-047 Urban Designer	\$31,318
Change in Service Level 2022-058 Community Planner, Policy	\$50,953

**G - Annualization of Services approved in the 2022 Budget**

**\$0**


**H - Inflationary Adjustments**

**\$68,417**

Specialized computer software for Planning Design	\$27,275
Misc personnel expenses (eg. memberships, protective equipment and training) and other operating expenses	\$21,525
Printing/advertising for public planning notices	\$17,200
Site visits and other meeting expense	\$2,417

**APPENDIX 2 - UNAVOIDABLE****I - Increases/(Decreases) for Utilities****\$0**


**J - Revenue (Increases)/Decreases****(\$1,057,381)**

Miscellaneous revenue	(\$501,743)
Administration Fee	(\$714,112)
Site Plan Application Fee	\$211,273
Application Fee - Subdivision and Condo	\$94,936
Rezoning application fee	\$89,317
POPA fees	\$37,666
Part lot control fees	(\$23,358)
Budgeted recovery from various capital projects	\$80,399
Budgeted draw from Development Approval and Planning Policy Reserve	(\$322,111)
Other Planning Application Fees revenues	(\$9,648)

**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$0**


**Net Unavoidable Increases/(Decreases)**

(\$551,551)

**L Adjusted Base Budget for PLANNING AND DEVELOPMENT SERVICES****\$666,287**

(This figure should match to Column M of Appendix 1 - 2023 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2023 OPERATING BUDGET

### 2023 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: **PLANNING AND DEVELOPMENT SERVICES**

(Note: The letters below correspond to the letters in Appendix 1 - Summary of Operating Budget Template)

**L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2**

\$666,287

**M - Service Delivery Efficiencies**

\$0

**N - New Fees/Revenues**

\$0

**O - Fee Rate Increases**

\$0

**P - Total Recommended Reductions**

\$0

**Q 2023 Budget to be presented to Council for PLANNING AND DEVELOPMENT SERVICES**

**\$666,287**

(This figure should match to Column N of Appendix 1 - 2023 Operating Budget Template Summary)



## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2023 OPERATING BUDGET

#### SUMMARY OF 2023 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: **PLANNING AND DEVELOPMENT SERVICES**

<i>ITEM</i>	<i>2023 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>			
2023-044 Senior Development Planner Headcount complement to meet current and future development application demands.	\$7,450	1.0	Annual
2023-045 Zoning Administrator Headcount complement to meet current and future development application demands.	\$7,450	1.0	Annual
2023-068 Senior Environmental Planner Planning expertise to respond to and manage planning matters from an environmental perspective.	\$10,950	1.0	Annual
2023-083 Development Coordinator, Planning To provide additional customer service support for the Planning Department, primarily for responding to public development enquiries.	\$8,950	1.0	Annual
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$34,800</b>		
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>			
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
<b>GRAND TOTAL</b>	<b>\$34,800</b>		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-044 Senior Development Planner		
Department	Planning	Division	Planning and Dev Review Svcs
Version	Department Submission - Pre	Year	2023

## Description

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

Hire a new full-time, permanent Senior Planner, Development within the Development Section funded fully by planning application fees.

Development review staff is experiencing a significant increase to the number of applications and this will address a staff capacity gap to ensure that complex development applications are processed in a timely manner with an increased focus on collaboration and enhanced planning reviews.

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

As of October 26, 2022, the Town has 550 active development applications of varying complexity. The Province has changed/is planning on changing, the planning policy framework and Planning Act to streamline applications in an effort to address a housing shortage. These changes have resulted in ongoing changes to our planning processes and a requirement to devote more time and attention to these complex applications. The Province has identified that the Town has to provide 13,000 homes by 2031, which will result in an increase in complex applications. Due to the workload, the Town currently has three external consultants on retainer to assist with the planning responsibilities as noted. In addition, the Managers of Development and other planning staff are assisting in managing these external consultants, creating undue pressure on more staff.

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

If the request is not approved, the processing of development will be negatively impacted, slowing down approval of much needed housing units as mandated by provincial requirements. In order to bring this increase in housing supply on board, the Town will receive an increase in complex planning applications, including Official Plan Amendments, Zoning By-law Amendments and Draft Plans of Subdivisions. It is anticipated that upon approval of the Regional Official Plan (ROPA 30), and recent and upcoming provincial legislation, the pace for these complex applications will continue to increase. The responsibility for this role will be 100% focused on development applications and will be fully funded by Development Approvals Stabilization Reserve and Planning fee revenues. The approximate impact to the tax base is \$0.

**IV. Recommendation - Proposed Service Level Impact**

It is recommended that a Senior Planners, Development be added to the existing complement to meet current and future needs, funded by planning application fees.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						550	6,900	550
<b>Total Tax Impact</b>						7,450		
<b>Expenditures</b>								
Senior Development Planner	1			126,464	37,939	164,403		164,403
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,400	
<b>Expenditures Total</b>	<b>1</b>					<b>164,953</b>	<b>6,900</b>	<b>164,953</b>

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-044 Senior Development Planner		
Department	Planning	Division	Planning and Dev Review Srvs
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Funded from DAPP Reserve						(164,403)		(164,403)
<b>Funding</b>						<b>(164,403)</b>		<b>(164,403)</b>
<b>Total</b>								

#### Attributes

Attribute	Value	Comment
Department	010 Planning	
Division	225 Planning and Dev Review Srvs	
Director	Antonieta Minichillo	
Requested By:	Stephanie McVitte	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

Request	2023-045 Zoning Administrator		
Department	Planning	Division	Planning and Dev Review Svcs
Version	Department Submission - Pre	Year	2023

## Description

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

A full-time, permanent Zoning Administrator within the Strategic Policy Planning section of the Planning Department funded from planning application fees. This position will be responsible for:

- 1) reviewing all development applications to provide comments and ensure conformity with the Town's Zoning By-laws (there are two in effect);
- 2) completing Zoning Certificates to support development approvals;
- 3) reviewing and/or completing Planning Compliance Letters; and
- 4) responding to general inquiries from the public, developers, and other Town clients.

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

Currently the Planning Department has one Senior Planner, Zoning and one Zoning Administrator. Following the Official Plan Review, the Town will need to undertake a substantial Zoning By-law Update to reflect the new policies of the Official Plan. Zoning staff is currently working with the Brampton-Caledon Airport on an Airport Zoning Regulation. As of October 26, 2022, the Town has 462 active development applications where zoning staff complete reviews (typically requiring 3 reviews per application). In 2021, there were 160 Planning Compliance Letters received and reviewed. The workload is too much for two zoning staff to maintain with a reasonable service level expectation.

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

If a Zoning Administrator is not approved, the Town will continue to rely on the existing staff to undertake the responsibilities noted in the Executive Summary. This will result in a continued delay in reviewing development applications, completing Zoning Certificates, reviewing Planning Compliance Letters and responding to general inquiries, which in turn, may create difficulty in achieving Caledon's portion of the provincial housing target and achieving Service Caledon response standards.

**IV. Recommendation - Proposed Service Level Impact**

To increase the headcount of the Planning Department to hire one full-time, permanent Zoning Administrator in the Strategic Policy Planning section.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						550	6,900	550
<b>Total Tax Impact</b>						7,450		
<b>Expenditures</b>								
Zoning Administrator	1			80,895	24,269	105,164		105,164
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,400	
<b>Expenditures Total</b>	<b>1</b>					<b>105,714</b>	<b>6,900</b>	<b>105,714</b>

UNDER REVIEW

## TOWN OF CALEDON

### Change in Service Level

Request	2023-045 Zoning Administrator		
Department	Planning	Division	Planning and Dev Review Srvs
Version	Department Submission - Pre	Year	2023

#### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Funded from DAPP Reserve						(105,164)		(105,164)
<b>Funding</b>						<b>(105,164)</b>		<b>(105,164)</b>
<b>Total</b>								

#### Attributes

Attribute	Value	Comment
Department	010 Planning	
Division	225 Planning and Dev Review Srvs	
Director	Antonieta Minichillo	
Requested By:	Stephanie McVitte	
Town Priority	Growth	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

Request	2023-068 Senior Environmental Planner		
Department	Planning	Division	Policy, Heritage & Design Svcs
Version	Department Submission - Pre	Year	2023

### Description

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

A full-time, permanent Senior Environmental Planner within the Strategic Policy Planning section to be funded 50% from planning application fees and 50% from the tax base. The position is required to:

- Provide critical planning expertise in-house to respond to & manage planning matters. The Town has many mineral aggregate resource extraction sites (pits, quarries) & can expect applications for more in the future due to the need for aggregate to build infrastructure to service growth. This position will be the lead on aggregate application review & manage the Aggregate Policy Review.
- Provide critical planning expertise to fill the void left by removal of planning authority from the Region of Peel & development review responsibility from Conservation Authorities by the More Homes Built Faster Act. This position will provide critical environmental review of all major development applications, and provide environmental input on growth area secondary plans.

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

Currently the Planning Department does not have a planner with specialized environmental planning or aggregate resources planning expertise. The Town relies on service agreements with the Conservation Authorities to provide environmental review, and environmental planning expertise from the Region of Peel. At a time when the Town is expecting significant growth to 2051 and development of more than 4000 ha of greenfield land, the Province is removing authority and jurisdiction from the Region of Peel and Conservation Authorities to undertake critically needed environmental planning. Therefore, this capacity needs to be created at the Town.

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

If a Senior Environmental Planner is not approved, the Town will need to rely on contracted planning services to undertake the responsibilities noted above. With the passage of the More Homes Built Faster Act, the responsibilities of the Conservation Authority and Region of Peel have been removed, which will require the Town to obtain more external planning consultants (in short supply) to complete the review. Delays in the Town's ability to complete the Official Plan and Secondary Plans efficiently will occur, resulting in a delay to achieving Caledon's portion of the provincial housing target.

#### IV. Recommendation - Proposed Service Level Impact

To increase the headcount of the Planning Department to hire a full-time, permanent Senior Environmental Planners in the Strategic Policy Planning section.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						4,050	6,900	4,050
<b>Total Tax Impact</b>						10,950		
<b>Expenditures</b>								
Senior Environmental Planner	1			63,232	18,970	82,202		164,403
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,400	
Training/Development/Seminars						2,000		2,000

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-068 Senior Environmental Planner		
<b>Department</b>	Planning	<b>Division</b>	Policy, Heritage & Design Svcs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						1,500		1,500
<b>Expenditures Total</b>	<b>1</b>					<b>86,252</b>	<b>6,900</b>	<b>168,453</b>
<b>Funding</b>								
Development fees funded position						(82,202)		(164,403)
<b>Funding Total</b>						<b>(82,202)</b>		<b>(164,403)</b>

### Attributes

Attribute	Value	Comment
Department	010 Planning	
Division	405 Policy, Heritage & Design Svcs	
Director	Antonietta Minichillo	
Requested By:	Steven Burke	
Town Priority	Multiple Priorities	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	Yes	
Alternatives Considered	Contracted Planning Services	
Implementation Plan	If approved, the new position would be hired in 2023 to lead the Aggregate Policy Review, co-lead the Green Development Standards project.	

# TOWN OF CALEDON

### Change in Service Level

<b>Request</b>	2023-083 Development Coordinator, Planning		
<b>Department</b>	Planning	<b>Division</b>	Planning and Dev Review Srvs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Description

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

A Development Coordinator is required to provide additional support for customer service, being primarily responsible for the issuance of municipal numbers and the creation/maintenance of records related to an online application portal. The position also provides support to Planners in coordinating appeal packages, notices, and pre-consultation agendas. The position will improve service delivery in the Planning Department and provide administrative relief to Planners, allowing them to focus on their role.

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

There is currently one Development Coordinator responsible for the issuance and maintenance of all street names and municipal numbers within the Town. The same position is providing support to create and maintain records associated with the development of the online application portal. The volume of work associated with the position is too great for one individual, and therefore the delivery response is not meeting customer service standards.

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

Should the position not be added to the staff compliment for 2023, then other staff in the department, such as planners, will need to take on more administrative role in an effort to provide service delivery. In addition, it is likely that the expectations for customer service delivery will not be achieved.

#### IV. Recommendation - Proposed Service Level Impact

A fulltime permanent Development Coordinator is required.

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						2,050	6,900	2,050
<b>Total Tax Impact</b>						8,950		
<b>Expenditures</b>								
Development Coordinator	1			48,239	14,472	62,711		94,066
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Tchnology							4,400	
Training/Development/Seminars						500		500



## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2023-083 Development Coordinator, Planning		
<b>Department</b>	Planning	<b>Division</b>	Planning and Dev Review Srvs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2023

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Memberships/Dues						1,000		1,000
<b>Expenditures Total</b>	<b>1</b>					<b>64,761</b>	<b>6,900</b>	<b>96,116</b>
<b>Funding</b>								
Funded from Development Fees/DAPP						(62,711)		(94,066)
<b>Funding Total</b>						<b>(62,711)</b>		<b>(94,066)</b>

## Attributes

Attribute	Value	Comment
Department	010 Planning	
Division	225 Planning and Dev Review Srvs	
Director	Antonietta Minichillo	
Requested By:	Stephanie McVittie	
Town Priority	Continuous Improvement	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2023	
Is there legislative or regulatory requirements?	Yes	There are Planning Act timelines required to be adhered to in preparing appeal packages and processing development applications.
Is there a safety requirement?		
Status	Under Review	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE A

### TOWN WIDE ADMINISTRATION FEES

GENERAL								
NSF Cheque	Per cheque	\$46.00	-	\$46.00	\$46.00	-	\$46.00	
Wire Payment Fee	Per wire	\$15.00	-	\$15.00	\$15.00	-	\$15.00	
Late payment charges for invoices past due	Per Month	1.50%	-	1.50%	1.50%	-	1.50%	
Cost recovery of external collection costs incurred to be added onto overdue accounts if applicable	Costs	Cost Recovery + 15%	-	Cost Recovery + 15%	Cost Recovery + 15%	-	Cost Recovery + 15%	

### PHOTOCOPYING

Black & White - letter	fee per page	\$0.70	\$0.09	\$0.79	\$0.70	\$0.09	\$0.79
Black & White - legal	fee per page	\$0.70	\$0.09	\$0.79	\$0.70	\$0.09	\$0.79
Black & White - ledger	fee per page	\$1.20	\$0.16	\$1.36	\$1.20	\$0.16	\$1.36
Colour - letter	fee per page	\$1.20	\$0.16	\$1.36	\$1.20	\$0.16	\$1.36
Colour - legal	fee per page	\$1.20	\$0.16	\$1.36	\$1.20	\$0.16	\$1.36
Colour - ledger	fee per page	\$2.52	\$0.33	\$2.85	\$2.52	\$0.33	\$2.85
White print (survey)	fee per page	\$6.20	\$0.81	\$7.01	\$6.20	\$0.81	\$7.01

### RESEARCH FEE

First hour		\$51.00	-	\$51.00	\$51.00	-	\$51.00
Each additional one quarter hour		\$15.30	-	\$15.30	\$15.30	-	\$15.30

### MAPS

Air Photos (digital reproduction)	8 1/2" x 11"		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
	8 1/2" x 14"							
	11" x 17"							
	24" x 36"		\$74.00	\$9.62	\$83.62	\$76.22	\$9.91	\$86.13
	36" x 48"		\$74.00	\$9.62	\$83.62	\$76.22	\$9.91	\$86.13
Development Map	24" x 36" Colour		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
Provincial Plan area map	11" x 17"		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
	24" x 36"		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
Registered Plan Map	24" x 36" Colour		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
Street guide/street name listing	Colour		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
Town of Caledon Maps	Town of Caledon Map - 11" x 17" Colour		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
Caledon Wall Map	Shows major settlement & roads network 33" x 46" Colour		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
Ward Maps	11" x 17" Colour		\$12.00	\$1.56	\$13.56	\$12.36	\$1.61	\$13.97
Zoning By-law Maps	8 1/2" x 11"- Black & White		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
	24" x 36" - Black & White		\$29.00	\$3.77	\$32.77	\$29.87	\$3.88	\$33.75
Official Plan Schedules	Colour 11" x 17"		\$12.00	\$1.56	\$13.56	\$12.36	\$1.61	\$13.97
Special mapping or other Services	<del>\$60.00</del> \$61.80/hour (one hour minimum charge and 30 minute increments thereafter)		\$60.00/hour	Yes	Fee + HST	\$61.80/hour	Yes	Fee + HST
	plus packaging, postage and printing costs		Cost Recovery	Yes	Fee + HST	Cost Recovery	Yes	Fee + HST

### PUBLIC WI-FI ADVERTISING

WiFi Monthly Advertising Graphic files to Town's standards provided by client		\$500.00	\$65.00	\$565.00	\$500.00	\$65.00	\$565.00
Town assistance in creating advertisement for Public Wi-Fi	one time flat fee	\$150.00	\$19.50	\$169.50	\$150.00	\$19.50	\$169.50

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE B

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

#### BUILDING SERVICES

##### BUILDING INQUIRY FORM

Building Inquiry Form		\$91.80	\$11.93	\$103.73	\$94.55	\$12.29	\$106.85
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##### COMPLIANCE LETTERS

Building Compliance Letter		\$126.48	\$16.44	\$142.92	\$130.27	\$16.94	\$147.21
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##### FORTIFICATION BY-LAW

Fortification of Land Exemption Application	Process application (non-refundable)		\$765.00	-	\$765.00	\$787.95	-	\$787.95
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##### GENERAL

NSF Cheque	Per cheque	\$46.92	-	\$46.92	\$48.33	-	\$48.33
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##### POOL ENCLOSURES

Construction of a privately owned swimming pool		\$364.14	-	\$364.14	\$375.06	-	\$375.06
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##### RESEARCH FEE

First hour		\$51.00	-	\$51.00	\$52.53	-	\$52.53
Each additional one quarter hour		\$15.30	-	\$15.30	\$15.76	-	\$15.76
First hour		\$51.00	-	\$51.00	\$52.53	-	\$52.53
Each additional one quarter hour		\$15.30	-	\$15.30	\$15.76	-	\$15.76

##### SIGN BY-LAW

Sign Permit Application	To place an awning sign, canopy sign, construction site sign, ground sign, menu board and/or pre-menu board sign, non-residential development sign, projecting sign, residential development sign, third party sign, traffic circulation control sign, and/or wall sign.	per square meter	\$30.60	-	\$30.60	\$31.52	-	\$31.52
			\$153 minimum		\$153 minimum	\$158 minimum		\$158 minimum
	Sign variance (non-refundable)		\$663.00	-	\$663.00	\$682.89	-	\$682.89
	To alter or repair a sign	flat fee	\$153.00	-	\$153.00	\$157.59	-	\$157.59
	Any sign placed, altered, or repaired without a permit issued prior to commencement of work		Applicable fee doubled	-	Applicable fee doubled	Applicable fee doubled	-	Applicable fee doubled

#### BUILDING PERMIT FEES

Permit fees shall be calculated based on the formula given below, unless otherwise specified in the schedule.

Permit Fee = Service Index (SI) x Total floor area (A), Where floor area (A) is measured to the outer face of exterior walls and to the centre of party walls or demising walls, except when calculating partition work.

The minimum permit fee shall be \$153.00, unless stated otherwise.

The minimum permit fee for Groups A, B, D, E and F shall be \$260.10, unless stated otherwise.

For permits divided into partial permits, a \$510.00 additional fee will be added for each partial permit, unless stated otherwise.

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE B

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

#### (A) Construction

##### Group A: Assembly Occupancies

(a)	Schools, libraries, churches, theatres, arenas, gymnasiums, pools, restaurants, recreation centres, bus terminals, banquet halls, etc.	per square meter	\$15.91	-	\$15.91	\$16.39	-	\$16.39
(b)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$260.10	-	\$260.10	\$267.90	-	\$267.90

##### Group B: Care, Care and Treatment or Detention Occupancies

(a)	Hospitals, nursing homes, care homes, etc.	per square meter	\$19.07	-	\$19.07	\$19.65	-	\$19.65
(b)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$260.10	-	\$260.10	\$267.90	-	\$267.90

##### Group C: Residential Occupancies

(a)	Detached, semis, townhouses, duplexes	per square meter	\$13.46	-	\$13.46	\$13.87	-	\$13.87
(b)	All other multiple unit residential buildings (apartments, etc.)	per square meter	\$12.34	-	\$12.34	\$12.71	-	\$12.71
(c)	Hotels, motels	per square meter	\$17.03	-	\$17.03	\$17.55	-	\$17.55
(d)	Addition (heated)	per square meter	\$11.30	-	\$11.30	\$11.64	-	\$11.64
(e)	Addition (unheated)	per square meter	\$10.70	-	\$10.70	\$11.02	-	\$11.02
(f)	Detached garage/shed/accessory building to detached, semis, townhouses, duplexes	per square meter	\$5.00	-	\$5.00	\$5.15	-	\$5.15
(g)	Finished Basements of detached, semis, townhouses, duplexes	per square meter	\$4.40	-	\$4.40	\$4.53	-	\$4.53
(h)	Issued repeats to detached, semis, townhouses, duplexes	per square meter	\$12.14	-	\$12.14	\$12.50	-	\$12.50
(i)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$153.00	-	\$153.00	\$157.59	-	\$157.59

##### Group D: Business and Personal Services Occupancies

(a)	Office buildings (shell)	per square meter	\$14.28	-	\$14.28	\$14.71	-	\$14.71
(b)	Office buildings (finished)	per square meter	\$17.14	-	\$17.14	\$17.65	-	\$17.65
(c)	Funeral homes, banks, medical clinics, fire halls, etc.	per square meter	\$17.14	-	\$17.14	\$17.65	-	\$17.65
(d)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$260.10	-	\$260.10	\$267.90	-	\$267.90

##### Group E: Mercantile Occupancies

(a)	Retail stores (shell/strip) plazas	per square meter	\$13.06	-	\$13.06	\$13.45	-	\$13.45
(b)	Retail stores (finished), supermarkets, department stores	per square meter	\$16.32	-	\$16.32	\$16.81	-	\$16.81
(c)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$260.10	-	\$260.10	\$267.90	-	\$267.90

##### Group F: Industrial Occupancies

(a)	Warehouses, factories (shell)(<600 sq.m)	per square meter	\$8.87	-	\$8.87	\$9.14	-	\$9.14
(b)	Warehouses, factories (single tenancy, finished)(<600 sq. m)	per square meter	\$10.20	-	\$10.20	\$10.51	-	\$10.51
(c)	Warehouses, factories (shell)(>600 sq.m)	per square meter	\$6.53	-	\$6.53	\$6.72	-	\$6.72
(d)	Warehouses, factories (single tenancy, finished)(>600 sq. m)	per square meter	\$7.24	-	\$7.24	\$7.46	-	\$7.46
(e)	Repair garages, car washes	per square meter	\$10.40	-	\$10.40	\$10.72	-	\$10.72
(f)	Canopies over gas pumps, outside storage, etc.	per square meter	\$4.79	-	\$4.79	\$4.94	-	\$4.94
(g)	Parking garages (underground & open air)	per square meter	\$6.53	-	\$6.53	\$6.72	-	\$6.72
(h)	Offices in warehouses or factories	per square meter	\$4.28	-	\$4.28	\$4.41	-	\$4.41
(i)	Farm Buildings	per square meter	\$1.53	-	\$1.53	\$1.58	-	\$1.58
(j)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$260.10	-	\$260.10	\$267.90	-	\$267.90

##### Sewage Systems

(a)	New or replacement (includes bed replacement only)	flat fee	\$448.80	-	\$448.80	\$462.26	-	\$462.26
(b)	Repair (excludes bed replacement)	flat fee	\$224.40	-	\$224.40	\$231.13	-	\$231.13

##### Demolition

(a)	Any building including sewage systems	flat fee, per building and/or system	\$255.00	-	\$255.00	\$262.65	-	\$262.65
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##### Miscellaneous

(a)	Permanent tents, air supported structures	per square meter	\$4.39	-	\$4.39	\$4.52	-	\$4.52
(b)	Pedestrian bridges, crane runways, etc.	per square meter	\$2.96	-	\$2.96	\$3.05	-	\$3.05
(c)	Repair or re clad (per surface area)	per square meter	\$0.71	-	\$0.71	\$0.74	-	\$0.74
(d)	Ceiling (new or replacement)	per square meter	\$0.71	-	\$0.71	\$0.74	-	\$0.74
(e)	Balcony repairs	per square meter	\$1.53	-	\$1.53	\$1.58	-	\$1.58
(f)	Parking garage repairs	per square meter	\$2.24	-	\$2.24	\$2.31	-	\$2.31
(g)	Sprinklers	per square meter	\$0.77	-	\$0.77	\$0.79	-	\$0.79
(h)	Trailers or buildings on construction sites for Office or Sales purpose	per square meter	\$10.00	-	\$10.00	\$10.30	-	\$10.30

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE B

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

#### (B) Alterations/Renovations

##### Interior alterations and partitioning and Change of Occupancy Classification

(a)	Group A: Assembly Occupancies	per square meter	\$4.28	-	\$4.28	\$4.41	-	\$4.41
(b)	Group B: Care, Care and Treatment or Detention Occupancies	per square meter	\$4.28	-	\$4.28	\$4.41	-	\$4.41
(c)	Group C: Residential Occupancies	per square meter	\$4.49	-	\$4.49	\$4.62	-	\$4.62
(d)	Group D: Business and Personal Services Occupancies	per square meter	\$4.49	-	\$4.49	\$4.62	-	\$4.62
(e)	Group E: Mercantile Occupancies	per square meter	\$4.28	-	\$4.28	\$4.41	-	\$4.41
(f)	Group F: Industrial Occupancies	per square meter	\$4.28	-	\$4.28	\$4.41	-	\$4.41
(g)	Group F: Industrial Occupancies (fit-out for warehousing space, racking, shelving, equipment or machinery placement only)	per square meter	\$0.765/m2 \$510 minimum	-	\$0.765/m2 \$510 minimum	\$0.788/m2 \$525 minimum	-	\$0.788/m2 \$525 minimum
(h)	Demising walls only (upgrade or new)	Each	\$510.00	-	\$510.00	\$525.30	-	\$525.30
(i)	Roof Replacement (Structural)	per square meter	\$4.49	-	\$4.49	\$4.62	-	\$4.62

#### (C) Other Miscellaneous Work

(a)	New Portable Classrooms (per building group), Mobile Homes, etc.	Each	\$899.64	-	\$899.64	\$926.63	-	\$926.63
(b)	Moving or Relocating a Building on the Same Property (portable classrooms per building group, mobile homes per building, etc.)	Each	\$481.95	-	\$481.95	\$496.41	-	\$496.41
(c)	Temporary tents	Each	\$171.36	-	\$171.36	\$176.50	-	\$176.50
(d)	Communication and transmission towers	Each	\$289.17	-	\$289.17	\$297.85	-	\$297.85
(e)	Foundation for Tanks, Silos, Dust Collectors, etc.	Each	\$289.17	-	\$289.17	\$297.85	-	\$297.85
(f)	Solar Collectors for detached, semis, townhouses, duplexes	Each	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(g)	Solar Collectors (other)	Each	\$255.00	-	\$255.00	\$262.65	-	\$262.65
(h)	Fire alarms	Each	\$224.91	-	\$224.91	\$231.66	-	\$231.66
(i)	Electromagnetic locks	Each	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(j)	Decks, porches, basement walkout, etc. to detached, semis, townhouses, duplexes	Each	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(k)	Fireplaces, wood stoves, etc.	Each	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(l)	Window replacements (except for single dwelling)	Each	\$7.14	-	\$7.14	\$7.35	-	\$7.35
(m)	Underground and above ground storage tank	per tank	\$294.58	-	\$294.58	\$303.41	-	\$303.41
(n)	Balcony guard replacements	per lin. m.	\$1.84	-	\$1.84	\$1.89	-	\$1.89
(o)	Retaining walls	per lin. m.	\$9.69	-	\$9.69	\$9.98	-	\$9.98

#### (D) Mechanical Components

##### Heating ventilation, air conditioning, etc. (work independent of building permit)

(a)	Group A: Assembly Occupancies	per square meter	\$0.97	-	\$0.97	\$1.00	-	\$1.00
(b)	Group B: Care, Care and Treatment or Detention Occupancies	per square meter	\$0.97	-	\$0.97	\$1.00	-	\$1.00
(c)	Group C: Residential Occupancies	per square meter	\$0.97	-	\$0.97	\$1.00	-	\$1.00
(d)	Group D: Business and Personal Services Occupancies	per square meter	\$0.97	-	\$0.97	\$1.00	-	\$1.00
(e)	Group E: Mercantile Occupancies	per square meter	\$0.97	-	\$0.97	\$1.00	-	\$1.00
(f)	Group F: Industrial Occupancies	per square meter	\$0.97	-	\$0.97	\$1.00	-	\$1.00

##### Miscellaneous

(a)	Commercial kitchen exhaust (including related make-up air)	Flat Fee Per Unit	\$275.40	-	\$275.40	\$283.66	-	\$283.66
(b)	Spray booth, dust collector, etc.	Flat Fee Per Unit	\$275.40	-	\$275.40	\$283.66	-	\$283.66
(c)	Furnace replacement	Flat Fee Per Unit	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(d)	Boiler replacement	Flat Fee Per Unit	\$289.17	-	\$289.17	\$297.85	-	\$297.85
(e)	Boiler replacement for detached, semis, townhouses, duplexes	Flat Fee Per Unit	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(f)	Minor alterations to mechanical systems (duct work only, space heater, exhaust fan, unit heater, etc.)	Flat Fee Per Unit	\$153.00	-	\$153.00	\$157.59	-	\$157.59

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE B

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

#### (E) Plumbing and Drain Components

(a)	Group A: Assembly Occupancies	Fee per Fixture	\$26.52	-	\$26.52	\$27.32	-	\$27.32
(b)	Group B: Care, Care and Treatment or Detention Occupancies	Fee per Fixture	\$26.52	-	\$26.52	\$27.32	-	\$27.32
(c)	Group C: Residential Occupancies	Fee per Fixture	\$27.85	-	\$27.85	\$28.68	-	\$28.68
(d)	Group D: Business and Personal Services Occupancies	Fee per Fixture	\$27.85	-	\$27.85	\$28.68	-	\$28.68
(e)	Group E: Mercantile Occupancies	Fee per Fixture	\$26.52	-	\$26.52	\$27.32	-	\$27.32
(f)	Group F: Industrial Occupancies	Fee per Fixture	\$26.52	-	\$26.52	\$27.32	-	\$27.32

#### Miscellaneous

(a)	Inside sanitary and storm piping	per lin. m.	\$1.84	-	\$1.84	\$1.89	-	\$1.89
(b)	Outside water services, sanitary and storm piping** (when not included in complete building permit or permit for site services)	per lin. m.	\$5.00	-	\$5.00	\$5.15	-	\$5.15
(c)	Manholes, catch basins, interceptors, sumps, etc. (when not included in complete building permit or permit for site services)	Each	\$27.85	-	\$27.85	\$28.68	-	\$28.68
(d)	Site Services (for mechanical site services that serve more than one building)	Each building or block of units	\$255.00	-	\$255.00	\$262.65	-	\$262.65
(e)	**the maximum amount chargeable in fees in respect of any one permit application for any water service, fire main and outside sanitary and storm piping for Residences, barns and other structures located on Agriculturally zoned properties is <del>\$357.00</del> \$368.00		-	-	-	-	-	-

#### (F) Other

(a)	Early Review of House Model Drawings	per square meter	\$13.46	-	\$13.46	\$13.87	-	\$13.87
(b)	Duplicate Sets of Drawing (counter)	per hour	\$91.29	-	\$91.29	\$94.03	-	\$94.03
(c)	Resubmission Review (per review stream, discretionary up to two resubmissions)	per hour	\$91.29	-	\$91.29	\$94.03	-	\$94.03
(d)		minimum	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(e)	Expedited Service (Fast track, etc.)	per hour	\$91.29	-	\$91.29	\$94.03	-	\$94.03
(f)		minimum	\$255.00	-	\$255.00	\$262.65	-	\$262.65
(g)	Material Change (revision)	per hour	\$91.29	-	\$91.29	\$94.03	-	\$94.03
(h)		minimum	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(i)	Alternative Solution (Each submission)	per hour	\$91.29	-	\$91.29	\$94.03	-	\$94.03
(j)		minimum	\$510.00	-	\$510.00	\$525.30	-	\$525.30
(k)	Change of Use (no construction proposed)	per hour (review and inspection)	\$91.29	-	\$91.29	\$94.03	-	\$94.03
(l)		minimum	\$255.00	-	\$255.00	\$262.65	-	\$262.65
(m)	Conditional Building Permit - New and/or Extension (in addition to permit fee, excluding cost of agreement)	flat fee	\$1,020.00	-	\$1,020.00	\$1,050.60	-	\$1,050.60
(n)	Transfer Building Permit (to new owner)	flat fee	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(o)	Repeat Inspection (previous inspection not ready, discretionary up to two repeats)	flat fee	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(p)	Miscellaneous Inspections- ICI (resulting from a compliance letter, outstanding permits older than two years, etc.)	flat fee	\$255.00	-	\$255.00	\$262.65	-	\$262.65
(q)	Miscellaneous Inspections- Residential (resulting from a compliance letter, outstanding permits older than two years, etc.)	flat fee	\$153.00	-	\$153.00	\$157.59	-	\$157.59
(r)	Reactivate Dormant Permit by property owner request	minimum	\$306.00	-	\$306.00	\$315.18	-	\$315.18

## Town of Caledon 2023 Proposed User Fees By-law

**FEES BY-LAW (Effective Date: March 1, 2023)**

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
<del>Proposed Deletions</del>

### SCHEDULE B

#### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

**Notes:**

1. Fees for classes of permits not described or included in this schedule shall be determined by the Chief Building Official
2. The occupancy classification shall be established in accordance with the occupancy definitions of the Ontario Building Code.
3. Except as provided in Item 5, the floor area is the sum of the areas of all floors including basement and shall be measured to the outer face of the walls.
4. No deductions shall be made for openings within the floor area; i.e., stairs, elevators, ducts, etc.
5. A garage serving only the dwelling unit to which it is attached or built in and an unfinished basement located within the dwelling unit shall not be included in the area calculations.
6. Issued models (house types) are referred to as "issued repeats". An "issued repeat application" is a repeat of the identical house design that the applicant builder has previously submitted as a model for which a building permit has been issued.
7. The maximum amount of payment that may be charged to a credit card is \$5000.00 per building permit application.
8. Only applicants for building permits with a value of over \$5,150.00 may elect to either:
  - Pay the full permit fee at the time of application; or
  - Pay 50% of the full permit fee at the time of application to a maximum amount of \$10,000.00 and the balance at the time of permit issuance.
9. With respect to any work commenced prior to permit application, prior to permit issuance, and/or after issuance but prior to permit closure, and is not in accordance with the approved permit, including failure to arrange for a mandatory inspection prior to proceeding to the next phase of work and/or occupancy, administration charges are due to the municipality for the additional expenditure required because of such unlawful commencement, and the permit fee shall be increased by the greater of:
  - (a) \$150.00, or
  - (b) with respect to work commenced before permit application 50%, and
  - (c) with respect to work commenced after permit application, but prior to permit issuance, 25% of the total permit fee, based on the entire work to be performed and exclusive of any part into which the application for permit may be sub-divided, and
  - (d) with respect to work commenced after permit issuance, but not in accordance with the approved permit, 10% of the total permit fee, based on the entire work to be performed and exclusive of any part into which the application for permit may be sub-divided.
  - (e) In no case shall the total increase in permit fee exceed \$10,000 for each action of unlawful activity commenced.

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE B

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

#### Building Permit Fees Refunds

- 1.1. Pursuant to this by-law, the portion of the total calculated permit fee that may be refunded shall be a percentage of the total fees payable under this by-law, calculated as follows in regard to functions undertaken by the municipality:
  - 1.1.1. 85% if administrative functions only have been performed;
  - 1.1.2. 70% if administrative and zoning or building code permit application review functions only have been performed;
  - 1.1.3. 50% if administrative, zoning and building code permit application review functions have been performed;
  - 1.1.4. 45% if the permit has been issued and no field inspections have been performed subsequent to permit issuance and;
  - 1.1.5. 5% shall additionally be deducted for each field inspection that has been performed subsequent to permit issuance.
  - 1.1.6. 0% after a period of not less than one (1) year from the date of application being received, if the application has not been cancelled, or the permit has not been issued, or an issued permit has not been acted upon.
  - 1.1.7. If the calculated refund is less than the minimum permit fee applicable to the work, no refund shall be made for the fees paid.
- 1.2. The refund shall be returned to the person named on the fee receipt, unless such person advises the Chief Building Official, in writing and prior to the release of the refund, of a change in name, in which case the refund shall be returned to the person then authorized to receive it.
- 1.3. The refund, if applicable, shall be the difference between total calculated fee for functions undertaken and the deposit made at time of permit application.
- 1.4. If an overpayment of a permit fee occurs on a permit application and the overpayment is less than \$50.00 the difference will not be refunded.

### MUNICIPAL LAW ENFORCEMENT SERVICES

#### LICENSES

##### ADULT BUSINESS

i) Operator Licence	New & Renewal	\$625.00	-	\$625.00	\$643.75	-	\$643.75
ii) Manager Licence	New & Renewal	\$100.00	-	\$100.00	\$103.00	-	\$103.00

##### FOOD AND REFRESHMENT VEHICLE BUSINESS

Operator	Operator Licence	New & Renewal	\$150.00	-	\$150.00	\$154.50	-	\$154.50
Attendant	Attendant Licence	New & Renewal	\$150.00	-	\$150.00	\$154.50	-	\$154.50
Owner	Mobile Food and Refreshment Vehicle Owner Licence	New & Renewal	\$250.00	-	\$250.00	\$257.50	-	\$257.50
	Stationary Food and Refreshment Vehicle Owner Licence	New & Renewal	\$250.00	-	\$250.00	\$257.50	-	\$257.50

	Special Event Food and Refreshment Vehicle Licence	New & Renewal	\$150.00	-	\$150.00	\$154.50	-	\$154.50
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Other	Replacement fee for attendant's photo identification card		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Replacement fee for attendant, owner or operators' licence		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Replacement fee for owner's plate		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Registration of replacement vehicle (must be identical ownership)		\$300.00	-	\$300.00	\$309.00	-	\$309.00
	Change of information	per licence	\$30.00	-	\$30.00	\$30.90	-	\$30.90
	Missed or additional vehicle inspection		\$60.00	-	\$60.00	\$61.80	-	\$61.80
	Corporate search		\$60.00	-	\$60.00	\$61.80	-	\$61.80
	Business name search		\$60.00	-	\$60.00	\$61.80	-	\$61.80
	Late Renewal Fee (if inspection required)		\$50.00	-	\$50.00	\$51.50	-	\$51.50



# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
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## SCHEDULE B

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

#### TAXICAB OR LIMOUSINE LICENCES

Broker/Owner	Taxicab broker's licence	Original & Renewal	\$400.00	-	\$400.00	\$412.00	-	\$412.00
	Taxicab owner's licence	Original	\$425.00	-	\$425.00	\$437.75	-	\$437.75
	Taxicab owner's licence	Renewal	\$325.00	-	\$325.00	\$334.75	-	\$334.75
	Limousine owner's licence	Original	\$400.00	-	\$400.00	\$412.00	-	\$412.00
	Limousine owner's licence	Renewal	\$325.00	-	\$325.00	\$334.75	-	\$334.75
	Accessible taxicab licence	Original - 1st Vehicle	\$400.00	-	\$400.00	\$412.00	-	\$412.00
	Accessible taxicab licence	Original - Subsequent Vehicle	\$325.00	-	\$325.00	\$334.75	-	\$334.75
	Accessible taxicab licence	Renewal	\$325.00	-	\$325.00	\$334.75	-	\$334.75
Driver	Taxicab driver or limousine driver	Renewal	\$125.00	-	\$125.00	\$128.75	-	\$128.75
	Taxicab driver or limousine driver	New Licence	\$125.00	-	\$125.00	\$128.75	-	\$128.75
Other	Replacement fee for driver's photo identification card		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Replacement fee for driver's or owner's licence		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Replacement fee for owner's plate		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Registration of replacement vehicle (must be identical ownership)		\$225.00	-	\$225.00	\$231.75	-	\$231.75
	Change of information	per licence	\$120.00	-	\$120.00	\$123.60	-	\$123.60
	Missed or additional vehicle inspection		\$60.00	-	\$60.00	\$61.80	-	\$61.80
	Corporate Search		\$30.00	-	\$30.00	\$30.90	-	\$30.90
	Business name search		\$30.00	-	\$30.00	\$30.90	-	\$30.90
	Late renewal fee (if inspection required)		\$50.00	-	\$50.00	\$51.50	-	\$51.50

#### TOW TRUCK BUSINESS

	Operator Licence	New & Renewal	\$150.00	-	\$150.00	\$154.50	-	\$154.50
Owner	Initial licence first vehicle	Original	\$425.00	-	\$425.00	\$437.75	-	\$437.75
	Initial licence subsequent vehicle(s)	Original	\$400.00	-	\$400.00	\$412.00	-	\$412.00
Driver	New and Renewal	Original & Renewal	\$150.00	-	\$150.00	\$154.50	-	\$154.50
	Driver Licence – 2 year	New & Renewal	\$300.00	-	\$300.00	\$309.00	-	\$309.00
Other	Replacement fee for driver, owner or operator's licence		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Replacement fee for owner's plate		\$65.00	-	\$65.00	\$66.95	-	\$66.95
	Registration of replacement vehicle (must be identical ownership)		\$560.00	-	\$560.00	\$576.80	-	\$576.80
	Missed or additional vehicle inspection		\$60.00	-	\$60.00	\$61.80	-	\$61.80
	Late Renewal Fee (if inspection required)		\$50.00	-	\$50.00	\$51.50	-	\$51.50

#### IMPOUND BUSINESS

	Operator Licence	New & Renewal	\$250.00	-	\$250.00	\$257.50	-	\$257.50
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#### DONATION BOX BUSINESS

	Initial Operator Licence	Per location	\$150.00	-	\$150.00	\$154.50	-	\$154.50
	Operator Licence Renewal	Per location	\$75.00	-	\$75.00	\$77.25	-	\$77.25
	Operator Licence Renewal for Charities that have a Charitable registration number issued by Canada Revenue Agency	Per location	\$35.00	-	\$35.00	\$36.05	-	\$36.05

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE B

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

<b>PARKING</b>								
	Process application for private property owners to administer parking enforcement		\$150.00	-	\$150.00	\$154.50	-	\$154.50
	To appoint Private Parking Enforcement Officer after application is approved		\$200.00	-	\$200.00	\$206.00	-	\$206.00
<b>PROPERTY COMPLIANCE - TOWN INITIATED</b>								
	Completion of work contained in an order, Notice to Comply, etc. and administration fee		Cost Recovery + 20% Admin.	Yes	Fee + HST	Cost Recovery + 20% Admin.	Yes	Fee + HST
<b>FILL BY-LAW</b>								
Fill permit application	i) Application process administration fee (non-refundable)	flat fee	\$510.00	-	\$510.00	\$525.30	-	\$525.30
	ii) For fill up to 10,000 cubic metres in volume -payment due at time of application and is refunded if permit is denied -standard permit processing time is 14 business days - Fill Permit application fee of \$2 per cubic meter is waived for topsoil fill relating to sod-farm operations, greenhouse and horticultural nurseries.	per cubic metre	Flat Fee of \$510.00 + \$2 per cubic meter	-	Flat Fee of \$510.00 + \$2 per cubic meter	Flat Fee of \$525.30 + \$2 per cubic meter	-	Flat Fee of \$525.30 + \$2 per cubic meter
	iii) Permit is submitted after on-site work has started (non-refundable)		\$200.00	-	\$200.00	\$206.00	-	\$206.00
<b>SIGN BY-LAW</b>								
Sign Permit Application	Process application for a mobile sign (30 day limit)		\$75.00	-	\$75.00	\$77.25	-	\$77.25
	Sign redemption fee	per sign, per day	\$65.00	-	\$65.00	\$66.95	-	\$66.95
<b>FENCE BY-LAW</b>								
Fence Variance Application	Process application (Non-refundable)		\$500.00	\$65.00	\$565.00	\$515.00	\$66.95	\$581.95
<b>WOODLANDS BY-LAW</b>								
	Process application		\$250.00	\$32.50	\$282.50	\$257.50	\$33.48	\$290.98
<b>APPLICATION FOR EXEMPTION FROM BY-LAW</b>								
	Process application (for By-laws without a variance or exemption provision (non-refundable)		\$625.00	\$81.25	\$706.25	\$643.75	\$83.69	\$727.44

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE B.1

### BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

#### PRIVATE TRANSPORTATION COMPANY

Licence	New & Renewal	\$2,500.00	-	\$2,500.00	\$2,575.00	-	\$2,575.00
Per trip fee		\$ .20 per trip	-	\$ .20 per trip	\$ .21 per trip	-	\$ .21 per trip

#### KENNEL BUSINESS

Operator Licence	New & Renewal	\$250.00	-	\$250.00	\$257.50	-	\$257.50
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#### PET SHOP BUSINESS

Operator Licence	New & Renewal	\$250.00	-	\$250.00	\$257.50	-	\$257.50
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#### TEMPORARY PATIO LICENCE

Temporary Patio Licence		\$300.00	-	\$300.00	\$309.00	-	\$309.00
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# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### PLANNING & DEVELOPMENT

#### COMPLIANCE LETTERS

Planning and Zoning Compliance Letters			\$126.48	\$16.44	\$142.92	\$130.27	\$16.94	\$147.21
Heritage Designation and Cemetery Compliance Letter			\$126.48	\$16.44	\$142.92	\$130.27	\$16.94	\$147.21

#### LAND USE INQUIRY FORM

Planning Land Use Inquiry Form			\$126.48	\$16.44	\$142.92	\$130.27	\$16.94	\$147.21
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#### PEER REVIEW

Peer Review Administration Fee		15% Administration Fee	Yes	Fee + HST	15% Administration Fee	Yes	Fee + HST
Development Invoice Administration Fee		\$200.00	\$26.00	\$226.00	\$206.00	\$26.78	\$232.78

#### OFFICIAL PLAN AND ZONING BY-LAW

Copy of Official Plan	By Hard Copy	\$137.70	\$17.90	\$155.60	\$141.83	\$18.44	\$160.27
Copy of Official Plan	By CD	\$25.50	\$3.32	\$28.82	\$26.27	\$3.41	\$29.68
Annual subscription to Office Consolidation of the Official Plan (affected pages only)	By email	\$132.60	\$17.24	\$149.84	\$136.58	\$17.76	\$154.33
Annual subscription to Office Consolidation of the Official Plan (affected pages only)	By regular mail	\$168.30	\$21.88	\$190.18	\$173.35	\$22.54	\$195.88
Official Plan Schedules (Colour)	Per page	\$5.10	\$0.66	\$5.76	\$5.25	\$0.68	\$5.94
Copy of Comprehensive Zoning By-law	By Hard Copy	\$545.70	\$70.94	\$616.64	\$562.07	\$73.07	\$635.14
Copy of Zoning By-law	By CD	\$25.50	\$3.32	\$28.82	\$26.27	\$3.41	\$29.68
Annual subscription to amendments to the Comprehensive Zoning By-law	By email	\$135.66	\$17.64	\$153.30	\$139.73	\$18.16	\$157.89

#### NEC

Niagara Escarpment Plan Amendment		\$2,189.94	-	\$2,189.94	\$2,255.64	-	\$2,255.64
Niagara Escarpment Development permit application or renewal of application		\$397.80	-	\$397.80	\$409.73	-	\$409.73
Niagara Escarpment - Legal Searches		\$204.00	-	\$204.00	\$210.12	-	\$210.12

#### PUBLIC INFORMATION MEETINGS & ADVERTISING

Cost Recovery for advertising of Public Meetings, Notice of Applications and Notice of Intention to Lift Holding ("H") Symbol	Per Meeting	Fee + HST	Yes	Fee + HST	Fee + HST	Yes	Fee + HST
Residents Meeting	Per Meeting	\$500 + Fee	Yes	Fee + HST	\$515 + Fee	Yes	Fee + HST

#### PRELIMINARY AND PRE-CONSULTATION

Preliminary Meeting - Simple (Oak Ridges Moraine Site Plan Applications - Full, Scoped and Fast Track Streams, Site Plan Applications - Fast Track Stream, Minor Variances, Consents)	Per meeting	\$300.00	\$39.00	\$339.00	\$309.00	\$40.17	\$349.17
Preliminary Meeting - Regular (Site Plan Applications excluding Fast Track Stream, Telecommunication Facility Applications, Zoning By-law Amendments including Temporary Use and Lifting of Holding Symbols, Draft Plans of Subdivision, Draft Plans of Condominium, Official Plan Amendments)	Per meeting	\$2,000.00	\$260.00	\$2,260.00	\$2,060.00	\$267.80	\$2,327.80
Pre-Consultation Submission/Review - Oak Ridges Moraine Site Plan Applications - (Full and Scoped Streams), Site Plan Applications (Fast Track Stream)**	Per submission /review	\$500.00	\$65.00	\$565.00	\$515.00	\$66.95	\$581.95
Pre-Consultation Submission/Review - Site Plan Application Full Stream**	Per submission /review	\$10,000 + \$0.66/m2 gross floor area	Yes	Fee + HST	\$10,300 + \$0.68/m2 gross floor area	Yes	Fee + HST
Pre-Consultation Submission/Review - Site Plan Application Full Stream (Complex)**	Per submission /review	\$20,000 + \$5,333/gross hectare	Yes	Fee + HST	\$20,600 + \$5,492.99/gross hectare	Yes	Fee + HST
Pre-Consultation Submission/Review - Site Plan Application Amendment Stream**	Per submission /review	\$5,000.00	\$650.00	\$5,650.00	\$5,150.00	\$669.50	\$5,819.50
Pre-Consultation Submission/Review - Site Plan Application Scoped Stream**	Per submission /review	\$2,000.00	\$260.00	\$2,260.00	\$2,060.00	\$267.80	\$2,327.80
Pre-Consultation Submission/Review - Zoning By-law Amendment (including Temporary Use)**	Per submission /review	\$8,000.00	\$1,040.00	\$9,040.00	\$8,240.00	\$1,071.20	\$9,311.20
Pre-Consultation Submission/Review - Zoning By-law Amendment ( Lifting of Holding Symbol) and Block Plans**	Per submission /review	\$4,000.00	\$520.00	\$4,520.00	\$4,120.00	\$535.60	\$4,655.60

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### PRELIMINARY AND PRE-CONSULTATION

Pre-Consultation Submission/Review - Official Plan Amendment**	Per submission /review	\$20,000.00	\$2,600.00	\$22,600.00	\$20,600.00	\$2,678.00	\$23,278.00
Pre-Consultation Submission/Review - Draft Plans of Subdivision (Residential Other Than Palgrave Estates)**	Per submission /review	\$20,000 + \$420/unit	Yes	Fee + HST	\$20,600 + \$432.60/unit	Yes	Fee + HST
Pre-Consultation Submission/Review - Draft Plans of Subdivision (Palgrave Estates)**	Per submission /review	\$40,000 + \$420/unit	Yes	Fee + HST	\$41,200 + \$432.60/unit	Yes	Fee + HST
Pre-Consultation Submission/Review - Draft Plans of Subdivision (Other)**	Per submission /review	\$20,000 + \$3,000/gross ha	Yes	Fee + HST	\$20,600 + \$3,090/gross ha	Yes	Fee + HST
Pre-Consultation Submission/Review - Draft Plans of Condominium**	Per submission /review	\$10,000 + \$30/unit	Yes	Fee + HST	\$10,300 + \$30.90/unit	Yes	Fee + HST
Pre-Consultation Submission/Review - Aggregate Applications	Per submission /review	Full Cost Recovery	Yes	Fee + HST	Full Cost Recovery	Yes	Fee + HST

\*\*Where the circulated agencies/departments are half or less than half of the initially circulated agencies/departments, the submission/review fee will be 50%

### TELECOMMUNICATIONS

1. (a)	Full Stream Application		\$6,793.20	-	\$6,793.20	\$6,997.00	-	\$6,997.00
(b)	Scoped Stream		\$6,212.82	-	\$6,212.82	\$6,399.20	-	\$6,399.20
(c)	Intermediate Stream		\$3,151.80	-	\$3,151.80	\$3,246.35	-	\$3,246.35
(d)	Fast Track Stream		\$328.44	-	\$328.44	\$338.29	-	\$338.29

### SITE PLAN APPLICATIONS

2. (a)	Full Stream Site Plan Application <sup>1</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$5,000 plus \$0.33/m2 gross floor area (GFA)	Yes	Fee + HST	\$5,150.00 plus \$0.34/m2 gross floor area (GFA)	Yes	Fee + HST
	Full Stream Site Plan Application <sup>1***</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$16,354.48 plus \$1.22/m2 gross floor area (GFA) to maximum fee of \$29,000	\$313.14	\$16,667.62 plus \$1.22/m2 gross floor area (GFA) to maximum fee of \$29,000	\$16,354.48 plus \$1.22/m2 gross floor area (GFA) to maximum fee of \$29,000	\$313.14	\$16,667.62 plus \$1.22/m2 gross floor area (GFA) to maximum fee of \$29,000
	Recirculation Fee (for each subsequent site plan recirculation after the 3rd)***		\$1,060.80	-	\$1,060.80	\$1,092.62	-	\$1,092.62
(b)	Full Stream (Complex) <sup>1</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$10,000 plus \$5,333/gross hectare	Yes	Fee + HST	\$10,300.00 plus \$5,492.99/gross hectare	Yes	Fee + HST
	Full Stream (Complex) <sup>1***</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$34,140.22 plus \$5,333/gross hectare	\$313.14	\$34,453.36 plus \$5,333/gross hectare	\$34,140.22 plus \$5,333/gross hectare	\$313.14	\$34,453.36 plus \$5,333/gross hectare
	Recirculation Fee (for each subsequent site plan recirculation after the 3rd)***		\$1,060.80	-	\$1,060.80	\$1,092.62	-	\$1,092.62

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### SITE PLAN APPLICATIONS

(c)	Amendment Stream <sup>1</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$5,000.00	Yes	Fee + HST	\$5,150.00	Yes	Fee + HST
	Amendment Stream <sup>1***</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$7,017.40	\$313.14	\$7,330.54	\$7,017.40	\$313.14	\$7,330.54
	Recirculation Fee for Amendment Stream (for each subsequent site plan recirculation after the 3rd)***	Each	\$250.00	-	\$250.00	\$257.50	-	\$257.50
(d)	Scoped Stream		\$2,000.00	-	\$2,000.00	\$2,060.00	-	\$2,060.00
	Scoped Stream***		\$3,141.60	-	\$3,141.60	\$3,141.60	-	\$3,141.60
	Recirculation Fee for Scoped Stream (for each subsequent site plan recirculation after the 3rd)***	Each	\$200.00	-	\$200.00	\$206.00	-	\$206.00
(e)	Fast Track Stream		\$250.00	-	\$250.00	\$257.50	-	\$257.50
	Fast Track Stream***		\$450.00	-	\$450.00	\$450.00	-	\$450.00
	Recirculation Fee for Fast Track Stream (for each subsequent site plan recirculation after the 3rd)***	Each	\$100.00	-	\$100.00	\$103.00	-	\$103.00
(f)	Fast Track Stream - No Circulation***		\$100.00	-	\$100.00	\$103.00	-	\$103.00
(g)	Site Plan Agreement, including amendments to executed or registered site plan agreements.		\$1,428 plus costs	Yes	Fee + HST	\$1,470.84 plus costs	Yes	Fee + HST
(h)	Additional undertaking or amendment to executed undertaking		\$1,050.60 plus costs	Yes	Fee + HST	\$1,082.12 plus costs	Yes	Fee + HST
(i)	Additional charge per agreement or amendment for a non-standard site plan, agreement, development, grading or servicing agreement or amendment.		\$2,295 plus costs	Yes	Fee + HST	\$2,363.85 plus costs	Yes	Fee + HST
(j)	Grading or Servicing Agreement*		\$5,406 plus costs	Yes	Fee + HST	\$5,568.18 plus costs	Yes	Fee + HST
(k)	Phased Site Plan Approval (each of pre-grading, pre-servicing, conditional permit, phased approval)	Each	10% of application fee	-	10% of application fee	10% of application fee	-	10% of application fee
(l)	Appeal to Local Planning Appeal Tribunal		\$213.18 plus cost recovery	-	\$213.18 plus cost recovery	\$219.58 plus cost recovery	-	\$219.58 plus cost recovery
(m)	Annual carrying fee for inactive files (non-ORM)		\$1,644.24	-	\$1,644.24	\$1,693.57	-	\$1,693.57
(n)	Application administration charge for proceeding with earth works, servicing or construction without necessary planning act approvals (excluding ORM applications) *		25% of original application amount	Yes	Fee + HST	25% of original application amount	Yes	Fee + HST
(o)	Engineering Fee: 6% of Town infrastructure works for Engineering reviews (Inspections if the site plan application involves the construction of or change to Town-owned infrastructure)		6% of works	Yes	Fee + HST	6% of works	Yes	Fee + HST

\* "plus costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

<sup>1</sup> HST not applicable on whole fee

\*\*\*applies to applications submitted on or before August 30, 2022

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### OAK RIDGES MORaine (ORM) SITE PLAN APPLICATION

3.	(a)	(i) ORM Full***		\$836.58	-	\$836.58	\$836.58	-	\$836.58
		(i) ORM Full		\$536.58	-	\$536.58	\$552.68	-	\$552.68
	(b)	(ii) ORM Scoped***		\$571.38	-	\$571.38	\$571.38	-	\$571.38
		(ii) ORM Scoped		\$271.38	-	\$271.38	\$279.52	-	\$279.52
	(c)	(iii) ORM Fast Track***		\$412.26	-	\$412.26	\$412.26	-	\$412.26
		(iii) ORM Fast Track		\$112.26	-	\$112.26	\$115.63	-	\$115.63
	(d)	(iv) ORM Fast Track Stream - No Circulation		\$50.00	-	\$50.00	\$51.50	-	\$51.50
	(e)	(v) Recirculation Fee for All Streams (for each subsequent oak ridges moraine site plan recirculation after the 3rd)***	Each	\$50.00	-	\$50.00	\$51.50	-	\$51.50
	(f)	(vi) Annual carrying fee for inactive files (ORM)		\$265.20	-	\$265.20	\$273.16	-	\$273.16
	Appeal to Ontario Land Tribunal					\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	

\*\*\*applies to applications submitted on or before August 30, 2022

### OFFICIAL PLAN AMENDMENT APPLICATIONS

4.	(a)	Minor Official Plan Amendment Application***		\$17,436.17	-	\$17,436.17	\$17,436.17	-	\$17,436.17
		Minor Official Plan Amendment Application		\$15,000.00	-	\$15,000.00	\$15,450.00	-	\$15,450.00
	(b)	Major Official Plan Amendment Application***		\$33,578.69	-	\$33,578.69	\$33,578.69	-	\$33,578.69
		Major Official Plan Amendment Application		\$15,000.00	-	\$15,000.00	\$15,450.00	-	\$15,450.00
		Block Plan		\$4,000.00	-	\$4,000.00	\$4,120.00	-	\$4,120.00
	(c)	Appeal to Local Planning Appeal Tribunal		\$213.18 plus cost recovery	-	\$213.18 plus cost recovery	\$219.58 plus cost recovery	-	\$219.58 plus cost recovery
	(d)	Aggregate Application		Full cost recovery	-	Full cost recovery	Full cost recovery	-	Full cost recovery
	(e)	Annual carrying fee for inactive files		\$3,000.00	-	\$3,000.00	\$3,090.00	-	\$3,090.00
	(f)	Recirculation Fee (for each subsequent Official Plan Amendment recirculation after the 3rd)***		\$1,592.22	-	\$1,592.22	\$1,639.99	-	\$1,639.99

\*\*\*applies to applications submitted on or before August 30, 2022

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### ZONING BY-LAW AMENDMENT APPLICATIONS

5.	(a)	Extension of Temporary Use By-laws for Garden Suites		\$771.41 plus cost of advertising or posting on property together with required circulation	-	\$771.41 plus cost of advertising or posting on property together with required circulation	\$771.41 plus cost of advertising or posting on property together with required circulation	-	\$771.41 plus cost of advertising or posting on property together with required circulation
	(b)	Temporary Use Application***		\$13,378.61	-	\$13,378.61	\$13,378.61	-	\$13,378.61
		Temporary Use Application		\$8,000.00	-	\$8,000.00	\$8,240.00	-	\$8,240.00
		Temporary Use Application Extension***		\$13,378.61	-	\$13,378.61	\$13,378.61	-	\$13,378.61
		Temporary Use Application Extension		\$8,000.00	-	\$8,000.00	\$8,240.00	-	\$8,240.00
	(c)	Minor Zoning By-law Amendment Application***		\$13,378.61	-	\$13,378.61	\$13,378.61	-	\$13,378.61
		Minor Zoning By-law Amendment Application		\$8,000.00	-	\$8,000.00	\$8,240.00	-	\$8,240.00
	(d)	Major Zoning By-law Amendment Application***		\$17,781.95	-	\$17,781.95	\$17,781.95	-	\$17,781.95
		Major Zoning By-law Amendment Application		\$10,000.00	-	\$10,000.00	\$10,300.00	-	\$10,300.00
	(e)	Aggregate Application		Full cost recovery	-	Full cost recovery	Full cost recovery	-	Full cost recovery



# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### ZONING BY-LAW AMENDMENT APPLICATIONS

(f)	Removal of Holding (H) Zone***		\$6,372.23	-	\$6,372.23	\$6,372.23	-	\$6,372.23
	Removal of Holding (H) Zone		\$2,372.23	-	\$2,372.23	\$2,443.40	-	\$2,443.40
(g)	Annual Carrying Fee for Inactive files		\$2,000.00	-	\$2,000.00	\$2,060.00	-	\$2,060.00
(h)	Appeal to Local Planning Appeal Tribunal		\$213.18 plus cost recovery	-	\$213.18 plus cost recovery	\$219.58 plus cost recovery	-	\$219.58 plus cost recovery
(i)	Zoning Certificate		\$300.00	-	\$300.00	\$309.00	-	\$309.00
(j)	Application to establish a Legal Non-Conforming Use		\$2,302.87	-	\$2,302.87	\$2,371.96	-	\$2,371.96
(k)	Recirculation Fee (for each subsequent Rezoning recirculation after the 3rd)***		\$1,592.22	-	\$1,592.22	\$1,639.99	-	\$1,639.99

\*\*\*applies to applications submitted on or before August 30, 2022

### SUBDIVISION APPLICATIONS

6.	(a)	(i) Plan of Subdivision Application - Residential (Other than Palgrave Estates) 1*** Preparation of first 3 agreements (subdivision agreement, grading agreement, and preservicing agreement) and registration of a draft plan of subdivision and compliance documents Does not include revised or additional agreement and/or phased registration.	\$31,030.97 plus \$631 per unit	\$2,743.67	\$33,774.64 plus \$631 per unit	\$31,030.97 plus \$631 per unit	\$2,743.67	\$33,774.64 plus \$631 per unit
		(i) Plan of Subdivision Application - Residential (Other than Palgrave Estates) 1 Preparation of first 3 agreements (subdivision agreement, grading agreement, and preservicing agreement) and registration of a draft plan of subdivision and compliance documents Does not include revised or additional agreement and/or phased registration.	\$10,000 plus \$210 per unit	Yes	Fee + HST	\$10,300.00 plus \$216.30 per unit	Yes	Fee + HST
		(ii) Plan of Subdivision Application - Palgrave Estates 1*** Preparation of first 3 agreements (subdivision agreement, grading agreement, and preservicing agreement) and registration of a draft plan of subdivision and compliance documents Does not include revised or additional agreement and/or phased registration.	\$58,226.21 plus \$631 per unit	\$2,743.67	\$60,969.88 plus \$631 per unit	\$58,226.21 plus \$631 per unit	\$2,743.67	\$60,969.88 plus \$631 per unit
		(ii) Plan of Subdivision Application - Palgrave Estates 1 Preparation of first 3 agreements (subdivision agreement, grading agreement, and preservicing agreement) and registration of a draft plan of subdivision and compliance documents Does not include revised or additional agreement and/or phased registration.	\$18,226.21 plus \$210 per unit	Yes	Fee + HST	\$18,773.00 plus \$216.30 per unit	Yes	Fee + HST

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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### SUBDIVISION APPLICATIONS

(b)	Plan of Subdivision Application - Industrial/Commercial 1*** Preparation of first 3 agreements (subdivision agreement, grading agreement, and preservicing agreement) and registration of a draft plan of subdivision and compliance documents Does not include revised or additional agreement and/or phased registration.		\$31,030.97 plus \$5,439 per gross hectare	\$2,743.67	\$33,774.64 plus \$5,439 per gross hectare	\$31,030.97 plus \$5,439 per gross hectare	\$2,743.67	\$33,774.64 plus \$5,439 per gross hectare
	Plan of Subdivision Application - Industrial/Commercial 1 Preparation of first 3 agreements (subdivision agreement, grading agreement, and preservicing agreement) and registration of a draft plan of subdivision and compliance documents Does not include revised or additional agreement and/or phased registration.		\$11,030.97 plus \$2,439 per gross hectare	Yes	Fee + HST	\$11,361.90 plus \$2,512.17 per gross hectare	Yes	Fee + HST
(c)	Plus additional fees, if applicable:							
	(i) Revisions requiring re-circulation		\$5,623.26	-	\$5,623.26	\$5,791.96	-	\$5,791.96
	(ii) Registration of each phase of a plan		\$7,282.80	-	\$7,282.80	\$7,501.28	-	\$7,501.28
	(iii) Extension of draft plan approval		\$5,623.26	-	\$5,623.26	\$5,791.96	-	\$5,791.96
	(iv) Revised draft approval plan requiring re-circulation		\$6,366.84	-	\$6,366.84	\$6,557.85	-	\$6,557.85
	(v) Appeal of plan to Local Planning Appeal Tribunal		\$213.18 plus cost recovery	-	\$213.18 plus cost recovery	\$219.58 plus cost recovery	-	\$219.58 plus cost recovery
(d)	Administration Fee: Plan of subdivision applications filed on or before Feb. 5, 2008 <sup>2</sup>		7% of works	Yes	Fee + HST	7% of works	Yes	Fee + HST
(e)	Administration Fee: Plan of subdivision applications filed on or after Feb. 6, 2008 and on or before Jan. 31, 2011 <sup>2</sup>		0% of works	Yes	Fee + HST	0% of works	Yes	Fee + HST
(f)	Administration Fee: Plan of subdivision applications filed on or after Feb. 1, 2011 <sup>2</sup>		6% of works	Yes	Fee + HST	6% of works	Yes	Fee + HST
(g)	Amendment to any registered agreement or fully executed agreement*		\$2,188 plus costs	Yes	Fee + HST	\$2,253.64 plus costs	Yes	Fee + HST
(h)	Each Subdivision Agreement/Grading Agreement/Preservicing Agreement/Development Agreement except otherwise noted *		\$5,518 plus costs	Yes	Fee + HST	\$5,683.54 plus costs	Yes	Fee + HST
(i)	Review and/or preparation of documents related to the registration of Subdivisions and Condominiums including additional phases except otherwise noted		\$3,121 plus costs	Yes	Fee + HST	\$3,214.63 plus costs	Yes	Fee + HST
(j)	Additional Development Agreement		\$5,518 plus costs	Yes	Fee + HST	\$5,683.54 plus costs	Yes	Fee + HST
(k)	Additional charge per agreement or amendment for a non-standard subdivision, development, grading or preservicing agreement or amendment.		\$2,341.00 plus costs	\$304.33	\$2,645.33 plus costs	\$2,411.23 plus costs	\$313.46	\$2,724.69 plus costs
(l)	Reinstatement of Draft Plan Approval		\$20,000	Yes	Fee + HST	\$20,600.00	Yes	Fee + HST
(m)	Annual Carrying fee for inactive files		\$1,643.22	-	\$1,643.22	\$1,692.52	-	\$1,692.52
(n)	Landscape Resubmission Fee (for each submission after the 3rd submission)		\$3,121.20	-	\$3,121.20	\$3,214.84	-	\$3,214.84
(o)	Engineering Resubmission Fee (for each submission after the 3rd submission)		\$3,183.42	-	\$3,183.42	\$3,183.42	-	\$3,183.42
(p)	Application administration charge for proceeding without necessary planning act approvals *		25% of original application amount	Yes	Fee + HST	25% of original application amount	Yes	Fee + HST

\*\*\*applies to applications submitted on or before August 30, 2022

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Proposed New Changes
Proposed Deletions

## SCHEDULE C PLANNING DEPARTMENT

### SUBDIVISION APPLICATIONS

Note: The fee for the preparation of any subdivision, preservicing, grading or development agreement shall be payable in advance and the agreement shall not be commenced until full payment of the fee has been received.

Where the municipality has retained outside counsel, at the request of the developer/owner, to expedite the preparation of any of a grading, pre-servicing, subdivision or development agreement or the registration of the draft subdivision plan and compliance documents the developer/owner shall pay the minimum fee for the preparation of the agreements set out above or the registration, and shall, in addition, pay the total cost, including fees, disbursements, and taxes, charged by outside counsel to the municipality

\* "Plus Costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

<sup>1</sup> HST not applicable on whole fee

<sup>2</sup> 50% of total fee due at time of 1st Engineering submission. Balance of fee due upon registration.

### CONDOMINIUM APPLICATIONS

7.	(a)	Plan of Condominium Application <sup>1****</sup> (includes legal review)		\$22,408.07 plus \$52 per unit	\$422.12	\$22,830.19 plus \$52 per unit	\$22,408.07 plus \$52 per unit	\$422.12	\$22,830.19 plus \$52 per unit
		Plan of Condominium Application <sup>1</sup> (includes legal review)		\$12,408.07 plus \$22 per unit	Yes	Fee + HST	\$12,780.31 plus \$22.66 per unit	Yes	Fee + HST
		Plan of Condominium - Exemption Application <sup>1</sup> (includes legal review)		\$8,000 plus \$22 per unit	Yes	Fee + HST	\$8,240.00 plus \$22.66 per unit	Yes	Fee + HST
	(b)	Plus additional fees, if applicable:							
		(i) Revisions requiring re-circulation		\$6,366.84	-	\$6,366.84	\$6,557.85	-	\$6,557.85
		(ii) Registration of each phase of a plan		\$1,612.62	-	\$1,612.62	\$1,661.00	-	\$1,661.00
		(iii) Extension of draft approval		\$5,623.26	-	\$5,623.26	\$5,791.96	-	\$5,791.96
		(iv) Revised draft approval plan requiring re-circulation		\$5,623.26	-	\$5,623.26	\$5,791.96	-	\$5,791.96
		(v) Appeal of plan to Local Planning Appeal Tribunal		\$213.18 plus cost recovery	-	\$213.18 plus cost recovery	\$219.58 plus cost recovery	-	\$219.58 plus cost recovery
	(c)	Administration fee for Condominium Applications filed on or before Feb. 5, 2008		7% of works	Yes	Fee + HST	7% of works	Yes	Fee + HST
	(d)	Administration fee for Condominium Applications filed on or after Feb. 6, 2008 to on or before Jan. 31, 2011		0% of works	Yes	Fee + HST	0% of works	Yes	Fee + HST
	(e)	Administration fee: plan of condominium applications filed on or after Feb. 1, 2011		6% of works	Yes	Fee + HST	6% of works	Yes	Fee + HST
	(f)	Annual Carrying Fee - Condominiums		\$1,611.60	-	\$1,611.60	\$1,659.95	-	\$1,659.95

<sup>1</sup> HST not applicable on whole fee

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## SCHEDULE C PLANNING DEPARTMENT

### PART LOT CONTROL EXEMPTION APPLICATIONS

8.	(a)	Part Lot Control Exemption Application (per adjacent blocks) <sup>1</sup> <i>includes legal review of title, by-law, registration and restrictions</i>		\$6,247.19 plus \$52 per unit	\$145.53	\$6,392.72 plus \$52 per unit	\$6,434.61 plus \$53.56 per unit	\$149.90	\$6,584.51 plus \$53.56 per unit
	(b)	Extension of part lot control by-law		\$1,555.19	\$202.17	\$1,757.36	\$1,601.85	\$208.24	\$1,810.09
	(c)	Repeal of part lot control by-law and/or deletion of restrictions		\$1,555.19	\$202.17	\$1,757.36	\$1,601.85	\$208.24	\$1,810.09
	(d)	Additional by-law/restriction		\$520 plus costs*	Yes	Fee + HST	\$535.60 plus costs*	Yes	Fee + HST

<sup>1</sup> HST not applicable on whole fee

### REPORTS AND BY-LAWS

9.	(a)	Preparation of reports and by-laws for a private purpose or interest under <i>Planning Act</i> (i.e. merger of lots), payable in advance *		\$969 plus costs*	Yes	\$969 plus costs + HST	\$998.07 plus costs*	Yes	\$998.07 plus costs + HST
	(b)	Legal documentation regarding lifting of .03 m reserve for a private purpose *		\$561 plus costs*	Yes	\$561 plus costs + HST	\$577.83 plus costs*	Yes	\$577.83 plus costs + HST

\* "Plus Costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

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Proposed New Changes
Proposed Deletions

## SCHEDULE D

### FIRE AND EMERGENCY SERVICES DEPARTMENT

#### FIRE & EMERGENCY SERVICES

##### REPORTS

Fire Report			\$88.00	\$11.44	\$99.44	\$90.64	\$11.78	\$102.42
File Search Letter			\$88.00	\$11.44	\$99.44	\$90.64	\$11.78	\$102.42
Posting of Licenses - Assembly occupancies	Where no alcoholic beverages are served		\$183.00	\$23.79	\$206.79	\$188.49	\$24.50	\$212.99
	Where alcoholic beverages are served		\$269.00	\$34.97	\$303.97	\$277.07	\$36.02	\$313.09

##### INSPECTIONS (in excess of Fire Code Requirements)

Industrial/Commercial	Single Tenant or Occupancy							
	i) up to 10,000 sq. ft. or 929 m <sup>2</sup>		\$191.00	\$24.83	\$215.83	\$196.73	\$25.57	\$222.30
	ii) for every additional 10,000 sq. ft. or 929 m <sup>2</sup> part thereof		\$104.00	\$13.52	\$117.52	\$107.12	\$13.93	\$121.05
Residential/Commercial	Multiple occupancy complex							
	i) Base inspection		\$191.00	\$24.83	\$215.83	\$196.73	\$25.57	\$222.30
	ii) Plus each tenant or occupancy up to 10,000 sq. ft. or 929m <sup>2</sup>		\$104.00	\$13.52	\$117.52	\$107.12	\$13.93	\$121.05
	iii) Plus tenant or occupancy over 10,000 sq. ft. or 929m <sup>2</sup>		\$104.00	\$13.52	\$117.52	\$107.12	\$13.93	\$121.05
Residential/apartment or Condominium buildings	i) Base inspection		\$191.00	\$24.83	\$215.83	\$196.73	\$25.57	\$222.30
	ii) Plus each tenant, occupancy or apartment		\$96.00	\$12.48	\$108.48	\$98.88	\$12.85	\$111.73
Office Commercial	i) Base inspection		\$191.00	\$24.83	\$215.83	\$196.73	\$25.57	\$222.30
	ii) Plus each single tenant or occupancy over 10,000 sq. ft. or 929 m <sup>2</sup>		\$103.00	\$13.39	\$116.39	\$106.09	\$13.79	\$119.88
	iii) Plus tenant or occupancy over 10,000 sq. ft. or 929m <sup>2</sup>		\$103.00	\$13.39	\$116.39	\$106.09	\$13.79	\$119.88
Tent or Marquee	Where Fire Code inspection is mandated		\$191.00	\$24.83	\$215.83	\$196.73	\$25.57	\$222.30
Portable Classroom	Per class		\$104.00	\$13.52	\$117.52	\$107.12	\$13.93	\$121.05
Daycare/nursery school	i) First inspection		\$269.00	\$34.97	\$303.97	\$277.07	\$36.02	\$313.09
	ii) Each subsequent inspection		\$96.00	\$12.48	\$108.48	\$98.88	\$12.85	\$111.73
Liquor Licence	i) First inspection		\$269.00	\$34.97	\$303.97	\$277.07	\$36.02	\$313.09
	ii) Plus each subsequent inspection		\$126.00	\$16.38	\$142.38	\$129.78	\$16.87	\$146.65
Refer to Schedule C for Liquor Licence fees								
Inspection of any building for the purpose of tenants	i) First hour		\$204.00	\$26.52	\$230.52	\$210.12	\$27.32	\$237.44
	ii) Plus staff research time after first hour	Per hour	\$87.00	\$11.31	\$98.31	\$89.61	\$11.65	\$101.26
Any inspection performed in association with the purchase or sale or with potential purchase or sale of property								
	i) First inspection		\$291.00	\$37.83	\$328.83	\$299.73	\$38.96	\$338.69
	ii) Each subsequent inspection		\$96.00	\$12.48	\$108.48	\$98.88	\$12.85	\$111.73
Inspections of Marijuana Grow Operations			\$652.00	\$84.76	\$736.76	\$671.56	\$87.30	\$758.86
Unsafe Buildings	Boarding or barricading of unsafe buildings pursuant to the Fire Code							
	i) Per hour		\$184.00	\$23.92	\$207.92	\$189.52	\$24.64	\$214.16
	ii) Plus costs	+ costs	+ costs	Yes	Costs + HST	+ costs	Yes	Costs + HST
	iii) Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST
Post fire watch pursuant to Fire Code	iv) Per hour/per firefighter		\$248.00	\$32.24	\$280.24	\$255.44	\$33.21	\$288.65
	v) Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST
Inspection of Dry Hydrant			\$433.00	\$56.29	\$489.29	\$445.99	\$57.98	\$503.97

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Proposed New Changes
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## SCHEDULE D

### FIRE AND EMERGENCY SERVICES DEPARTMENT

#### EMERGENCY RESPONSES

False Alarms	Response to false alarm property owner shall pay:								
	First false alarm	no charge		no charge			no charge		
	Second fire alarm and each subsequent false alarm:		\$1,443.00	-	\$1,443.00	\$1,486.29	-	\$1,486.29	
	The Treasurer is authorized to reduce the false alarm invoices by the cost of the alarm system repairs upon the Fire Chief's confirmation of the following:								
	1) The property owner submitted an invoice from the alarm company which clearly shows that the alarm was repaired subsequent to the false alarm call								
	2) There is proof that the repair was paid;								
	3) The repair invoice is accompanied by a regular monitoring invoice from the same alarm company for the year of the false alarm incident								
	4) The alarm system was subsequently inspected by the Caledon Fire & Emergency Services Department								
	False Alarm call counter per property is reset on the first day of the following calendar year								
	Each half hour beyond the first two hours		\$326.00	-	\$326.00	\$335.78	-	\$335.78	
	Each additional piece of apparatus after the first three pieces of apparatus per hour		\$652.00	-	\$652.00	\$671.56	-	\$671.56	
	Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST	

Gas Leaks	Response to gas leak where service locate has not been obtained or where requirements of service locate have not been followed, the property owner shall pay:								
	i) Per vehicle per hour		\$652.00	-	\$652.00	\$671.56	-	\$671.56	
	ii) Plus any clean-up costs		+ costs	-	Costs no applicable tax	+ costs	-	Costs no applicable tax	
	iii) Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST	
Hazardous Material spill clean up	i) Per vehicle per hour		\$652.00	-	\$652.00	\$671.56	-	\$671.56	
	ii) Plus any clean-up costs		+ costs	-	Costs no applicable tax	+ costs	-	Costs no applicable tax	
	iii) Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST	

Hydro Response	Emergency response to occurrence on Town of Caledon, Regional Municipality of Peel or Provincial highway within the Town of Caledon related to hydro distribution equipment								
	i) First 2 hours or each part thereof		\$652.00	-	\$652.00	\$671.56	-	\$671.56	
	ii) For each additional 30 minute period or part thereof		\$326.00	-	\$326.00	\$335.78	-	\$335.78	
	iii) Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST	

Motor Vehicle Collision / Incident - Non - Resident	Emergency responses to motor vehicle occurrence/incident/collision anywhere within the Town of Caledon. In the case of a multiple vehicle collision, where those owners involved consist of a Caledon resident and a non-resident, the fee invoiced to the non-resident(s) shall be pro-rated and divided up equally among the non-resident owners.								
	Initial response (up to 3 pieces of apparatus) for the first 2 hours		\$1,443.00	-	\$1,443.00	\$1,486.29	-	\$1,486.29	
	Per apparatus dispatched - for each additional one-half hour or part thereof		\$326.00	-	\$326.00	\$335.78	-	\$335.78	
	For each additional piece of apparatus dispatched (after the first 3 pieces of apparatus) per hour per apparatus or part thereof		\$652.00	-	\$652.00	\$671.56	-	\$671.56	
	Replacement of damaged equipment and consumable resources used if applicable		100% of the cost	-	100% of the cost	100% of the cost	-	100% of the cost	
	Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST	

Use of materials, Equipment and Vehicles in Exceptional Circumstances	The property owner shall pay for the fire service response which includes the use of extinguishing agents, absorbent materials, the acquisition of specialized equipment or vehicles not in the possession of the Fire & Emergency Services Department as routine materials, equipment and vehicles purchased and authorized by annual budget approval	Cost of material, equipment or vehicle, Plus administration fee		Fee + HST	Cost of material, equipment or vehicle, Plus administration fee		Fee + HST	
	The property owner shall pay for the firefighter rehabilitation facilities, vehicles, food and fluids provided to fire fighters after the first four hours of an emergency or fire response	Cost of facilities, vehicles, food and fluids, Plus administration fee		Fee + HST vs applicable taxes	Cost of facilities, vehicles, food and fluids, Plus administration fee		Fee + HST vs applicable taxes	

#### SPECIAL EVENTS

Attendance of firefighter or fire vehicle requested at special events	Per day	\$312.00	\$40.56	\$352.56	\$321.36	\$41.78	\$363.14
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## SCHEDULE D

### FIRE AND EMERGENCY SERVICES DEPARTMENT

#### OPEN AIR BURN PERMITS

Burn Permit	Residential - Open Air Burning (minimum 1/2 acre lot)		\$43.00	-	\$43.00	\$44.29	-	\$44.29
	Contractors		\$233.00	-	\$233.00	\$239.99	-	\$239.99
	Construction Site		\$601.00	-	\$601.00	\$619.03	-	\$619.03
	Recreational Burn Permits		\$26.00	-	\$26.00	\$26.78	-	\$26.78
Response to open air burn	The property owner shall pay for the fire service response required to control or to extinguish open fire where open air burn permit has not been issued or where there is a failure to comply with a condition or conditions of open air burn permit or a failure to burn in accordance with requirements of the applicable by-law (Per vehicle, per hour, A minimum one(1) hour charge for up to and including the first 60 minutes, and for every 15 minutes after the first hour a fee of one quarter of the hour shall be charge until such time that the fire apparatus is made available plus cleanup costs, plus 15% administration fee) The Response to Open Air Burn Fee will be waived for a resident, one time within their Caledon residency, who does not have a burn permit and where responding the Fire Chief determines it was a non-emergency and there were no damages. The applicable burn permit fee will be payable.		\$652.00	-	\$652.00	\$671.56	-	\$671.56

#### FIRE SAFETY PLAN REVIEW AND APPROVAL

	Review First submission - No charge		no charge	-	no charge	no charge	-	no charge
	Second Submission – No charge		no charge	-	no charge	no charge	-	no charge
	Third Submission		\$124.00	\$16.12	\$140.12	\$127.72	\$16.60	\$144.32

#### REVIEW AND APPROVAL PROPANE RISK & SAFETY MANAGEMENT PLANS (RSMP)

Level 1 RSMP Existing Small Propane Facility		\$275.00	\$35.75	\$310.75	\$283.25	\$36.82	\$320.07
Level 1 RSMP New / Modified Small Propane Facility		\$551.00	\$71.63	\$622.63	\$567.53	\$73.78	\$641.31
Level 2 RSMP Existing Medium and Large Propane Facilities		\$2,479.00	\$322.27	\$2,801.27	\$2,553.37	\$331.94	\$2,885.31
Level 2 RSMP New / Modified Medium and Large Propane Facilities		\$2,754.00	\$358.02	\$3,112.02	\$2,836.62	\$368.76	\$3,205.38

#### FIREWORKS BY-LAW

Application for a permit to discharge display fireworks or special effects pyrotechnic		\$615.00	-	\$615.00	\$633.45	-	\$633.45
Application for a permit to discharge consumer fireworks for community public events		\$150.00	-	\$150.00	\$154.50	-	\$154.50

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## SCHEDULE E

### COMMUNITY SERVICES DEPARTMENT

#### OTHER SERVICES

##### CEMETERY FEES

Cremation interment	Opening and closing of a grave space to transfer cremation ashes to a permanent place (eg. burial plot)		\$250.00	\$32.50	\$282.50	\$250.00	\$32.50	\$282.50
Full interment	Opening and closing of a grave space, grounds personnel and administrative services		\$1,250.00	\$162.50	\$1,412.50	\$1,250.00	\$162.50	\$1,412.50
Other	Other cemetery services		Cost Recovery	Yes	Fee + HST	Cost Recovery	Yes	Fee + HST

##### MEMORIAL PROGRAM

Memorial program	Options to commemorate individuals/groups with plaques, memorial bench, trees and other commemorate options from town selection.		Cost Recovery	Yes	Cost + HST	Cost Recovery	Yes	Cost + HST
	Park bench (metal) with acrylic plaque on concrete pad					Cost Recovery	Yes	Cost + HST
	Caledon Trailway stone bench on limestone screenings with acrylic plaque					Cost Recovery	Yes	Cost + HST
	Tree					Cost Recovery	Yes	Cost + HST

##### FILMING RATES

Filming Rates	Full day Film Rate					\$4,305.00/ per day	Yes	Fee + HST
	Set up/ Dismantle Films					\$2,152.50/ per day	Yes	Fee + HST

#### PARKS AND RECREATION

##### INDOOR FACILITY RENTALS

##### INSURANCE

	As shown on fee sheet. Insurance fee applied to rentals where there is no proof of other coverage. This charge is considered part of the facility rental charge.		Fee + HST	Yes	Fee + HST	Fee + HST	Yes	Fee + HST
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##### SOCAN and RE:Sound Tariff

SOCAN TARIFF 8 Fees	As indicated by Society of Composers, Authors and Music Publishers of Canada (SOCAN)		Fee + HST	Yes	Fee + HST	Fee + HST	Yes	Fee + HST
Sound Tariff 5B Fees			Fee + HST	Yes	Fee + HST	Fee + HST	Yes	Fee + HST
Re:Sound Tariff	As indicated by Re:Sound Music Licensing Company		Fee + HST	Yes	Fee + HST	Fee + HST	Yes	Fee + HST

##### POOL RENTALS

	Private/hours - ranges depending on services required							
	i) Resident / hour (Cost of two lifeguards for a rental)		\$51.18 - \$103.20	Yes	Fee + HST	\$52.72 - \$129.15	Yes	Fee + HST
	ii) Non-resident/Commercial / hour (Cost of two lifeguards for a rental)		\$61.92 - \$123.83	Yes	Fee + HST	\$63.77 - \$150.40	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$36.12 - \$72.25	Yes	Fee + HST	\$37.20 - \$74.42	Yes	Fee + HST
	iv) Affiliate Rate (effective August 4, 2020 2023 to April 12, 2024 2024) / hour		\$36.12 - \$72.25	Yes	Fee + HST	\$37.20 - \$74.42	Yes	Fee + HST
	Individual pool swim lane rental	per lane / per hour	\$23.93	Yes	Fee + HST	\$24.65	Yes	Fee + HST

##### ARENA RENTALS

	Fees vary depending on prime time, non-prime, summer and last minute							
	i) Resident / hour		\$101.64 - \$238.93	Yes	Fee + HST	\$104.69 - \$246.10	Yes	Fee + HST
	ii) Non-resident/Commercial / hour		\$148.65 - \$270.27	Yes	Fee + HST	\$153.11 - \$278.38	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$86.72 - \$165.27	Yes	Fee + HST	\$89.32 - \$170.23	Yes	Fee + HST
	iv) Affiliate Rate (effective August 4, 2020 2023 to April 12, 2024 2024) / hour		\$86.72 - \$165.27	Yes	Fee + HST	\$89.32 - \$170.23	Yes	Fee + HST
	iv) Small Group / hour		\$42.50 - \$72.86	Yes	Fee + HST	\$43.78 - \$75.05	Yes	Fee + HST
	Statutory Holidays - minimum 7 hour booking (excluding December 25th, 26th and January 1st - CLOSED)		Prime rate + additional charge for staff wages (double time)	Yes	Fee + HST	Prime rate + additional charge for staff wages (double time)	Yes	Fee + HST



# Town of Caledon 2023 Proposed User Fees By-law

## FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

### SCHEDULE E

#### COMMUNITY SERVICES DEPARTMENT

##### FLOOR RENTALS

	Floor Rental / hour		\$63.80 - \$109.36	Yes	Fee + HST	\$65.71 - \$112.64	Yes	Fee + HST
	Floor Rental / Booking		\$510.37 - \$729.10	Yes	Fee + HST	\$525.68 - \$750.97	Yes	Fee + HST

##### GYMNASIUM RENTALS

	Fees vary based on half or whole gym							
	i) Resident / hour		\$73.22 - \$146.46	Yes	Fee + HST	\$75.42 - \$150.85	Yes	Fee + HST
	ii) Non-resident/Commercial / hour		\$87.87 - \$175.75	Yes	Fee + HST	\$90.51 - \$181.02	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$51.27 - \$102.52	Yes	Fee + HST	\$52.81 - \$105.60	Yes	Fee + HST

Facility Amenities	i) Additional Staff	per hour	\$15.92	Yes	Fee + HST	\$16.88	Yes	Fee + HST
	ii) Additional Staff - STAT Holiday	per hour	\$58.36	Yes	Fee + HST	\$60.11	Yes	Fee + HST
	iii) Additional Staff - LIFEGUARD	per hour	\$21.76	Yes	Fee + HST	\$22.19	Yes	Fee + HST
	iv) Additional Staff - PARTY INSTRUCTOR	per hour	\$53.06	Yes	Fee + HST	\$54.65	Yes	Fee + HST
	v) Fitness Day Rate - School Group (15)	per booking	\$40.62 - \$153	Yes	Fee + HST	\$41.83 - \$157.60	Yes	Fee + HST
	vi) Fitness Day Rate - Additional Student	per booking	\$2.71 - \$10.20	Yes	Fee + HST	\$2.80 - \$10.51	Yes	Fee + HST
	vii) Coffee and/or Tea Service - Large	per urn	\$42.45	Yes	Fee + HST	\$43.72	Yes	Fee + HST
	- Small	per urn	\$26.53	Yes	Fee + HST	\$27.33	Yes	Fee + HST
	viii) Kitchen Fee	per booking	\$26.53 - \$78.03	Yes	Fee + HST	\$27.33 - \$80.37	Yes	Fee + HST
	ix) Audio Equipment Rental	per booking	\$41.61	Yes	Fee + HST	\$42.86	Yes	Fee + HST
	x) Sport Equipment Rental	per booking	\$26.01	Yes	Fee + HST	\$26.79	Yes	Fee + HST
	xi) Kitchen Fee Hourly Rate	per hour				\$18.10	Yes	Fee + HST

##### HALL AND ROOM RENTALS

	Community Centres - Rooms/ Lounges/ Lobbies are available to accommodate groups of various sizes							
	i) Resident / hour		\$11.72 - \$82.04	Yes	Fee + HST	\$12.07 - \$84.50	Yes	Fee + HST
	ii) Non-resident/Commercial / hour		\$31.83 - \$98.44	Yes	Fee + HST	\$32.78 - \$101.38	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$15.56 - \$57.42	Yes	Fee + HST	\$16.03 - \$59.14	Yes	Fee + HST
	Room Rental / Booking		\$212.24 - \$656.26	Yes	Fee + HST	\$218.61 - \$675.95	Yes	Fee + HST
	Security deposit/damage deposit		\$52.02 - \$260.10	No	Fee	\$53.58 - \$267.90	No	Fee
Holiday Rental Fee	i) Resident / Booking		\$512.87	Yes	Fee + HST	\$528.26	Yes	Fee + HST
	ii) Non-resident/Commercial / Booking		\$667.93	Yes	Fee + HST	\$687.97	Yes	Fee + HST

##### SPONSORED DROP-IN ACTIVITIES

	Fees vary depending on drop-in activity type, time of the activity, cost to participate and supervision requirements.		\$186.33 - \$387.74	Yes	Fee + HST	\$191.92 - \$399.37	Yes	Fee + HST
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##### CELEBRATE WITH US - PARTY PACKAGES

	Fees vary depending on drop-in activity type, time of the activity, cost to participate and supervision requirements.		\$180.00-\$380.00	Yes	Fee + HST	\$185.40 - \$391.40	Yes	Fee + HST
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##### STORAGE

Storage Fee	Community group storage fee	per sq ft.	\$1.50-\$2.50	Yes	Fee + HST	\$1.50-\$2.50	Yes	Fee + HST
Leased Space	Community office space rental	per sq ft.	\$5.00-\$25.00	Yes	Fee + HST	\$5.00-\$25.00	Yes	Fee + HST

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE E

### COMMUNITY SERVICES DEPARTMENT

#### OUTDOOR RENTALS

#### SPORT AND PASSIVE PARK RENTALS - PLUS PARK AMENITIES

Ball Diamond Rental	Price depends on time slot (time and day of week), user group and grade of field used. Rates based on 1hr blocks.								
	i) Resident			\$4.06 - \$22.71	Yes	Fee + HST	\$4.18 - \$23.39	Yes	Fee + HST
	ii) Non-resident/Commercial			\$4.76 - \$27.23	Yes	Fee + HST	\$4.90 - \$28.05	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit			\$2.83 - \$15.89	Yes	Fee + HST	\$2.91 - \$16.37	Yes	Fee + HST
Soccer Field Rental	Price depends on time slot (time and day of week), user group and grade of field used. Rates based on 1hr blocks.								
	i) Resident			\$1.55 - \$20.34	Yes	Fee + HST	\$1.60 - \$20.96	Yes	Fee + HST
	ii) Non-resident/Commercial			\$1.88 - \$24.51	Yes	Fee + HST	\$1.94 - \$25.25	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit			\$1.08 - \$14.29	Yes	Fee + HST	\$1.11 - \$14.72	Yes	Fee + HST
Tennis Facilities Rental	2 courts - Per season use (not including portalets)			\$636.26 - \$1,294.72	Yes	Fee + HST	\$655.35 - \$1,333.56	Yes	Fee + HST
	4 courts - Per season use (not including portalets)			\$1,148.68 - \$1,294.72	Yes	Fee + HST	\$1,183.14 - \$2,366.28	Yes	Fee + HST
Bocce Court Rental	Per court - Per season use			\$201.97	Yes	Fee + HST	\$208.03	Yes	Fee + HST
	<del>Per court - Per time slot - unit</del>			<del>\$8.23</del>	<del>Yes</del>	<del>Fee + HST</del>	<del>\$8.23</del>	<del>Yes</del>	<del>Fee + HST</del>
	<del>Per court - Per time slot - lit Outdoor Court per hour</del>			<del>\$19.73</del>	<del>Yes</del>	<del>Fee + HST</del>	<del>\$22.44</del>	<del>Yes</del>	<del>Fee + HST</del>
	<del>Bocce Indoor Rental Indoor Court per hour</del>			<del>\$21.79 - \$37.34</del>	<del>Yes</del>	<del>Fee + HST</del>	<del>\$22.44 - \$38.46</del>	<del>Yes</del>	<del>Fee + HST</del>
Outdoor Fitness	Per Time Slot - Resident			\$5.73 - \$12.52	Yes	Fee + HST	\$6.52 - \$14.24	Yes	Fee + HST
	Per Time Slot - Non-Resident/Commercial			\$6.87 - \$15.01	Yes	Fee + HST	\$7.81 - \$17.07	Yes	Fee + HST
Picnic Rentals	Full Day - Resident			\$97.72 - \$272.21	Yes	Fee + HST	\$100.65 - \$280.38	Yes	Fee + HST
	Full Day - Non-Resident/Commercial			\$117.26 - \$326.66	Yes	Fee + HST	\$120.78 - \$336.46	Yes	Fee + HST
	Hourly - Resident	per hour		\$12.21 - \$34.03	Yes	Fee + HST	\$12.58 - \$35.05	Yes	Fee + HST
	Hourly - Non-Resident/Commercial	per hour		\$14.66 - \$40.84	Yes	Fee + HST	\$15.10 - \$42.07	Yes	Fee + HST
	Subsidized/ Not-for-profit Picnic Rate						\$70.46 - \$196.27	Yes	Fee + HST
Artificial Turf Field Rental	Artificial Turf field rentals hourly rates			\$75.48 - \$163.20	Yes	Fee + HST	\$68.54 - \$117.50	Yes	Fee + HST
	Artificial Turf field rentals half day rates			\$255 - \$561	Yes	Fee + HST	\$239.90 - \$411.26	Yes	Fee + HST
	Artificial Turf field rentals full day rates			\$612 - \$1,224	Yes	Fee + HST	\$582.62 - \$998.78	Yes	Fee + HST
Artificial Turf and Dome	Artificial Turf and Dome rentals hourly rates		per hour				\$155.75 - \$265.25	Yes	Fee + HST
Beach Volleyball	Resident		Per time slot	\$5.50	Yes	Fee + HST	\$5.67	Yes	Fee + HST
	Non-Resident/Commercial		Per time slot	\$6.60	Yes	Fee + HST	\$6.80	Yes	Fee + HST
Wedding Photos	Wedding photots			\$55.12	Yes	Fee + HST	\$56.77	Yes	Fee + HST
Parking Lot	Subsidized/Not-For-Profit / Booking		Per time slot	\$277.65	Yes	Fee + HST	\$285.98	Yes	Fee + HST
	Commercial / Booking		Per time slot	\$832.96	Yes	Fee + HST	\$857.95	Yes	Fee + HST
Bandshell Rental	Resident						\$37.77 - \$549.36	Yes	Fee + HST
	Non-Resident/ Commercial						\$51.50 - \$659.23	Yes	Fee + HST
	Subsidized						\$26.09 - \$284.55	Yes	Fee + HST

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE E

### COMMUNITY SERVICES DEPARTMENT

#### OUTDOOR RENTALS

#### SPORT AND PASSIVE PARK RENTALS - PLUS PARK AMENITIES

Farmers Market	Category A / Booking	Per time slot	\$82.80	Yes	Fee + HST	\$85.28	Yes	Fee + HST
	Category B / Booking	Per time slot	\$57.95	Yes	Fee + HST	\$59.69	Yes	Fee + HST
	Eligible Farmers Market meeting the following criteria may have a fee of nil: - Do not require additional Town staff resources on a weekly basis to operate - Located in areas or parks where a weekly market does not conflict with other uses/user groups - 100% of the vendors, including artists and crafters, are primary producers: those who sell products which they have grown/produced. An exception is standard practice for growers who supplement their supply with other Ontario grown products, as specified in their Market agreements - Operate on a regular schedule, to a maximum of two days per week - Member of the Farmers' Markets Ontario - Enter into a contract with the Town including indemnification and a certificate of insurance naming the Corporation of the Town of Caledon as "additional insured".	Per time slot	-	Yes	-	-	Yes	-
Fiat Rate rental for Campus rentals Caledon East	Outside organizations to rent the entire facility or trade shows or special events		\$5,000.00	Yes	Fee + HST	\$5,000.00	Yes	Fee + HST
Fiat Rate rental for Campus rentals Mayfield	Outside organizations to rent the entire facility or trade shows or special events		\$4,000.00	Yes	Fee + HST	\$4,000.00	Yes	Fee + HST
Fiat Rate Rental for Campus rentals Lloyd Wilson Arena	Outside organizations to rent the entire facility or trade show or special events		\$2,000.00	Yes	Fee + HST	\$2,000.00	Yes	Fee + HST
Fiat Rate Rental for Campus rentals Southfields Community Centre	Outside organizations to rent the entire facility or trade show or special events		\$7,000.00	Yes	Fee + HST	\$7,000.00	Yes	Fee + HST
Fiat Rate Rental for Campus rentals Albion Bolton Community Centre	Outside organizations to rent the entire facility or trade show or special events		\$4,000.00	Yes	Fee + HST	\$4,000.00	Yes	Fee + HST
Park Amenities	i) Barricades (10 per load) with other deliveries; or	10 per load	\$43.10	Yes	Fee + HST	\$44.39	Yes	Fee + HST
	ii) Barricades per load if ordered separately - delivery	10 per load	\$135.37	Yes	Fee + HST	\$139.43	Yes	Fee + HST
	iii) Beer garden (staff set-up)		\$597.56	Yes	Fee + HST	\$615.49	Yes	Fee + HST
	iv) Extra picnic tables (7 per load) - delivery fee	7 per load	\$156.61	Yes	Fee + HST	\$161.31	Yes	Fee + HST
	v) Portolet (regular or deluxe) / Handwash Stations		Cost Recovery + Admin.	Yes	Fee + HST	Cost Recovery + Admin.	Yes	Fee + HST
	vi) Lights - Ball Diamond - Soccer Field	Baseball/hr	\$17.80	Yes	Fee + HST	\$18.33	Yes	Fee + HST
		Soccer/hr	\$22.28	Yes	Fee + HST	\$22.95	Yes	Fee + HST
	vii) Event support (for tournaments and large events) - First day	per day	\$124.24	Yes	Fee + HST	\$136.66	Yes	Fee + HST
		per day	\$92.34	Yes	Fee + HST	\$101.57	Yes	Fee + HST
	viii) Hourly onsite event support (minimum 3 hours)	per hour	\$129.06	Yes	Fee + HST	\$141.97	Yes	Fee + HST
	ix) Use of washrooms only (Caledon Fairgrounds)		\$34.58	Yes	Fee + HST	\$35.62	Yes	Fee + HST
	x) Use of snack bar (where available)		\$28.14	Yes	Fee + HST	\$28.98	Yes	Fee + HST
	xi) Security Deposit (for park amenity use, refundable after event and site inspection)		\$20.00 - \$50.00	No	Fee	\$20.00 - \$50.00	No	Fee
Parks Clean Up Fee	Parks Clean up fee for large events/ Permitted fireworks					\$283.94	Yes	Fee + HST

# Town of Caledon 2023 Proposed User Fees By-law

## FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

### SCHEDULE E

#### COMMUNITY SERVICES DEPARTMENT

PROGRAMS									
AQUATICS									
Public Swim	Ranges depending on age, type of activity and length of program		\$2.70 - \$10.18	Yes	Fee + HST	\$2.70 - \$10.18	Yes	Fee + HST	
Swim Lessons  2% 3% increase in fees. Effective September 1, 2022- 2023 - August 31, 2023 2024	Swim kids - Leaders courses Leadership workbooks/materials	(No taxes for ages 14 years & under)	\$53.76 - \$318.36	Yes	Fee + HST	\$55.37 - \$327.91	Yes	Fee + HST	
ARENAS									
Public Skating	Rates vary based on age and family size, includes shinny and ticket ice		\$2.70 - \$7.67	Yes	Fee + HST	\$2.70 - \$7.67	Yes	Fee + HST	
Skating Lessons  2% 3% increase in fees. Effective September 1, 2022- 2023 - August 31, 2023 2024	Learn to Skate	(No taxes for ages 14 years & under)	\$50.38 - \$207.04	Yes	Fee + HST	\$51.89 - \$213.25	Yes	Fee + HST	
CAMPS									
Various weekly camps  2% 3% increase in fees. Effective September 1, 2022- 2023 - August 31, 2023 2024	Ages 14 and under		\$42.45 - \$400.50	No	Fee	\$43.72 - \$412.52	No	Fee	
	Ages 15 and over		\$42.45 - \$400.50	Yes	Fee + HST	\$43.72 - \$412.52	Yes	Fee + HST	
Extended camp fees  2% 3% increase in fees. Effective September 1, 2022- 2023 - August 31, 2023 2024	Ages 13 and under		\$2.92 - \$53.06	No	Fee	\$3.00 - \$54.66	No	Fee	
Support Worker fees  2% 3% increase in fees. Effective September 1, 2022- 2023 - August 31, 2023 2024	Support Worker Fees		\$93.64 - \$636.72	No	Fee	\$96.88 - \$658.75	No	Fee	
FITNESS & LIFESTYLE									
Memberships	Memberships		\$22.75 - \$586.72	Yes	Fee + HST	\$23.43 - \$604.32	Yes	Fee + HST	
	Non-resident additional charge for fitness membership		5% - 20% of base fee	Yes	Fee + 5% to 20% + HST	5% - 20% of base fee	Yes	Fee + 5% to 20% + HST	
	Pre Authorized Payment Plan		\$15.61	Yes	Fee + HST	\$16.08	Yes	Fee + HST	
	Membership Card Replacement		\$5.20	Yes	Fee + HST	\$5.36	Yes	Fee + HST	
	Medical Holds and Withdrawal Fee		\$26.01	Yes, when applicable	Fee + HST when applicable	\$26.79	Yes, when applicable	Fee + HST when applicable	
Pay as You Go / Services	Fitness/Gymnasium/Youth Centre		\$2.70 - \$12.55	Yes	Fee + HST	\$2.70 - \$12.55	Yes	Fee + HST	
	Childminding		\$1.91 - \$907.70	Yes	Fee + HST	\$1.91 - \$907.70	Yes	Fee + HST	
	Personal Training		\$20.05 - \$3,559.21	Yes	Fee + HST	\$20.05 - \$3,559.21	Yes	Fee + HST	
	Snoezelen		\$5.10 - \$435.93	Yes	Fee + HST	\$5.10 - \$435.93	Yes	Fee + HST	
	Equipment Rental		\$2.03 - \$5.10	Yes	Fee + HST	\$2.03 - \$5.10	Yes	Fee + HST	
Youth fieldhouse orientation	Youth Fieldhouse Orientation		\$20.81 - \$21.90	Yes	Fee + HST	\$20.81 - \$21.90	Yes	Fee + HST	
Special Event	Special Event		\$6.00 - \$7,500.00	No	Fee	\$6.00 - \$7,500.00	No	Fee	

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE E

### COMMUNITY SERVICES DEPARTMENT

#### FITNESS & LIFESTYLE

Registered Program Fees	Pre-registered Programs		\$2.45 - \$340.97	(When applicable)	Fee + HST (HST where applicable)	\$2.52 - \$351.20	(When applicable)	Fee + HST (HST where applicable)
	Non-resident additional charge per program		5% - 35% of base fee	Yes, when applicable	Fee + 5% to 35% + HST when applicable	5% - 35% of base fee	Yes, when applicable	Fee + 5% to 35% + HST when applicable
2% 3% increase in fees. Effective September 1, 2022 - 2023 - August 31, 2023 2024	Refund Fee		\$15.61 - \$52.04	(When applicable)	Fee + HST	\$16.08 - \$53.60	(When applicable)	Fee + HST
Caledon 55+ Games		Flat participation rate for all activities organized under the Caledon 55+ Games.						
	Registration > Caledon 55+ Games > Resident		\$13.27	Yes	Fee + HST	\$13.27	Yes	Fee + HST
	Registration > Caledon 55+ Games > Non-Resident		\$17.70	Yes	Fee + HST	\$17.70	Yes	Fee + HST

NOTE: For specific rates at each facility consult the appropriate facility office.

Cancellation/Changes	Room rentals and programs		\$10.50 - \$1,500.00	No	Fee	\$10.50 - \$1,500.00	No	Fee
	Ice rentals with less than 14 days notice		No refund	No	No refund	No refund	No	No refund

#### CONCESSIONS

Point of Sale Items	Point of Sale Items		\$0.25 - \$75.00	Yes	Fee + HST	\$0.25 - \$75.00	Yes	Fee + HST
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#### ADVERTISING

Facility Advertising	Advertising Sales using Recreation Assets		\$169.79 - \$130,050	Yes	Fee + HST	\$169.79 - \$130,050	Yes	Fee + HST
Brochure Advertising	Brochure Advertising		\$169.79 - \$3,559.50	Yes	Fee + HST	\$169.79 - \$3,559.50	Yes	Fee + HST

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE F

### CORPORATE SERVICES DEPARTMENT

#### LEGAL SERVICES

##### AGREEMENTS

Any Type of agreement <sup>1</sup>	Standard: - easement/lease/license/other	+ Costs	\$1,487.77	\$193.41	\$1,681.18	\$1,532.41	\$199.21	\$1,731.62
	Non-Standard: - easement/lease/license/other	+ Costs	\$3,875.49	\$503.81	\$4,379.30	\$3,991.75	\$518.93	\$4,510.68
<sup>1</sup> Includes agreement or amendment to an executed agreement with the exception of agreements for subdivisions, site plans, grading, servicing agreements and staff initiated lease agreements.								
4 Development Charge Credit or Front-Ending Financing Agreement	Standard Development charge credit agreement, front-ending financing agreement or other funding agreement	+ Costs	\$5,624.40	\$731.17	\$6,355.57	\$5,793.13	\$753.11	\$6,546.24
	Non-Standard Development charge credit agreement, front-ending financing agreement or other funding agreement	+ Costs	\$8,012.12	\$1,041.58	\$9,053.70	\$8,252.48	\$1,072.82	\$9,325.31
Cash-in-lieu of Parking Agreement/Cash-in-lieu of Parkland Dedication Agreement	Cash-in-lieu of Parking Agreement/Cash-in-lieu of Parkland Dedication Agreement (non-routine) <i>Non-routine agreement requiring more than 7.5 hours of work (inclusive of both law clerk and solicitor time)</i>	+ Costs	\$500 minimum Plus \$50 per hour for time of law clerk beyond 7.5 hours Plus \$100 per hour for time of solicitor beyond 7.5 hours Plus costs*	Yes	Fee + HST	\$500 minimum Plus \$50 per hour for time of law clerk beyond 7.5 hours Plus \$100 per hour for time of solicitor beyond 7.5 hours Plus costs*	Yes	Fee + HST
Application for Executed DCCA	Processing of application for copy of executed development charges credit agreement (including copying)	+ Costs	\$140.45	\$18.26	\$158.71	\$144.67	\$18.81	\$163.47
Municipal Access Agreement	Municipal Access Agreement		\$5,000.00	\$650.00	\$5,650.00	\$5,150.00	\$669.50	\$5,819.50

##### MISCELLANEOUS

Teraview Document	Preparation of any Teraview document, including a legal document for conveyancing purposes not otherwise listed herein	+ Costs	\$551.41	\$71.68	\$623.10	\$567.95	\$73.83	\$641.79
Search and Registration fees	Cost Recovery related to Corporate/Teraview searches and registration	Cost Recovery	Cost Recovery	Yes	Fee + HST	Cost Recovery	Yes	Fee + HST
Compliance Letter	Compliance letters including letters relating to first application, assumption of subdivisions and similar inquiry letters.		\$130.05	-	\$130.05	\$133.95	-	\$133.95
Subsequent Disclosure Package	Subsequent copy of Disclosure Package for POA related offences		\$20.81	\$2.71	\$23.51	\$21.43	\$2.79	\$24.22
Consent	Consent to Transfer/Charge or Release		\$104.00 plus costs*	Yes	Fee + HST	\$107.12 plus costs*	Yes	Fee + HST
	Consent to Transfer/Charge or Release (within 2 business days, subjected to availability)		\$182.00 plus costs*	Yes	Fee + HST	\$187.46 plus costs*	Yes	Fee + HST
	Undertaking Required					\$107.12 plus costs*	Yes	Fee + HST
Heritage Property Tax Rebate Program	Heritage Tax Rebate Program Easement Agreement preparation		\$204.00	\$26.52	\$230.52	\$210.12	\$27.32	\$237.44

\* "Plus Costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

##### REPORTS AND BY-LAWS

Assumption By-law	Assumption By-law	+ Costs	\$270.61	\$35.18	\$305.79	\$278.73	\$36.23	\$314.96
Reports and By-Laws	Preparation of reports and by-law for a private purpose or interest	+ Costs	\$1,029.37	\$133.82	\$1,163.19	\$1,060.25	\$137.83	\$1,198.09
Disclosure request	Processing of replacement of a completed disclosure request - copying charge		Cost Recovery	Yes	Fee + HST	Cost Recovery	Yes	Fee + HST

##### APPLICATION TO PURCHASE TOWN LAND

Processing Fee	Processing fee for request to purchase Town land, for an easement over Town land, for an encroachment onto Town land, or similar document. Additional fees may apply if the request is approved as per the fees by-law.	+ Costs*	\$530.60	\$68.98	\$599.58	\$546.52	\$71.05	\$617.57
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\* "Costs" include but are not limited to the cost of an appraisal report, letter of opinion and cost of a reference plan.

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE F

### CORPORATE SERVICES DEPARTMENT

#### PROVINCIAL OFFENCES ADMINISTRATION

Fine	Defaulted Provincial Offences fine collection administration Fee		\$30.00	-	\$30.00	\$30.00	-	\$30.00
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#### APPEAL HEARING TRIBUNAL

	Non-refundable filing fee for an Appeal		\$200.00	-	\$200.00	\$206.00	-	\$206.00
	Non-refundable filing fee for a Property Standards Appeal		\$200.00	-	\$200.00	\$206.00	-	\$206.00

#### COMMITTEE OF ADJUSTMENT

(a)	i) Minor variance application - Industrial/Commercial/Mixed Use		\$2,066.81	-	\$2,066.81	\$2,128.81	-	\$2,128.81
	ii) Minor Variance application – Industrial/Commercial/Mixed Use (Application where variance is sought for existing structure(s) not in keeping with Zoning-By-Law)		\$2,482.97	-	\$2,482.97	\$2,557.45	-	\$2,557.45
(b)	i) Minor Variance application – All other types		\$1,218.17	-	\$1,218.17	\$1,254.71	-	\$1,254.71
	ii) Minor Variance application - All other types (Application where variance is sought for existing structure(s) not in keeping with Zoning-By-law)		\$1,442.57	-	\$1,442.57	\$1,485.84	-	\$1,485.84
(c)	Consent application or Validation certificate		\$4,467.89	-	\$4,467.89	\$4,601.92	-	\$4,601.92
(d)	Request to Change Condition(s) of Provisional Consent							
	(i) Change of Conditions requiring Notification		\$1,275.00	-	\$1,275.00	\$1,313.25	-	\$1,313.25
	(ii) Change of Condition(s) not requiring Notification		\$318.24	-	\$318.24	\$327.79	-	\$327.79
(e)	Consent or Validation Certificate issuance Fee		\$784.67	-	\$784.67	\$808.21	-	\$808.21
(f)	Deferral of application		\$250.92	-	\$250.92	\$258.45	-	\$258.45
(g)	Appeal to Local Planning Appeal Tribunal		\$213.18 plus cost recovery	-	\$213.18 plus cost recovery	\$219.58 plus cost recovery	-	\$219.58 plus cost recovery

If an agreement is required see Legal Services Fees Section above

#### LIQUOR LICENCE

	Permanent Liquor Licence Fee <i>(includes inspection fees)</i> <sup>1</sup>		\$554.00	\$25.22	\$579.22	\$570.62	\$25.98	\$596.60
	Liquor Licence Extension <i>(includes inspection fees)</i> <sup>1</sup>		\$276.00	\$16.38	\$292.38	\$284.28	\$16.87	\$301.15
	Special Occasion Permits		\$150.00	-	\$150.00	\$154.50	-	\$154.50
	Special Occasion Permit - Municipal Designation Request (initial request)		\$200.00	-	\$200.00	\$206.00	-	\$206.00
	Special Occasion Permit - Municipal Designation Request (subsequent requests)		\$150.00	-	\$150.00	\$154.50	-	\$154.50

<sup>1</sup>Exempted for events at Town owned facilities and / or affiliated groups approved by the Parks & Recreation Department Community Services

<sup>1</sup> HST not applicable on whole fee

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE F

### CORPORATE SERVICES DEPARTMENT

#### ANIMAL SERVICES

##### ANIMAL SHELTER

Redemption Fees - Cats	Cats - on each occasion		\$20.00	\$2.60	\$22.60	\$20.60	\$2.68	\$23.28
	In addition to above for each day or part thereof during which the cat remains at shelter		\$5.00	\$0.65	\$5.65	\$5.15	\$0.67	\$5.82
Adoption Fees	Senior Dog (8+ years)		\$100.00	\$13.00	\$113.00	\$103.00	\$13.39	\$116.39
	Senior Cat (8+ years)		\$30.00	\$3.90	\$33.90	\$30.90	\$4.02	\$34.92
	Dog - spayed/neutered, vaccinated		\$200.00	\$26.00	\$226.00	\$206.00	\$26.78	\$232.78
	Cat - spayed/neutered, vaccinated		\$105.00	\$13.65	\$118.65	\$108.15	\$14.06	\$122.21
	Puppies - under 6 months (not spayed/neutered)		\$150.00	\$19.50	\$169.50	\$154.50	\$20.09	\$174.59
	Kittens - not spayed/neutered due to age, vaccinated		\$75.00	\$9.75	\$84.75	\$77.25	\$10.04	\$87.29
	Other small animals		\$10.00	\$1.30	\$11.30	\$10.30	\$1.34	\$11.64
Surrender Fees	Surrendering dog for subsequent adoption to new owner where dog is spayed or neutered and vaccinated		\$54.00	\$7.02	\$61.02	\$55.62	\$7.23	\$62.85
	Surrendering cat for subsequent adoption to new owner where cat is spayed or neutered and vaccinated		\$27.00	\$3.51	\$30.51	\$27.81	\$3.62	\$31.43
	Surrendering dog for subsequent adoption to new owner where dog is not spayed or neutered and vaccinated		\$100.00	\$13.00	\$113.00	\$103.00	\$13.39	\$116.39
	Surrendering cat for subsequent adoption to new owner where cat is not spayed or neutered and vaccinated		\$50.00	\$6.50	\$56.50	\$51.50	\$6.70	\$58.20
Other Fees	Microchip Implantation		\$22.12	\$2.88	\$25.00	\$22.78	\$2.96	\$25.75
	Rabies Vaccination		\$22.12	\$2.88	\$25.00	\$22.78	\$2.96	\$25.75
	Personalized Pet Identification Tag service		\$13.27	\$1.73	\$15.00	\$13.67	\$1.78	\$15.44
Redemption Fees - Dogs	i) Dog without identification including owner contact information		\$100.00	\$13.00	\$113.00	\$103.00	\$13.39	\$116.39
	ii) Dog without up-to-date identification		\$100.00	\$13.00	\$113.00	\$103.00	\$13.39	\$116.39
	iii) Dog with valid identification first redemption		\$25.00	\$3.25	\$28.25	\$25.75	\$3.35	\$29.10
	iv) Dog with valid identification each subsequent redemption		\$50.00	\$6.50	\$56.50	\$51.50	\$6.70	\$58.20
	In addition to i), ii), iii) and iv) above, for each day or part thereof during which the dog is impounded (excluding the first day the dog is impounded)		\$20.00	\$2.60	\$22.60	\$20.60	\$2.68	\$23.28
	Where dog has been quarantined at shelter							
	i) First day of quarantine		\$59.00	\$7.67	\$66.67	\$60.77	\$7.90	\$68.67
	ii) For each subsequent day of the quarantine period		\$23.00	\$2.99	\$25.99	\$23.69	\$3.08	\$26.77
	After Hours Service							
	In addition to the applicable redemption fee where the impounded dog was retrieved by the animal control officer outside the usual business hours of the Town		\$80.00	\$10.40	\$90.40	\$82.40	\$10.71	\$93.11
Disposal of Animal	Small Animal (rabbit, ferret, kitten, etc.)		\$20.00	\$2.60	\$22.60	\$20.60	\$2.68	\$23.28
	Cat / Small Dog Disposal - Less than 20 lbs.		\$30.00	\$3.90	\$33.90	\$30.90	\$4.02	\$34.92
	Dog Disposal - Medium (20-50 lbs.)		\$50.00	\$6.50	\$56.50	\$51.50	\$6.70	\$58.20
	Dog Disposal - Large (50 + lbs.)		\$75.00	\$9.75	\$84.75	\$77.25	\$10.04	\$87.29
	Dog Disposal - X Large (100 + lbs.)		\$100.00	\$13.00	\$113.00	\$103.00	\$13.39	\$116.39
Impound fee for large animals other than dogs	For each animal other than a dog or cat for each day or part thereof during which such animal is impounded.		Cost Recovery	Yes	Fee + HST	Cost Recovery	Yes	Fee + HST
Animal Care and Control Variance Application	Process application (Non-refundable)		\$350.00	\$45.50	\$395.50	\$360.50	\$46.87	\$407.37



# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE G

### CUSTOMER SERVICE & COMMUNICATIONS DEPARTMENT

LOTTERIES			3% of prize value	-	3% of prize value	3% of prize value	-	3% of prize value
CERTIFYING AND COMMISSIONING								
	Burial Permit		\$25.00	-	\$25.00	\$25.75	-	\$25.75
	Certifying of document - 1 to 3 documents	Resident of Town of Caledon	\$30.00	\$3.90	\$33.90	\$30.90	\$4.02	\$34.92
	Certifying of document - 4 documents or more	Resident of Town of Caledon	\$51.00	\$6.63	\$57.63	\$52.53	\$6.83	\$59.36
	Commissioning document - 1 to 3 documents	Resident of Town of Caledon	\$30.00	\$3.90	\$33.90	\$30.90	\$4.02	\$34.92
	Commissioning document - 4 document or more	Resident of Town of Caledon	\$51.00	\$6.63	\$57.63	\$52.53	\$6.83	\$59.36
MARRIAGE								
	Marriage licence		\$150.00	-	\$150.00	\$154.50	-	\$154.50
	Replacement marriage licence		\$50.00	-	\$50.00	\$51.50	-	\$51.50
	Replacement marriage licence (for reasons related to the pandemic) - Waived		-	-	-	-	-	-
	Civil marriage ceremony	In Town Hall	\$300.00	\$39.00	\$339.00	\$309.00	\$40.17	\$349.17

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE H FINANCE DEPARTMENT

### TAX COLLECTION

Arrear Notice - for each notice done 3 times a year (does not apply to first annual arrears notice)		\$6.00	-	\$6.00	\$6.00	-	\$6.00
* Waived for those approved for COVID-19 property tax relief programs							
Final Notice before tax sale registration		\$25.00	-	\$25.00	\$25.00	-	\$25.00
Change of Ownership - for any changes to the tax rolls		\$35.00	-	\$35.00	\$35.00	-	\$35.00
Duplicate tax bill		\$25.00	-	\$25.00	\$25.00	-	\$25.00
Mortgage Company Fee - per transaction cost for all payment submitted by mortgage companies		\$10.00	-	\$10.00	\$10.00	-	\$10.00
Municipal tax sales - process and documents		Fees plus costs incurred	-	Fees plus costs incurred	Fees plus costs incurred	-	Fees plus costs incurred
Tax sale administration fee		\$1,000.00	-	\$1,000.00	\$1,000.00	-	\$1,000.00
Tax sale extension agreement fee		\$1,200.00	-	\$1,200.00	\$1,200.00	-	\$1,200.00
Tax sale payment into court fee		\$250.00 plus costs incurred	-	\$250.00 plus costs incurred	\$250.00 plus costs incurred	-	\$250.00 plus costs incurred
Post Dated Cheque Retrieval		\$20.00	-	\$20.00	\$20.00	-	\$20.00
Statement of Account - more than 2 years of history		\$25.00	-	\$25.00	\$25.00	-	\$25.00
Tax certificate		\$65.00	-	\$65.00	\$65.00	-	\$65.00
Tax certificate - Fast track		\$85.00	-	\$85.00	\$85.00	-	\$85.00
Tax certificate - Online		\$75.00	-	\$75.00	\$75.00	-	\$75.00
Written request for search of tax assessment rolls to provide information in respect of ownership and tax status		\$35.00	-	\$35.00	\$35.00	-	\$35.00
Title search fee		\$130.00	-	\$130.00	\$130.00	-	\$130.00
Tax registration administration fee		\$300.00	-	\$300.00	\$300.00	-	\$300.00
Local improvement fee		\$20.00	-	\$20.00	\$20.00	-	\$20.00
Collection fee		\$50.00	-	\$50.00	\$50.00	-	\$50.00
Account Refund Fee - property owner requesting a refund due to overpayment on account (excludes refunds due to rebates or appeals)		\$35.00	-	\$35.00	\$35.00	-	\$35.00

Municipal Tax Sales	Tender Documents	\$15.00	\$1.95	\$16.95	\$15.00	\$1.95	\$16.95
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### PURCHASING

Standard Tender/Request for Proposal Documents on-line fee		\$15 plus applicable on-line bidding fees	Yes	Fee + HST	\$15 plus applicable on-line bidding fees	Yes	Fee + HST
Complex Tender/Request for Proposal Documents on-line fee		\$55 plus applicable on-line bidding fees	Yes	Fee + HST	\$55 plus applicable on-line bidding fees	Yes	Fee + HST
Large Construction Tender/Request for Proposal Documents on-line fee		\$100 plus applicable on-line bidding fees	Yes	Fee + HST	\$100 plus applicable on-line bidding fees	Yes	Fee + HST
All other procurement document fees		Cost Recovery + 15% Admin Fee	Yes	Fee + HST	Cost Recovery + 15% Admin Fee	Yes	Fee + HST

### Risk Management

Recover costs for damage to municipal property and other claims made by the Town		Cost Recovery + 15% Admin Fee	Yes	Fee + HST	Cost Recovery + 15% Admin Fee	Yes	Fee + HST
All costs related to investigation and settlement of claims		Cost Recovery + 15% Admin Fee	Yes	Fee + HST	Cost Recovery + 15% Admin Fee	Yes	Fee + HST

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE I OPERATIONS DEPARTMENT

OPERATIONS								
Snow clearing on Unassumed roads		per lane km minimum charge 1/4 km	\$2,500.00	\$325.00	\$2,825.00	\$2,575.00	\$334.75	\$2,909.75
Culvert applications	i) Application fee		\$3,750.00	-	\$3,750.00	\$3,862.50	-	\$3,862.50
	ii) Rush fee for processing of applications submitted with less than 2 business days notice		\$4,310.00	-	\$4,310.00	\$4,439.30	-	\$4,439.30
	iii) Rush fee if permit application is received after on-site work has started if no prior permit obtained for culvert installation		\$4,870.00	-	\$4,870.00	\$5,016.10	-	\$5,016.10
Road closure permits	i) Intermittent stoppage permit	per day	\$390.00	-	\$390.00	\$401.70	-	\$401.70
	ii) Rush fee (in addition to permit fee) for intermittent stoppage applications submitted with less than 2 business days notice	per day	\$470.00	-	\$470.00	\$484.10	-	\$484.10
	iii) Additional fee if no prior permit obtained for intermittent road stoppage	per day	\$550.00	-	\$550.00	\$566.50	-	\$566.50
	iv) Full closure permit	per day	\$750.00	-	\$750.00	\$772.50	-	\$772.50
	v) Rush fee (in addition to permit fee) for full closure applications submitted with less than 2 business days notice	per day	\$990.00	-	\$990.00	\$1,019.70	-	\$1,019.70
	vi) Additional fee if no prior permit obtained for full road closure	per day	\$1,230.00	-	\$1,230.00	\$1,266.90	-	\$1,266.90
Right of Way Occupancy Permit	i) Right of way occupancy permit (soft scape)		\$110.25	-	\$110.25	\$113.56	-	\$113.56
	ii) Right of way occupancy permit (hard scape)		\$300.00	-	\$300.00	\$309.00	-	\$309.00
	iii) Rush fee (in addition to permit fee) for right of way occupancy applications submitted with less than 2 business days notice		\$395.00	-	\$395.00	\$406.85	-	\$406.85
	iv) Additional fee if no prior permit obtained for right of way occupancy		\$490.00	-	\$490.00	\$504.70	-	\$504.70
Encroachment Permit	Encroachment Permit Application Fee (non-refundable)		\$500.00	-	\$500.00	\$515.00	-	\$515.00
Fill-Heavy Truck Load-Caledon Road Use	Heavy Truck Load - Caledon Road Use permit (Fees not applicable to Town of Caledon vehicles or approved Town contractors)	per load per lane km	\$2.00	-	\$2.00	\$2.06	-	\$2.06
Municipal Numbering By-law	Purchase of a municipal number		\$50.00	-	\$50.00	\$51.50	-	\$51.50
	Purchase of a pole		\$50.00	\$6.50	\$56.50	\$51.50	\$6.70	\$58.20
	Installation only		\$300.00	\$39.00	\$339.00	\$309.00	\$40.17	\$349.17
	Address numbering alterations resulting from a development plan change	per unit	\$250.00	-	\$250.00	\$257.50	-	\$257.50
Public Utilities Securities	Collection of Securities under the Municipal Access Agreement	total	\$25,000.00	-	\$25,000.00	\$25,750.00	-	\$25,750.00
Where the Town performs the work upon the failure of the owner to do so.								
	i) Removal of sign and relocation of sign		\$350.00	-	\$350.00	\$360.50	-	\$360.50
	ii) Removal of sign and installation of replacement sign		\$350.00	-	\$350.00	\$360.50	-	\$360.50
	iii) Installation of sign		\$350.00	-	\$350.00	\$360.50	-	\$360.50
	iv) PLUS the costs of all materials required for the work described in i), ii) and iii)		Costs + HST	Yes	Costs + HST	Costs + HST	Yes	Costs + HST
Damage to Town Assets	Damage to Town assets as a result of traffic incidents		Cost Recovery + 15% Admin Fee	Yes	Fee + HST	Cost Recovery + 15% Admin Fee	Yes	Fee + HST

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE J

### ENGINEERING SERVICES DEPARTMENT

#### ENGINEERING

Copies of Engineering drawings		per drawing	\$150.00	\$19.50	\$169.50	\$154.50	\$20.09	\$174.59
Benchmark	Horizontal & Vertical	per plan (horizontal & vertical)	\$2,754.00	\$358.02	\$3,112.02	\$2,836.62	\$368.76	\$3,205.38
Engineering Drawing Management		per km of road Minimum of \$330	\$540.60	\$70.28	\$610.88	\$556.82	\$72.39	\$629.20
Environmental Compliance Approval Application Review	A separate fee is required for review of each Stormwater Conveyance System, Low Impact Development, Under Ground Storage, Manufactured Treatment Device, Stormwater Management Ponds, or any Infrastructure that the Town will assume that requires Environmental Compliance Approval		\$1,122.00	-	\$1,122.00	\$1,500.00	-	\$1,500.00
Environmental Compliance Approval Monitoring and Reporting Approval Fee	Environmental Compliance Approval Monitoring and Reporting Approval Fee					\$2,000 plus costs*	Yes	\$2,000 plus costs + HST
* "Plus costs" includes additional hours exceeding 30 hours of review (inclusive of HST).								
Compliance Letters	Engineering Compliance Letter (compliance with subdivision or other similar inquiry letters)		\$126.48	\$16.44	\$142.92	\$130.27	\$16.94	\$147.21
Plan of Subdivision, Plan of Condominium and Development Agreement Engineering Fees	6% of the approved estimated cost of Town Works. For plan of subdivision and plan condominium, 3% is due upon first engineering submission with the balance due upon registration of the plan. For Development Agreement the 6% is due prior to execution of the agreement.	6% of the approved estimated cost of Town Works. For plan of subdivision and plan condominium, 3% is due upon first engineering submission with the balance due upon registration of the plan. For Development Agreement the 6% is due prior to execution of the agreement.	Yes	Fee + HST	6% of the approved estimated cost of Town Works. For plan of subdivision and plan condominium, 3% is due upon first engineering submission with the balance due upon registration of the plan. For Development Agreement the 6% is due prior to execution of the agreement.	Yes	Fee + HST	
i)	Development agreement for construction of, repair or modification to Town infrastructure fee is 6% of estimated cost of Town works, due prior to execution of the development agreement.							
ii)	Residential or non-residential plan of subdivision or plan of condominium 3% estimated cost of Town Works, due at time of first Engineering submission with balance due upon registration.							
iii)	The effective date for determining the amount of the engineering fees to be paid for a plan of subdivision or plan of condominium is the date of the registration of the plan of subdivision or plan of condominium, regardless of the date of the submission of the draft plan of subdivision or draft plan of condominium or the date of the submission of any engineering drawings.							
iv)	Engineering fees paid at the time of the registration of the plan of subdivision or condominium shall be adjusted in accordance with the following protocol.							

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE J

### ENGINEERING SERVICES DEPARTMENT

ENGINEERING								
a.	The adjustment shall take place prior to the issuance of Final Acceptance of the Town Works in a plan of subdivision or equivalent services in a plan of condominium.							
b.	If the variance is less than \$500, no adjustment will be made.							
c.	The adjustment shall be based upon the actual certified cost of the Town Works in a plan of subdivision or the equivalent services in a plan of condominium, as certified by the consulting engineer.							
d.	Final Acceptance adjustment of fees shall be based upon the fees contained in the Municipal Fees by-law in effect at the date of the registration of the plan of subdivision or the plan of condominium.							
e.	Additional amounts owing to the Town of Caledon as a result of the adjustment shall be paid within 30 days of demand by the Town.							
Any refund owed by the Town as a result of the adjustment shall be made within 30 days of agreed upon adjustments.								

Public Utilities Fee	Application Fee for the processing of municipal consent of public utilities permissions for Town right of ways.		\$460 plus \$0.50 per m after 300m	-	\$460 plus \$0.50 per m after 300m	\$473.80 plus \$0.515 per m after 300m	-	\$473.80 plus \$0.515 per m after 300m
Non-Compliance Fee	Investigating a complaint or inspection where work is found to be non-compliant with approved plans or specifications	Per occurrence	\$520.20	\$67.63	\$587.83	\$535.81	\$69.65	\$605.46
Inspection Fee	Engineering Inspection for Partial Assumptions	Per assumption	\$5,202.00	\$676.26	\$5,878.26	\$5,358.06	\$696.55	\$6,054.61

### TRAFFIC OPERATIONS

Traffic Data Requests	Turning Movement Count - per intersection		\$367.20	-	\$367.20	\$378.22	-	\$378.22
	Average Annual Daily Traffic - per location per year (if data has already been collected)		\$28.56	-	\$28.56	\$29.42	-	\$29.42
	Average Annual Daily Traffic - per location per year (if data has not already been collected)		\$173.40	-	\$173.40	\$178.60	-	\$178.60
	Signal Timing - per intersection		\$56.13	-	\$56.13	\$57.81	-	\$57.81

### OPERATIONS

Streetlight Connection Costs	Streetlight connection costs for new developments		Cost Recovery + 15% Admin Fee	Yes	Fee + HST	Cost Recovery + 15% Admin Fee	Yes	Fee + HST
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### TRANSPORTATION ENGINEERING

Bolton / Voyago Transit	Person with Vision Loss (with CNIB Card)		Free	-	Free	Free	-	Free
	Preschool Child (age 5 & under, with a fare paying passenger)		Free	-	Free	Free	-	Free
	Children (ages 6-12)		\$2.00	-	\$2.00	\$2.06	-	\$2.06
	Youth (ages 13-19)		\$2.55	-	\$2.55	\$2.63	-	\$2.63
	Senior (ages 65 or older)		\$1.00	-	\$1.00	\$1.03	-	\$1.03
	Adults and all other riders		\$4.00	-	\$4.00	\$4.12	-	\$4.12

### ENGINEERING REVIEW

(a)	Grading Clearance Lot Grading Approval - Review (this includes ± 2 site inspections)		\$450.00	-	\$450.00	\$463.50	-	\$463.50
(b)	Grading Clearance Lot Grading Approval - Additional Inspections	Each	\$150.00	-	\$150.00	\$154.50	-	\$154.50

# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
<del>Proposed Deletions</del>

## SCHEDULE K

### CORPORATE STRATEGY & INNOVATION DEPARTMENT

#### ENERGY AND ENVIRONMENT

Electric Vehicle Charging Fees	Electric Vehicle Charging Fee (Level 3 charging stations) for a successful charge	Per minute	\$0.18	\$0.02	\$0.20	\$0.18	\$0.02	\$0.20
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# Town of Caledon 2023 Proposed User Fees By-law

FEES BY-LAW (Effective Date: March 1, 2023)

2022 Fee (Excl. Taxes)	HST	Total Fee	2023 Fee (Excl. Taxes)	HST	Total Fee
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Proposed New Changes
Proposed Deletions

## SCHEDULE L LIBRARY

### LIBRARY SERVICES

#### CIRCULATION - FINES

	Replacement library cards		\$3.00	-	\$3.00	\$3.00	-	\$3.00
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Default replacement cost of lost materials - used only if actual value not available	Per adult catalogued book		\$30.00	-	\$30.00	\$30.00	-	\$30.00
	Per juvenile catalogued book		\$25.00	-	\$25.00	\$25.00	-	\$25.00
	Per magazine		\$5.00	-	\$5.00	\$5.00	-	\$5.00
	Per comic book		\$3.00	-	\$3.00	\$3.00	-	\$3.00
	Per compact disc (includes talking books)		\$20.00	-	\$20.00	\$20.00	-	\$20.00
	Per digital video disc		\$25.00	-	\$25.00	\$25.00	-	\$25.00
	Per Hotspot		\$200.00	-	\$200.00	\$200.00	-	\$200.00
	Per ChromeBook or Tablet		\$450.00	-	\$450.00	\$450.00	-	\$450.00
	Per Launch pad		\$225.00	-	\$225.00	\$225.00	-	\$225.00
	Per Special Collection - various collections		\$100.00	-	\$100.00	\$100.00	-	\$100.00

#### CIRCULATION - SERVICES

	Non-resident membership fee	Per year	\$25.00	-	\$25.00	\$25.00	-	\$25.00
	Printing and photocopies - black & white	Per page	\$0.22	\$0.03	\$0.25	\$0.22	\$0.03	\$0.25
	Printing and photocopies - colour	Per page	\$0.44	\$0.06	\$0.50	\$0.44	\$0.06	\$0.50

#### PROGRAMS

Workshops	Other programs		Fee based on cost recovery	-	Fee	Fee based on cost recovery	-	Fee
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#### ADMINISTRATIVE

	Service charge for invoice / lost item processing fee		\$3.00	-	\$3.00	\$3.00	-	\$3.00
	NSF Cheque	Per cheque	\$46.00	-	\$46.00	\$46.00	-	\$46.00