

# Annual Budget Fiscal Year 2024



[www.caledon.ca](http://www.caledon.ca)

6311 Old Church Rd, Caledon. ON, Canada L7C 1J6



# Table of Contents

Page #

## CONTENTS

Table of Contents	2
Proposed 2024 Budget Overview	3
Welcome to Caledon	8
Town of Caledon Organizational Chart	13
Overview of Budget Processes and Policies	14
2024 Operating Budget – Expenditures by Department (Chart)	36
2024 Operating Budget – Revenues by Department (Chart)	37
Major Revenue Sources and Trends	38
Reserves and Reserve Funds	40
Debt and Long-Term Debt Limit	45

## 2024 BUSINESS PLANS AND CHANGE IN SERVICE LEVEL REQUESTS BY DEPARTMENT

2024 Proposed Change in Service Levels Summary	52
2024 Proposed Change in Service Levels Summary – Unfunded	54
2024 Proposed Change in Service Levels Summary – Removed	55
Caledon Public Library	65
Community and Human Services	83
Corporate Services	93
Engineering, Public Works and Transportation	102
Finance	130
Office of the CAO	144
People Services	155
Planning & Development	166
Proposed 2024 Fees By-Law	189

# Proposed 2024 Budget Overview

---

This is the Town of Caledon's proposed 2024 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 their proposed funding.

## HIGHLIGHTS

The Town's proposed property tax increase is 3.50% on the property tax bill.

Work reflected in both the proposed operating and capital budgets is directly linked to the Town's 2023-2035 Strategic Plan. The plan, which has a 12 year-outlook, sets out specific actions that Caledon will strive to deliver by 2026 in order to drive impact in the community against four priorities.

## PROPOSED OPERATING BUDGET

The starting point for the proposed 2024 operating budget is the approved 2023 balanced budget with \$131.2 million of revenues and \$131.2 million of expenditures. To build the 2024 budget, staff adjust expenses and revenues based on projections for items impacted by the consumer price index (CPI) and 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 stages:

- 1) **Base Operating Budget** – starting with the \$131.2 million budget approved in 2023, adjustments are made to reflect cost increases required to maintain the same level of service. Adjustments in the base Operating Budget do not include new staff. All new full-time staff requests are approved by Council via Service Level Change requests (described below)
- 2) **Unavoidable Budget Increases** – Operating items approved by Council in 2023 or previous years that have a 2024 impact. For example, the annualization of an expense.
- 3) **Service Level Changes** – improvements in service levels, proposed new staff and new programs or initiatives.

For the 2024 budget, the proposed operating budget includes:

- 1) Base Operating Budget including:
  - a. Unavoidable Budget Increases (described above): \$5,907,823
  - b. Inflationary increases of \$2,461,116 due to increases in pricing of the essential items the town purchases to support its service levels.
- 2) Assessment growth, which is mainly incremental tax revenue from new homes and business, has been calculated at \$3,459,823. This assessment growth is being used entirely to offset the base operating budget in 2024. There is no proposed increase to the tax funded capital program for 2024 due to the operating budget pressures.
- 3) Service Level Changes – changes in service levels and additional staffing related to growth and new or enhanced programs/service levels total \$1,038,664 and support the Town's objectives.
- 4) One Time Reserve Draw from the Operating Contingency Reserve – one time funding of \$1,644,038 to support the 2024 operating budget and reduce the impact to the property taxpayer.

## 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 studies. Funding for the capital budget comes from several sources and the total proposed 2024 capital investment is \$63.8 million. One of the main sources of funding is Tax Levy Funding.

- **Tax Levy funded capital** – a portion of property taxes collected is allocated to the Town's capital program as a sustainable, consistent source of funding for both repair/maintenance/replacement of aging infrastructure and purchase/construction of new infrastructure to support growth. The Town owns approximately \$500M of infrastructure, including 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 \$37.7 million. This represents the minimum recommended annual investments for infrastructure and growth along with proactive preventative maintenance plans to extend the life of assets and maximize the Town's return on investment on assets.

# Proposed 2024 Budget Overview

Given the continued need to increase funding for infrastructure and the lack of alternative funding sources, the 2024 proposed budget includes debt funding for many projects. Increases to the tax funded capital program are recommended in 2025 to lessen the infrastructure gap and are included in the forecast below for 2025 and 2026. Reserve funds and debentures will also be used to fund the 2024 capital program.

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.

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 2024 budget. An online survey was conducted to obtain public input on the 2024 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 2024 budget prior to Council budget consideration. The proposed budget schedule is shown below.

**December 5, 2023:** Online Budget Survey Opens

**January 8, 2024:** Online Budget Survey Closes

**January 5, 2024:** Proposed Budget Released

**December 7, 2023:** Online Budget Q & A Portal Open

**January 17, 2024:** 2024 Proposed Budget Presentations

**February 20, 2024:** Online Budget Q & A Portal Closes

**February 20, 2024:** General Committee Meeting - 2024 Proposed Budget Deliberations

**February 27, 2024:** Council Budget Meeting final Considerations – 2024 Proposed Budget And Proposed 2024 Fees By-law

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.

Staff have also prepared a three-year outlook as part of this year's budget. This does not include any further impacts from Bill 23 on development charges, nor impacts from Regional dissolution.

## 2024-2026 Budget Outlook

	2024 Budget Forecast	% Total Tax Bill Change	2025 Budget Forecast	% Total Tax Bill Change	2026 Budget Forecast	% Total Tax Bill Change
<b>Base Operating Adjustments</b>						
Compensation						
Non Union - 2.5% COLA and Merit	\$1,250,000	0.7%	\$1,312,500	0.6%	\$1,378,125	0.6%
Union - Collective Bargaining Provisions	\$300,000	0.2%	\$309,000	0.2%	\$318,270	0.1%
Annualization of Operating Costs from Prior Year Budget Approvals						
Caledon East Community Centre (CECC)	\$1,317,186	0.7%				
Operating Costs from Various Capital Projects	\$471,195	0.2%				
Staff Approved in Prior Budget Year	\$348,712	0.2%				
Humber River Centre	\$270,011	0.1%				
Five (5) Firefighters from 2023	\$208,336	0.1%				
Other Operating Costs	(\$91,223)	0.0%				



# Proposed 2024 Budget Overview

	2024 Budget Forecast	% Total Tax Bill Change	2025 Budget Forecast	% Total Tax Bill Change	2026 Budget Forecast	% Total Tax Bill Change
Removal of COVID funding	\$599,576	0.3%				
Offset: Half of COVID Funding no longer needed	(\$299,788)	-0.2%				
Removal of Recreation Subsidy	\$562,000	0.3%				
Removal of Budget Subsidy Draw			\$1,644,038	0.8%		
Inflation	\$2,461,116	1.3%	\$1,800,000	0.9%	\$1,800,000	0.8%
Other Base Operating Adjustments (Utilities, Maintenance Contracts, Net of Fee Increases)	\$357,381	0.2%			\$1,800,000	0.8%
	<b>\$7,754,502</b>	<b>4.1%</b>	<b>\$5,065,538</b>	<b>2.5%</b>	<b>\$5,296,395</b>	<b>2.4%</b>
Net Change	<b>\$7,754,502</b>	<b>4.1%</b>	<b>\$5,065,538</b>	<b>2.5%</b>	<b>\$5,296,395</b>	<b>2.4%</b>
Cumulative Change	<b>\$7,754,502</b>	<b>4.1%</b>	<b>\$5,065,538</b>	<b>2.5%</b>	<b>\$5,296,395</b>	<b>2.4%</b>
<b>Direct Funding Impacts of Legislation</b>						
Bill 23 - Studies formerly funded through Development Charges	\$500,000	0.3%				
Offset: Annual reduction in funding for capital projects	(\$500,000)	-0.3%				
	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>0.0%</b>
Net Change	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>0.0%</b>
Cumulative Change	<b>\$7,754,502</b>	<b>4.1%</b>	<b>\$5,065,538</b>	<b>2.5%</b>	<b>\$5,296,395</b>	<b>2.4%</b>
<b>Capital Financing - Tax Supported Debenture Payments</b>						
2021/2022 Projects - Completed 2023	\$1,493,000	0.8%				
2022 Projects - Completed 2023 - CARR Repayment	\$115,100	0.1%				
2023 Projects - Debenture	\$532,000	0.3%				
20-033 - 2023 Capital Project - CARR Repayment	\$157,337	0.1%				
2023 CARR Repayments - Emergency Culverts	\$133,333	0.1%				
2020 LED Retrofit	\$437,000	0.2%				
2024 Proposed Projects - Roads and Bridges			\$1,506,000	0.7%		
2025 CARR Repayments			\$143,460	0.1%		
2025 Proposed Projects					\$1,506,000	0.7%
Increase to Tax Funded Capital Program			\$1,889,325	0.9%	\$1,889,325	0.9%
	<b>\$2,867,770</b>	<b>1.5%</b>	<b>\$3,538,785</b>	<b>1.7%</b>	<b>\$3,395,325</b>	<b>1.5%</b>
Net Change	<b>\$2,867,770</b>	<b>1.5%</b>	<b>\$3,538,785</b>	<b>1.7%</b>	<b>\$3,395,325</b>	<b>1.5%</b>
Cumulative Change	<b>\$10,622,272</b>	<b>5.6%</b>	<b>\$8,604,323</b>	<b>4.2%</b>	<b>\$8,691,720</b>	<b>3.9%</b>
<b>Draw from Operating Contingency Review</b>						
	<b>(\$1,644,038)</b>					
Cumulative Change	<b>\$8,978,234</b>	<b>4.8%</b>	<b>\$8,604,323</b>	<b>4.2%</b>	<b>\$8,691,720</b>	<b>3.9%</b>
<b>Assessment Growth</b>						
	<b>(\$3,459,823)</b>	<b>-1.8%</b>	<b>(\$1,000,000)</b>	<b>-0.5%</b>	<b>(\$1,500,000)</b>	<b>-0.7%</b>
Cumulative Change	<b>\$5,518,411</b>	<b>2.9%</b>	<b>\$7,604,323</b>	<b>3.7%</b>	<b>\$7,191,720</b>	<b>3.2%</b>

# Proposed 2024 Budget Overview

	2024 Budget Forecast	% Total Tax Bill Change	2025 Budget Forecast	% Total Tax Bill Change	2026 Budget Forecast	% Total Tax Bill Change
<b>Maintain and/or Enhance Service Levels</b>						
<i>Planning and Development</i>						
Plans Examiner	\$8,200	0.0%	(\$7,550)	0.0%		
Senior Policy Planner	\$8,200	0.0%	(\$7,550)	0.0%		
Parks Planner	\$38,098	0.0%	(\$7,550)	0.0%		
Development Coordinator	\$32,800	0.0%	(\$30,200)	0.0%		
Intermediate Planner, GIS	\$12,199	0.0%	(\$7,550)	0.0%		
Development Planner	\$8,200	0.0%	(\$7,550)	0.0%		
Senior Environmental Planner	\$8,200	0.0%	(\$7,550)	0.0%		
<i>Office of the CAO</i>						
Project Management	\$39,377	0.0%				
WCCD Data Certification	\$20,395	0.0%				
<i>Information Technology</i>						
Network Architect	\$159,578	0.1%	(\$8,850)	0.0%		
<i>Engineering, Public Works &amp; Transportation</i>						
Project Manager, Active Transportation	\$37,350	0.0%	\$4,550	0.0%		
Infrastructure						
Project Manager, Stormwater Infrastructure	\$37,350	0.0%	\$4,550	0.0%		
Transportation Engineer	\$9,000	0.0%	(\$4,900)	0.0%		
Transportation Engineer	\$9,000	0.0%	(\$4,900)	0.0%		
Senior Project Manager, Development	\$40,304	0.0%	\$5,534	0.0%		
Stormwater						
Facilities Associate	\$57,388	0.0%	(\$7,950)	0.0%		
<i>Finance</i>						
Accounting Supervisor	\$113,875	0.1%	\$27,775	0.0%		
<i>Community and Human Services</i>						
Five (5) Additional Firefighters	\$270,511	0.1%	\$208,336	0.1%		
Five (5) Additional Firefighters			\$270,511	0.1%	\$208,336	0.1%
Operating Cost for New Mayfield West Fire Station					\$2,200,000	1.0%
<i>People Services</i>						
HRIS Associate (conversion)	\$33,368	0.0%				
HR Associate/Recruiter	\$95,321	0.1%	(\$7,550)	0.0%		
<i>Net Change</i>	<b>\$1,038,664</b>	<b>0.5%</b>	<b>\$411,606</b>	<b>0.2%</b>	<b>\$2,408,336</b>	<b>1.1%</b>
<i>Cumulative Change</i>	<b>\$6,557,075</b>	<b>3.5%</b>	<b>\$8,015,929</b>	<b>3.9%</b>	<b>\$9,600,056</b>	<b>4.3%</b>
<b>OVERALL NET PROPERTY TAX LEVY CHANGE</b>	<b>\$6,557,075</b>	<b>3.5%</b>	<b>\$8,015,929</b>	<b>3.9%</b>	<b>\$9,600,056</b>	<b>4.3%</b>

## **2024 OPERATING BUDGET**

The first section of this binder contains the following proposed Budget information as at November 1, 2023:

### **A) INTRODUCTION - TOWN OF CALEDON 2024 PRELIMINARY BUDGET**

- 1) Welcome to the Town of Caledon
- 2) Town of Caledon Organizational Chart
- 3) Overview of Budget Processes and Policies
- 4) 2024 Proposed Operating Budget Expenditures
- 5) 2024 Proposed Operating Budget Revenues
- 6) Major Revenue Sources and Trends
- 7) Reserves and Reserve Funds (projected as of December 31, 2024)
- 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 – 2024 Overall base operating budget summary for the department
- 3) Appendix 2 – 2024 Unavoidable Budget Increases / (Decreases)
- 4) Appendix 3 – 2024 Recommended Budget Reductions
- 5) Appendix 4 – Summary of 2024 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 2024 service level changes in one section should refer to the Change in Service Levels Section.

This section contains:

- A summary of "2024 Proposed Operating Budget – Funded Service Level Changes"
- A summary of "2024 Proposed Operating Budget – Unfunded Service Level Changes"
- A summary of "2024 Removed Operating Budget – Unfunded Service Level Changes"

Detailed pages to support each proposed 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 left-hand corner of each detail page).

### **D) PROPOSED 2024 FEES**

Details of the Proposed 2024 Fees with the comparative 2023 council approved Fees are included in this section to highlight the new fees and the fee increases that are being proposed for 2024. Revenues related to the proposed fees have been incorporated into the proposed 2024 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.

The rich water and mineral resources 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, 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 an hour away from Toronto – North America's fifth largest urban centre.

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

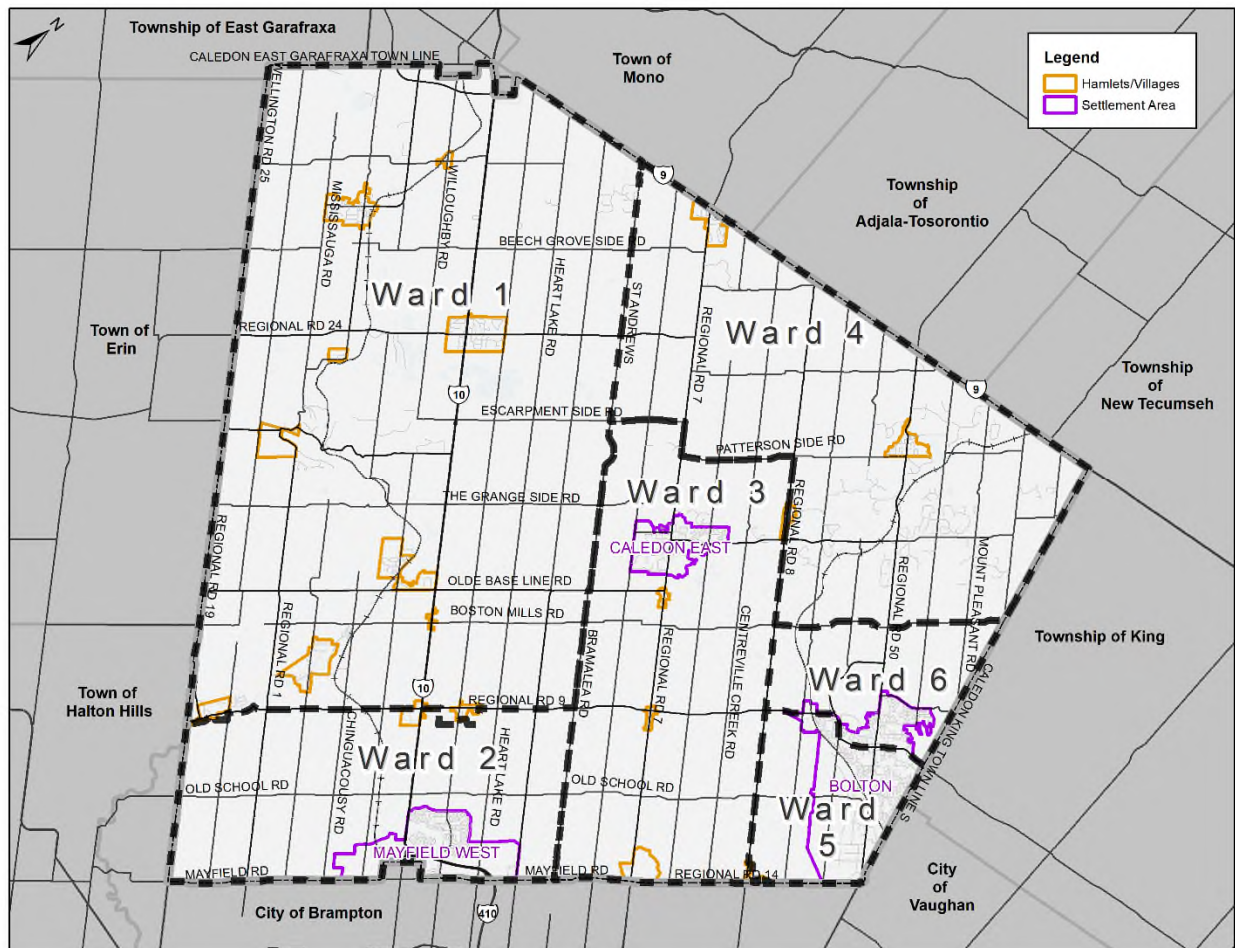
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.



# Welcome to Caledon

A vibrant community of 81,753 residents (Peel Data Centre), Caledon benefits from its strategic location in the Greater Toronto Area (GTA). The GTA's population of over five million people continues to grow, and there are over 135 million people within a 500-mile radius of Caledon. This translates to an abundant, diversified and skilled labour force.

Caledon is comprised of 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

---

## Town of Caledon Council



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. Caledon is also home to Golf Canada's national headquarters and the Canadian Golf Hall of Fame and Museum.

### **Lifestyle - The Best of All Worlds**

Caledon is a unique mix of 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 have 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 one-of-a-kind boutiques to convenient large brand-name chains meeting both personal and professional needs.

# Welcome to Caledon

---

- **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 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**

Proximity to Toronto, Canada's largest city and economic pulse, has key benefits:

- a wide range of post-secondary learning institutions and continuing education opportunities;
- 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

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).

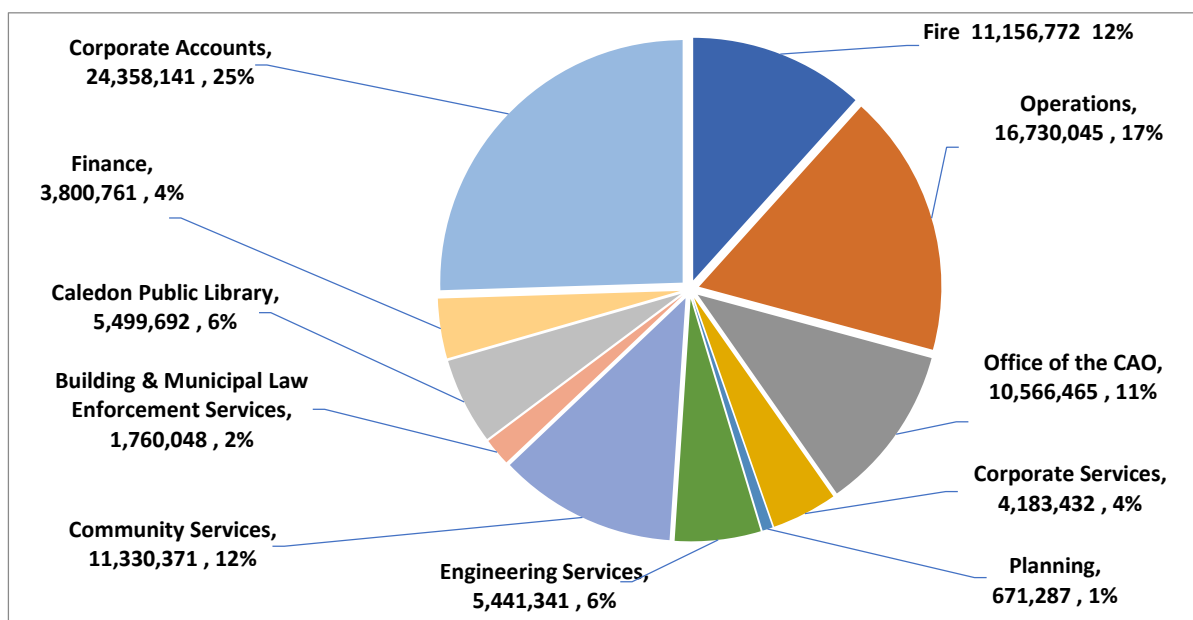
## Rail

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.

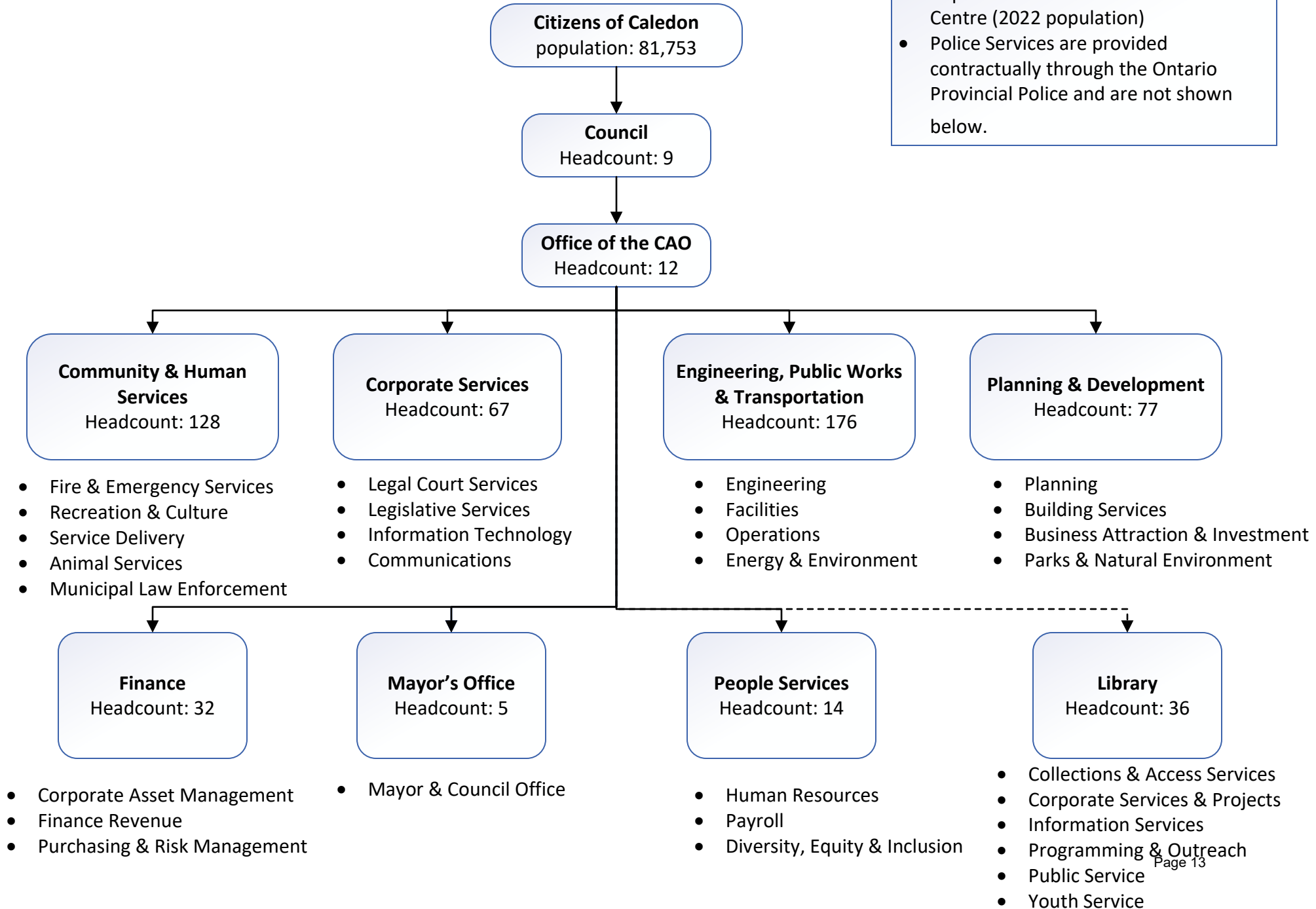
The Town of Caledon's 2023 budget is divided into the following areas:





# Town of Caledon Organizational Chart

- Total 2023 Approved Headcount: 556
- Population taken from Peel Data Centre (2022 population)
- Police Services are provided contractually through the Ontario Provincial Police and are not shown below.



# Overview of Budget Processes and Policies

## BUDGET INFLUENCES

As noted in the budget schedule section, work on the Town’s budget began in spring of 2023. For the 2024 budget, staff identified priorities that include those in the strategic plan; Enhanced Transportation and Mobility, Environmental Leadership, Community Vitality and Livability and Service Excellence and Accountability.

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 2024 budget.

## Departmental Business Plans

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

- What services the Department provides
- Priority activity for 2024, and an indication of how the Town will measure the success of activities in each priority area
- Proposed priority activities for 2025 and 2026 that will be subject to future budget deliberations.

Priorities for the Town as part of this budget process are based on the Town’s [2023-2035 Strategic Plan](#). The Plan aligns staff and Council behind a common set of priorities that ensures the best of rural and urban life for current and future residents, businesses and visitors.

The plan includes 15 outcome statements that reflect the community Caledon will become by 2035, and 55 ambitious actions for this term of Council that drive progress in each outcome area.

The actions and outcomes are grouped in four priority areas:

- Enhanced Transportation and Mobility
- Environmental Leadership
- Community Vitality and Livability
- Service Excellence and Accountability

Learn more about Caledon’s strategic plan at <http://www.caledon.ca/strategicplan>.

Business plans indicate the alignment of key actions to one of the four priorities in the Strategic Plan where applicable. Other actions may be linked to legislative requirements or other service specific strategies. These key actions represent the work that departments are driving in addition to regular activity involved in the delivery of services that the community needs. While key actions are proposed for 2025 and 2026, future work is subject to further financial viability analysis, and final Council deliberation and approval.

Similarly, the Caledon Public Library’s business plan aligns its key activity with the priorities of its [2021-2024 Strategic Plan](#); learn more at <https://caledon.library.on.ca/about-your-library/plans-policies-reports/>.

## Measuring Success

In 2022, Caledon joined the World Council on City Data (WCCD), an organization instrumental in publishing the first international standard for municipal data collection (ISO 37120). In its first year, Caledon received platinum certification for the collection of over 90 measures in accordance with the rigorous reporting standards of the WCCD. These measures form the basis of how Caledon will monitor progress in the strategic plan and the actions in these business plans ensuring the work in both has the desired **impact** in the community. Measures indicate a target:

Maintain	Caledon is targeting to continuing delivering the same performance for this measure
Increase/Decrease	Caledon is looking to shift the trend of this measure either positively or negatively
Monitoring	Measures that are being monitored are important to track, but Caledon does not have direct control over the performance of this measure.



# Overview of Budget Processes and Policies

## BUDGET IMPACTS

### Base Annual Operating Budget Impacts

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

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

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

All 2024 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 2024 budget implications are included in the base 2024 budget as an unavoidable budget increase in this section.

# Overview of Budget Processes and Policies

---

## 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 2023 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 2024 budget, if applicable

## Budget Assumptions

A number of assumptions have been made and incorporated into the 2024 budget. Where appropriate, an inflation level of 3% has been used for the 2024 budget for general inflation

Insurance premiums paid by the Town are increasing by 17% over the 2023 Actuals.

For utilities, the following inflationary numbers were used:

- Natural Gas – 4.45% rate decrease. Staff were asked to adjust the budget up or down based on projected volume for 2024 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 2023 that lowered consumption or utility volumes in 2023

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2023, new improved energy efficient equipment replacements in 2023 that will lower consumption/utility volumes in 2024, 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 2024 were based on budget recommendations provided by the Town's energy markets consultant and a 3-year average volume consumption adjusted for known anomalies, such as severe weather, equipment issues or changes to hours of operations.

## Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2024 budget implications are identified during the year and the 2024 budget implications are included in the base 2024 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2023 budget that now should be removed from the base in the 2024 operating budget.
3. Annualization of items approved in the 2023 budget.

# Overview of Budget Processes and Policies

The list below identifies previously approved council initiatives that have an impact on the 2024 budget:

<b>UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET</b>		
<b>Department</b>	<b>Description</b>	<b>Annualized Amount (\$)</b>
<b>Removal of One-time costs</b>		<b>(140,289)</b>
Engineering, Public & Transportation	Removal of One-time costs for Coordinator, Drainage CISL 2023-017	(6,250)
Engineering, Public & Transportation	Removal of One-time costs for Coordinator, Operations (Contracted Services) CISL 2023-015	(6,250)
Engineering, Public & Transportation	Removal of One-time costs for Technician, Fleet CISL 2023-018	(3,000)
Engineering, Public & Transportation	Removal of One-time costs for Technician, Roads CISL 2023-020	(6,010)
Engineering, Public & Transportation	Removal of One-time costs for Increase in Ditch Cleaning CISL 2023-058	(100,000)
Engineering, Public & Transportation	Removal of One-time costs furniture & fixtures from 2023 Approved CISL	(40,000)
Office of CAO	Removal of One-time costs for PMO: Capital Project Manager CISL 2023-043	(800)
Caledon Public Library	Removal of One-time costs Library furniture & fixtures from 2023 Approved CISL	(2,500)
Caledon Public Library	Removal of One-time costs new staff technology from Library 2023 Approved CISL	(8,800)
Caledon Public Library	Removal of funding for Operating costs of Community Kits under previously approved STAFF REPORT 2020-068	6,360
Caledon Public Library	Removal of Funding for Covid-related expenses.	2,550

# Overview of Budget Processes and Policies

<b>UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET</b>		
<b>Department</b>	<b>Description</b>	<b>Annualized Amount (\$)</b>
Corporate Accounts	Removal of One-time costs for Advisor Asset and Infrastructure Management CISL 2023-061	(550)
Corporate Accounts	Removal of One-time costs for Manager, Business Development and Investment CISL 2023-062	(550)
Corporate Accounts	Removal of One-time costs new staff technology from 2023 Approved CISL	(87,700)
Corporate Accounts	Removal of Funding for Covid-related expenses.	101,000
Finance	Removal of One-time costs for Advisor Asset and Infrastructure Management CISL 2023-061	(1,600)
Fire & Emergency Services	Removal of one-time costs under CISL 2023-006, Administrative Assistant (Contract), Fire Administration	(1,189)
Planning & Development	Removal of one-time funding of Heritage Event in 2021.	15,000
<b>Unavoidable Costs Approved as per 2023 Council Approved Staff Reports</b>		<b>316,019</b>
Corporate Services	Unavoidable Costs for Prosecution Coordinator STAFF REPORT 2023-0384	64,019
Engineering, Public & Transportation	Unavoidable Costs for Addition of 2 new Automatic Speed Enforcement cameras as per Staff Report 2023-0028 STAFF REPORT 2023-0028	250,000
Engineering, Public & Transportation	Net Budget increase for the Expansion of Brampton Transit Services to Dixie Road and Bolton STAFF REPORTS 2023-0072 and 2023-0419	2,000
<b>Annualized Salaries and Benefits</b>		<b>2,055,134</b>

# Overview of Budget Processes and Policies

<b>UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET</b>		
<b>Department</b>	<b>Description</b>	<b>Annualized Amount (\$)</b>
Community & Human Services	Annualized Salaries and Benefits for Caledon East Community Centre Phase 4 Operating Budget Request CISL 2023-049	502,003
Community & Human Services	Annualized Salaries and Benefits for Fitness Floor Staff Conversion CISL 2023-054	35,997
Community & Human Services	Annualized Salaries and Benefits for Full-Time Firefighters (5) - Valleywood CISL 2023-013	208,336
Community & Human Services	Annualized Salaries and Benefits for Permanent Parking Control Officer CISL 2023-080	24,035
Corporate Services	Annualized Salaries and Benefits for Coordinator, Council & Committee Services CISL 2023-012	14,518
Corporate Services	Annualized Salaries and Benefits for Help Desk Technician CISL 2023-029	24,375
Engineering, Public & Transportation	Annualized Salaries and Benefits for Automated Speed Enforcement Implementation Plan CISL 2023-073	26,908
Engineering, Public & Transportation	Annualized Salaries and Benefits for Caledon East Community Centre Phase 4 Operating Budget Request CISL 2023-049	124,780
Engineering, Public & Transportation	Annualized Salaries and Benefits for Coordinator, Drainage CISL 2023-017	60,084
Engineering, Public & Transportation	Annualized Salaries and Benefits for Coordinator, Operations (Contracted Services) CISL 2023-015	60,062
Engineering, Public & Transportation	Annualized Salaries and Benefits for Humber River Centre Operations CISL 2023-055	181,557
Engineering, Public & Transportation	Annualized Salaries and Benefits for Program Manager - Capital Infrastructure CISL 2023-081	11,754



# Overview of Budget Processes and Policies

<b>UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET</b>		
<b>Department</b>	<b>Description</b>	<b>Annualized Amount (\$)</b>
Engineering, Public & Transportation	Annualized Salaries and Benefits for Supervisor Forestry, Parks Cisl 2023-023	45,067
Engineering, Public & Transportation	Annualized Salaries and Benefits for Technician, Fleet Cisl 2023-018	30,293
Engineering, Public & Transportation	Annualized Salaries and Benefits for Technician, Roads Cisl 2023-020	71,669
Office of CAO	Annualized Salaries and Benefits for PMO: Capital Project Manager Cisl 2023-043	9,039
Planning & Development	Annualized Salaries and Benefits for Manager, Business Development and Investment Cisl 2023-062	23,883
Caledon Public Library	Annualized Salaries and Benefits for Caledon East Community Centre Phase 4 Operating Budget Request Cisl 2023-049	386,439
Caledon Public Library	Annualized Salaries and Benefits for Coordinator, Maker and Emerging Technologies Cisl 2023-032	22,214
Caledon Public Library	Annualized Salaries and Benefits for Extended Health Benefits for Permanent Part-time Staff Cisl 2023-031	3,604
Caledon Public Library	Annualized Salaries and Benefits for New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator Cisl 2023-051	42,552
People Services	Annualized Salaries and Benefits for Coordinator, Engagement and Culture Cisl 2023-028	29,634
People Services	Annualized Salaries and Benefits for Manager of People Services Cisl 2023-066	57,831
Finance	Annualized Salaries and Benefits for Advisor Asset and Infrastructure Management Cisl 2023-061	58,500

# Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET		
Department	Description	Annualized Amount (\$)
<b>Annualized Services</b>		<b>317,128</b>
Community & Human Services	Annualized Services for Caledon East Community Centre Phase 4 Operating Budget Request CISL 2023-049	9,754
Community & Human Services	Annualized Services for Full-Time Firefighters (5) - Valleywood CISL 2023-013	21,500
Community & Human Services	Annualized Services for Program Staff Certification Initiative CISL 2023-059	5,000
Community & Human Services	Annualized Services for Mandatory Provincial Certification (NFPA) CISL 2023-009	100,000
Corporate Services	Annualized Revenue for Automated Speed Enforcement Implementation Plan CISL 2023-073	(380,000)
Engineering, Public & Transportation	Annualized Services for Automated Speed Enforcement Implementation Plan CISL 2023-073	155,724
Engineering, Public & Transportation	Annualized Services for Caledon East Community Centre Phase 4 Operating Budget Request CISL 2023-049	208,684
Engineering, Public & Transportation	Annualized Services for Coordinator, Drainage CISL 2023-017	500
Engineering, Public & Transportation	Annualized Services for Coordinator, Operations (Contracted Services) CISL 2023-015	1,500
Engineering, Public & Transportation	Annualized Services for Humber River Centre Operations CISL 2023-055	50,263
Engineering, Public & Transportation	Annualized Services for Technician, Fleet CISL 2023-018	3,300

# Overview of Budget Processes and Policies

<b>UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET</b>		
<b>Department</b>	<b>Description</b>	<b>Annualized Amount (\$)</b>
Planning & Development	Annualized Services for Coordinator, Engagement and Culture Cisl 2023-028	(500)
Planning & Development	Annualized Services for Funding for Community Improvement Plan Implementation Cisl 2023-047	100,000
Caledon Public Library	Annualized Services for Caledon East Community Centre Phase 4 Operating Budget Request Cisl 2023-049	40,022
Caledon Public Library	Annualized Services for Coordinator, Maker and Emerging Technologies Cisl 2023-032	222
Caledon Public Library	Annualized Services for New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator Cisl 2023-051	426
Corporate Accounts	Annualized Services for Caledon East Community Centre Phase 4 Operating Budget Request Cisl 2023-049	733
<b>Operating Impact of Council Approved Capital Projects</b>		<b>2,794,537</b>
Community & Human Services	Debt Repayment for CAPITAL PROJECT 22-116 Hose Replacement on high rise/large warehousing facilities	21,500
Engineering, Public & Transportation	Operating Impact of Council Approved Capital Projects for Bolton Leash Free Park Improvements CAPITAL PROJECT 20-072	4,000
Engineering, Public & Transportation	Operating Impact of Council Approved Capital Projects for Dennison Park Washroom Building CAPITAL PROJECT 22-088	16,000
Engineering, Public & Transportation	Operating Impact of Council Approved Capital Projects for Johnson Sports Park CAPITAL PROJECT 22-089	19,000
Engineering, Public & Transportation	Operating Impact of Council Approved Capital Projects for Mayfield West Off Leash Dog Park CAPITAL PROJECT 22-129	5,000

# Overview of Budget Processes and Policies

<b>UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET</b>		
<b>Department</b>	<b>Description</b>	<b>Annualized Amount (\$)</b>
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 22-059 Large Equipment Replacement	10,000
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 22-070 CCRW-HVAC Replacement Multi Units	35,000
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 22-048 Roads Rehabilitation Construction Program	391,500
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 20-033 Works Yard 1 and 2 Strategic Growth Plan	157,337
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 18-036 Caledon East Community Complex	604,000
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 21-024 Salt Dome Replacement	12,100
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 22-049 Bridge and Culvert Construction Program	335,000
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 22-051 Castlederg Sideroad Reconstruction	143,000
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 22-056 Storm Sewer Lining	56,000
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 23-064 Roads Rehabilitation Construction Program (Debt)	532,000
Engineering, Public & Transportation	Debt Repayment for CAPITAL PROJECT 20-108 LED Retrofit Phase 2 (non cobrahead) and Adaptive Controls Program	437,000
Caledon Public Library	Operating Impact of Council Approved Capital Projects for Library IT Equipment CAPITAL PROJECT 23-119	11,900

# Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2024 BASE OPERATING BUDGET		
Department	Description	Annualized Amount (\$)
Caledon Public Library	Operating Impact of Council Approved Capital Projects for Library Implementation of Microsoft 365 CAPITAL PROJECT 23-035	4,200
<b>Mandatory</b>		<b>319,313</b>
Community & Human Services	Minimum Wage Impact - Employment Standards Act	41,224
Community & Human Services	More training required during the week after 6pm and on weekends for NFPA Mandatory Certification	50,000
Corporate Services	Funds required to order Committee of Adjustment signs which must be posted - Planning Act	1,500
Corporate Services	Municipal Elections Act requires elections and costs continue to increase every 4 years.	50,000
Engineering, Public & Transportation	Stormwater Modelling Analysis - Bill 23 Legislative Requirement	20,000
Engineering, Public & Transportation	Debt Repayment of emergency culverts	133,332
Caledon Public Library	Minimum Wage Impact - Employment Standards Act	10,957
Corporate Accounts	Town PIL Due to Region and Tax Adjustments	12,300
<b>Unavoidable Costs-Mayoral Decisions</b>		<b>245,981</b>
Community & Human Services	Director, Municipal Law Enforcement as part of the Town's organizational structure change to split Building Services and Municipal Law Enforcement Department	245,981
<b>Net result of Unavoidable Budget Increases/(Decreases) to be included in 2024 Budget</b>		<b>5,907,823</b>



# Overview of Budget Processes and Policies

## 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 2022 actuals, 2022 budget, current year 2023 budget which is considered the base budget, as well as 2023 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 2024 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 2024 Budget.

A sample of the 2024 Operating Budget template is shown below and is also available in Appendix C.

#### TOWN OF CALEDON 2024 OPERATING BUDGET - DEPARTMENT NAME

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L) = (C) TO (K)
Revenues			\$0									\$0
Expenses			\$0									\$0
Net Exp./(Rev.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	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 2024 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 \$
Net Tax Impact							-	-
Total Tax Impact							-	-
<b>Expenditures</b>								
Operating Supplies								
Expenditures Total								
<b>Funding</b>								
Reserve Fund To Revenue								
Funding Total								

# Overview of Budget Processes and Policies

## TOWN OF CALEDON Change in Service Level

<b>Request</b>			
<b>Department</b>		<b>Division</b>	
<b>Version</b>		<b>Year</b>	

Attributes		
Attribute	Value	Comment
Department		
Division		
Commissioner		
Requested By:		
Strategic Alignment		
General Location		
Is there related capital		
Partnerships exist? Please explain		
Budget Year Submitted		
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status		
Posted		
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 2024 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 2024 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2024 Budget.

## Headcount Information

Departments are provided with the current year (2023) employee information to be reviewed for the 2024 budget consisting of the following details:

- Employee name and job title
- Hourly rate and/or annual salary
- Job Grade
- Wage increases based on Progression/cost of living adjustment

# Overview of Budget Processes and Policies

- Total cost of statutory and other deductions such as: pension, health and dental, disability, life insurance, Provincial Employer Health Tax, Worker's Compensation, and provincial and federal statutory deductions.

## Capital Budget 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 2024 Capital budget will result in the estimated future unavoidable operating budget impact for 2025 as follows:

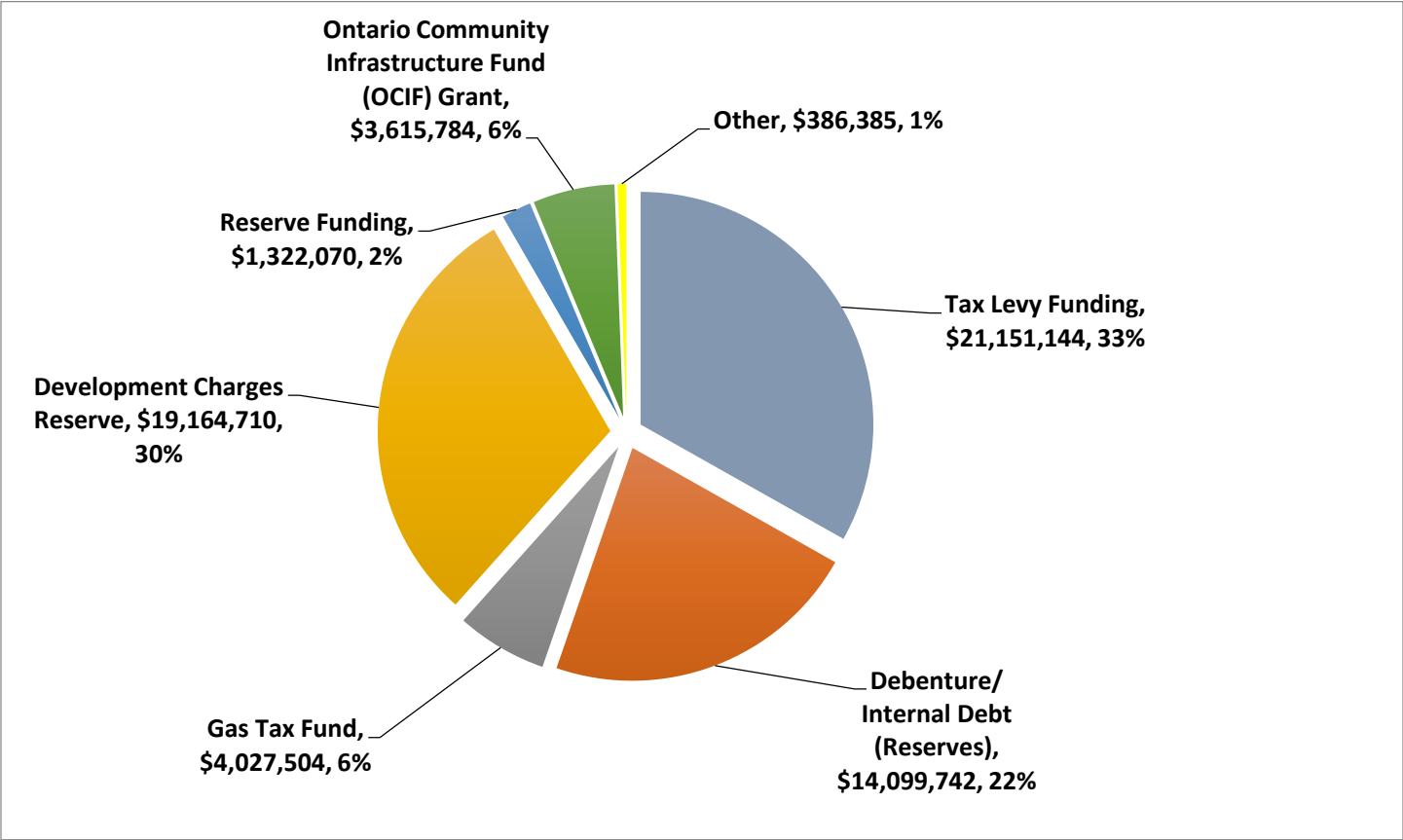
### 2025 Projected Unavoidable Operating Budget Increases/ (Decreases) related to Proposed 2024 Capital Projects

Projects	Project Details	Expense Type	2024 - \$
24-054	Logistics Support Vehicle	Fuel, maintenance and insurance	11,700
24-038	IT - Application Upgrades and Enhancements	Maintenance	58,929
24-119	Public Sector Network (PSN) Sites and Maintenance	Maintenance	50,000
23-093	2024 DC (Growth) Additional Fleet Assets	Fuel, maintenance and insurance	9,521
23-093	2024 DC (Growth) Additional Fleet Assets	Salary and Benefits	24,444
24-091	Roads Rehabilitation Construction Program (Debt)	Debenture	400,000
24-093	Bridge and Culvert Construction Program	Debenture	556,000
24-094	2024 Replacement of Fleet Assets	Internal Debt	143,460
24-095	Mill Street Reconstruction and Bridge Rehabilitation	Debenture	550,000
Total			\$1 804,054

# Overview of Budget Processes and Policies

The proposed 2024 Capital budget totals \$63,767,339 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
\$21,151,144	\$14,099,742	\$4,027,504	\$19,164,710	\$1,322,070	\$3,615,784	\$386,385	\$63,767,339



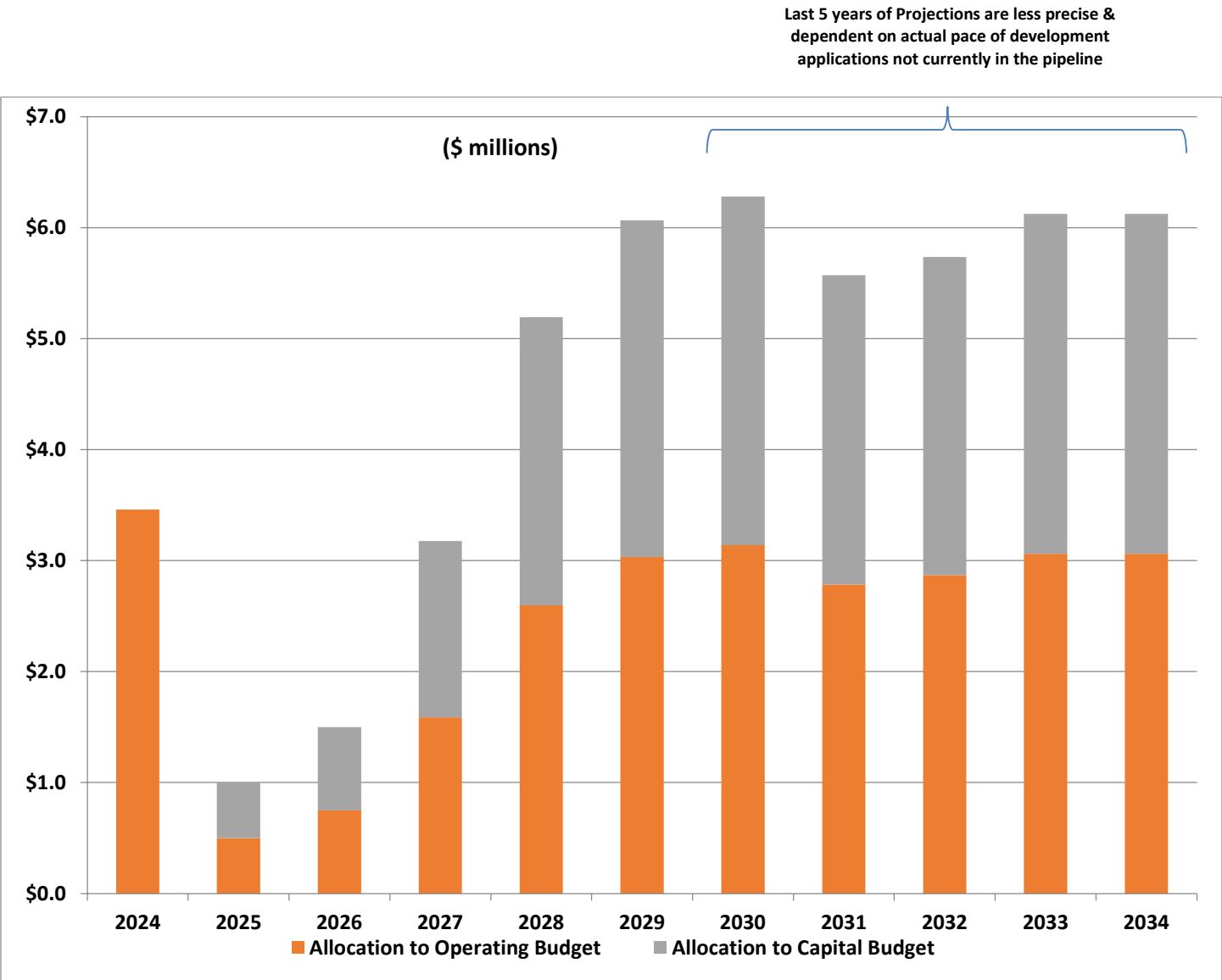
# Overview of Budget Processes and Policies

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 to 2023 due to the COVID-19 pandemic, the Town offset assessment growth against operating costs and has maintained its tax funded capital program at the 2020 level. The Town’s 2024 budget includes assessment growth of \$3,459,823 and is applied to the Town’s operating budget to offset continued pressures.

The Town is projected to continue to increase its’ commitment to increase capital funding from property taxes based on future assessment growth in 2025. See the chart below:





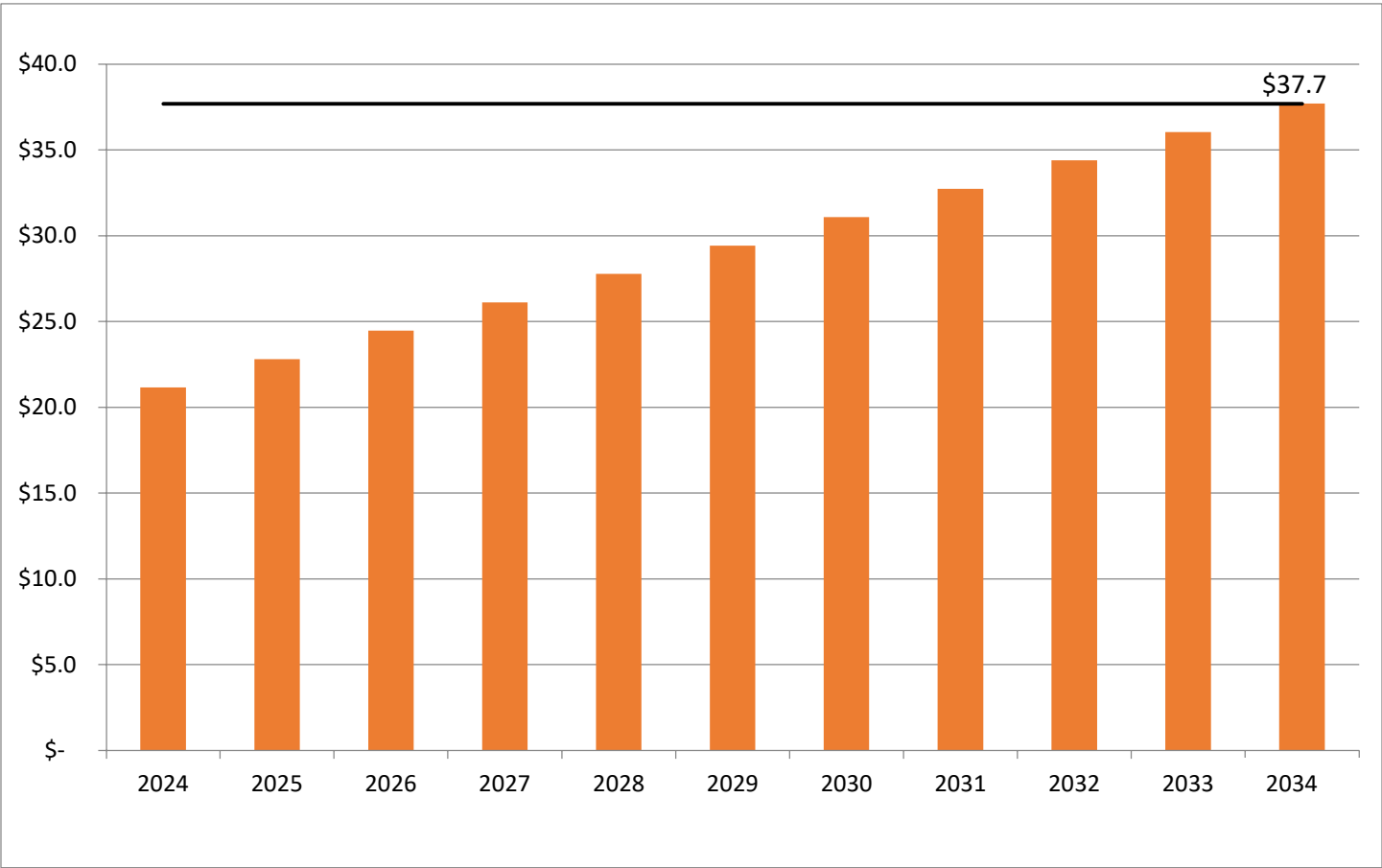
# Overview of Budget Processes and Policies

The Town is working towards bridging the gap between the Tax Funded Capital Program and the 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 2034, the growth in the program would look as follows:



# Overview of Budget Processes and Policies

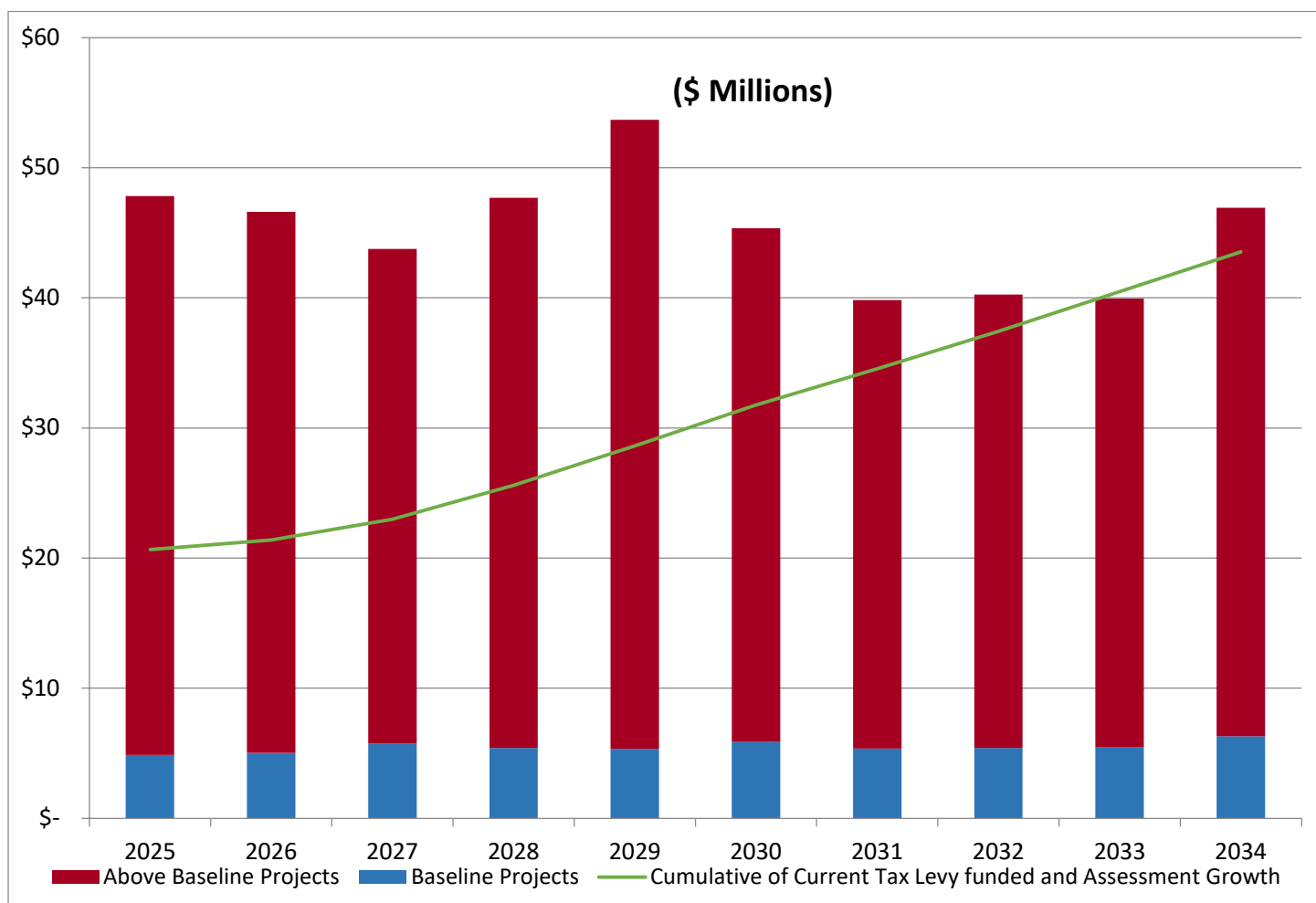
## 10-Year Capital Forecast Template

Departments were also provided the 10-year Capital forecast used in the proposed 2024 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 2024 Capital Budget templates (e.g. capital requests for 2024)

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;

# Overview of Budget Processes and Policies

---

- 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.

The capital project and funding details are provided at the end of each department business plan.

## Communications and Engagement in the 2024 Budget Process

For the second year, the Town of Caledon used [haveyoursaycaledon.ca](https://haveyoursaycaledon.ca) for gathering public input throughout the budget process. In addition to the traditional survey that was completed at the beginning of the budget, the webpage 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, as part of Caledon’s commitment to transparency in its budgeting process.

The Town also hosts two budget council meetings prior to budget approval that will allow staff to present the proposed budget and enable the public to participate through delegation opportunities. Livestreaming the budget meetings ensures increased accessibility for the public to get information about budget; budget meeting recordings and budget presentations are posted on the Have Your Say Caledon project page for those who cannot attend.

## BUDGET ROLES AND RESPONSIBILITIES

Every employee plays a role in budget, 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 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 business plan
- SLT critically evaluates all requests, prioritizes, and submits only those requests which are consistent with Council policies, the 2023-2035 Strategic Plan, and that coincide with Council endorsed goals and objectives
- The Treasurer and staff within the Finance Division are responsible for:
  - Preparing short- and long-range revenue and expenditure forecasts
  - Reviewing departmental budgets with SLT and individual departments
  - Analyzing, summarizing, and making recommendations on the budget requests to the Chief Financial Officer (CFO)
  - Reviewing the linkage/consistency/alignment between budget requests and overall budget goals, Development Charge Background Study, 10-year Capital Plan, department Master Plans and policies
  - Consolidating all budget requests and the impact of all budget requests into a package that clearly communicates the Town’s budget, budget pressures, budget impacts, financial/budget policies and the Town’s financial plan.
- Councillors provide their insights into needs, pressures and desires of the community. Council ultimately makes the decision on spending and the resulting impact on the tax rate.

# Overview of Budget Processes and Policies

---

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

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

### **Increase to Capital Budgets**

Where authority has been given in the budget for a particular project, the appropriate Commissioner 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 closed capital report; 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 leaders of the affected departments to discuss and gain a consensus of the amounts and line items to be apportioned.
- b) The Operating Budget transfer template is completed by the financial analyst and presented to the department director for approval of the dollar amount and scheduling of the budget transfers.
- c) The transfers are reviewed and approved by the Treasurer or designate.
- d) Only re-allocations which in the opinion of the Treasurer are significant and material shall be processed in the next budget year.
- e) Budget re-allocations cannot be made to compensate for over-expenditures.

# Overview of Budget Processes and Policies

## BUDGET ACCOUNTING POLICY

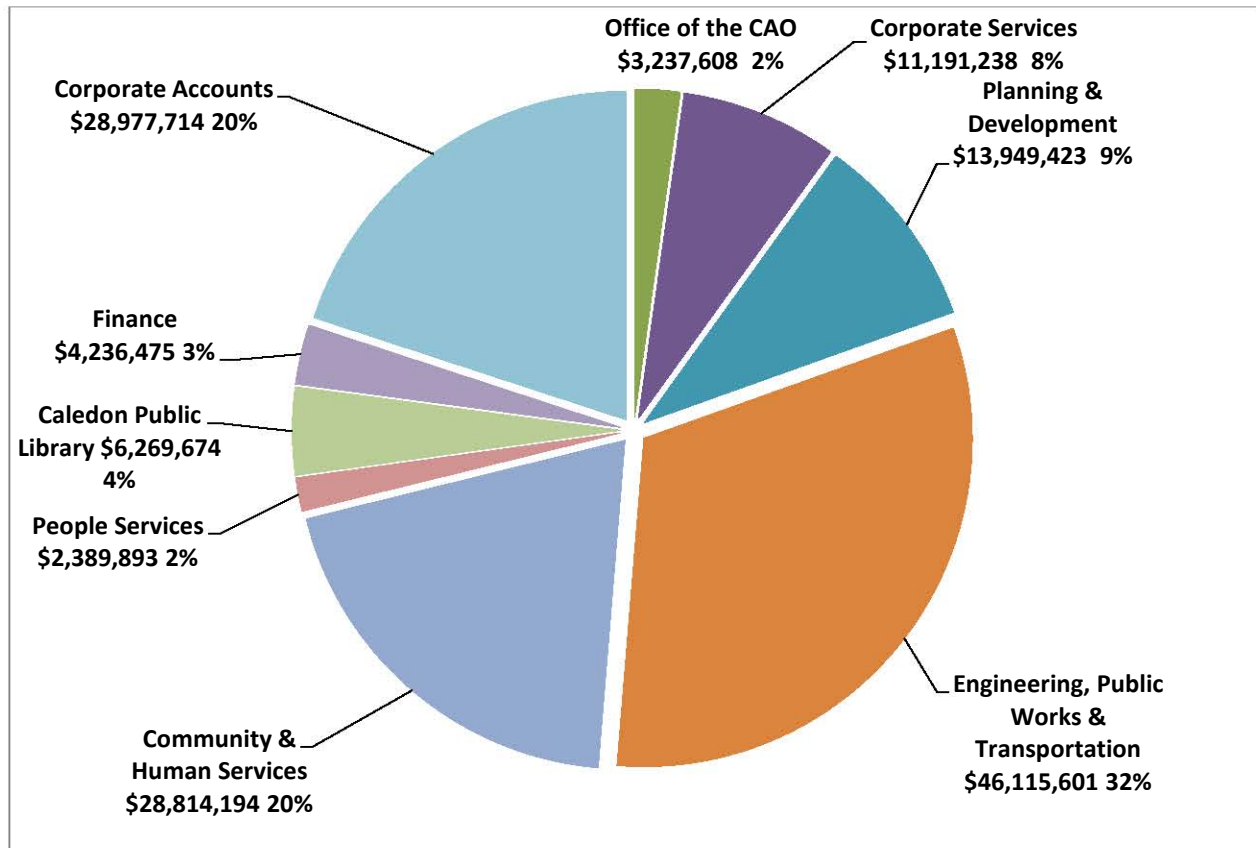
As in prior years, the Town of Caledon's 2024 Budget was completed on the fund basis of accounting. However, per *Ontario Regulation 284-09*, the Town of Caledon must disclose the impact on the 2024 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2024 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2024 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.

# 2024 Operating Budget

## Expenditures by Department\*



### Expenditures by Category

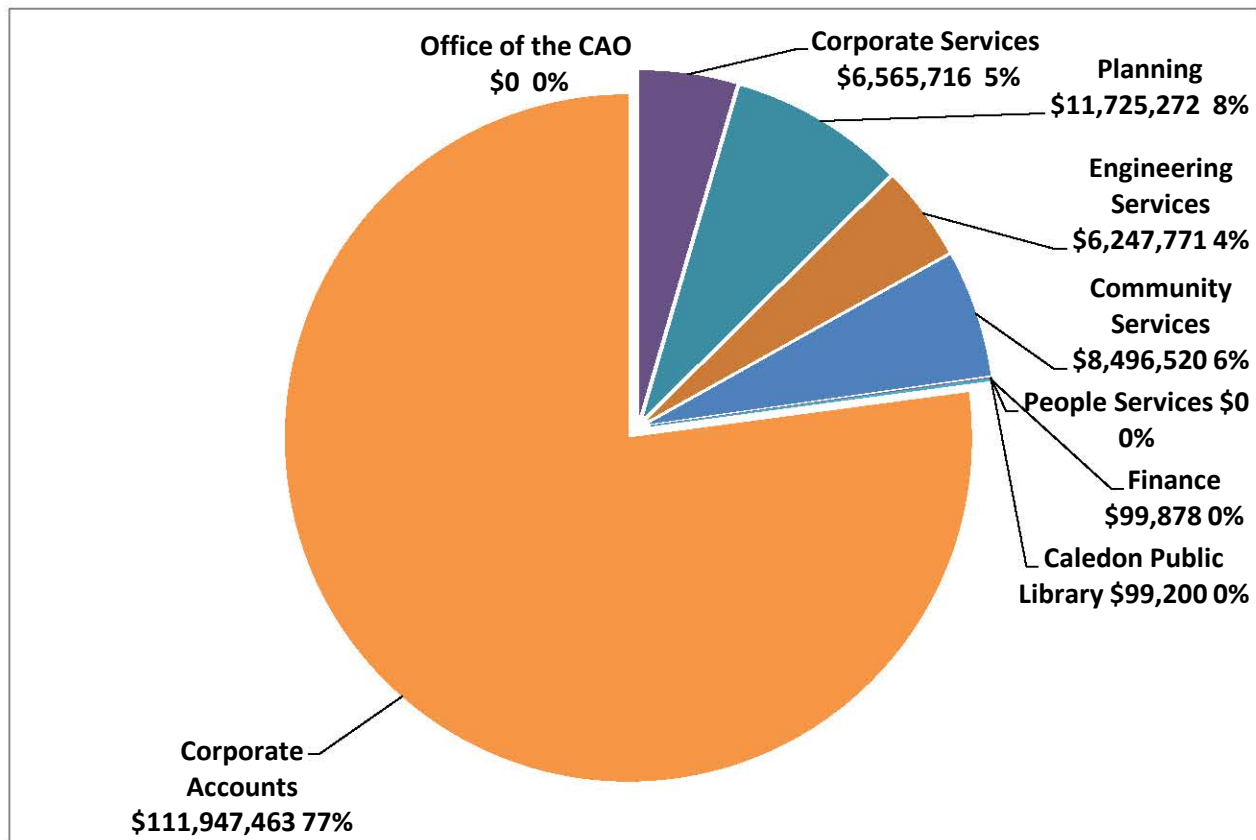
	2022 Approved Budget	2023 Approved Budget	2024 Proposed Budget
Salaries, Wages & Benefits	61,958,894	69,685,850	76,332,615
Transfer to Reserves/Capital	25,698,513	25,063,573	25,524,261
Services and Rents	12,139,857	12,303,869	13,007,942
Materials, Equipment & Supplies	6,874,801	7,548,404	8,557,024
Utilities	2,907,281	3,092,899	3,233,401
Other	12,225,443	13,499,099	18,526,577
<b>Expenditures Total</b>	<b>\$121,804,789</b>	<b>\$131,193,694</b>	<b>\$145,181,820</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.



# 2024 Operating Budget

## Revenues by Department\*



Revenue By Source	2022 Approved Budget	2023 Approved Budget	2024 Proposed Budget
Tax Revenue	83,778,466	87,821,643	97,851,869
Fines and Penalties	6,428,813	7,035,568	7,539,690
User Fees/Rentals	16,963,732	16,404,654	16,878,720
Transfer from Reserves	5,193,060	7,310,941	8,142,870
Interest	4,020,143	6,220,143	7,995,885
Grants	993,287	899,932	832,507
Sales	216,465	215,965	183,525
Other	4,210,823	5,284,848	5,756,754
<b>Revenue Total</b>	<b>\$121,804,789</b>	<b>\$131,193,694</b>	<b>\$145,181,820</b>

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

# Major Revenue Sources and Trends

---

## **Tax Revenue - \$97,851,869**

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 2024 is projected to increase by approximately 4.0%. The estimated projection added to the tax base is \$3,459,823 of assessment growth which will fund the Town's operating program. The proposed 2024 Budget requires an additional \$6.6 million of funding to balance the budget. This includes change in service levels for new services, new service levels or new staffing and additional capital funding sources.

The Town of Caledon is 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 - \$7,539,690**

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 - \$16,878,720**

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 - \$8,142,870**

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

## **Interest - \$7,995,885**

Proactive cash management and investment strategies will continue to be used in 2024 to maintain or increase Interest revenue included in the Operating Budget. Incremental interest earned from higher cash balances in recent years related to obligatory reserve funds are allocated to those reserve funds.

# Major Revenue Sources and Trends

---

## **Grants - \$832,507**

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 - \$183,525**

This type of revenue includes concession and vending machine revenue from Town Recreation Facilities.

## **Other – \$5,756,754**

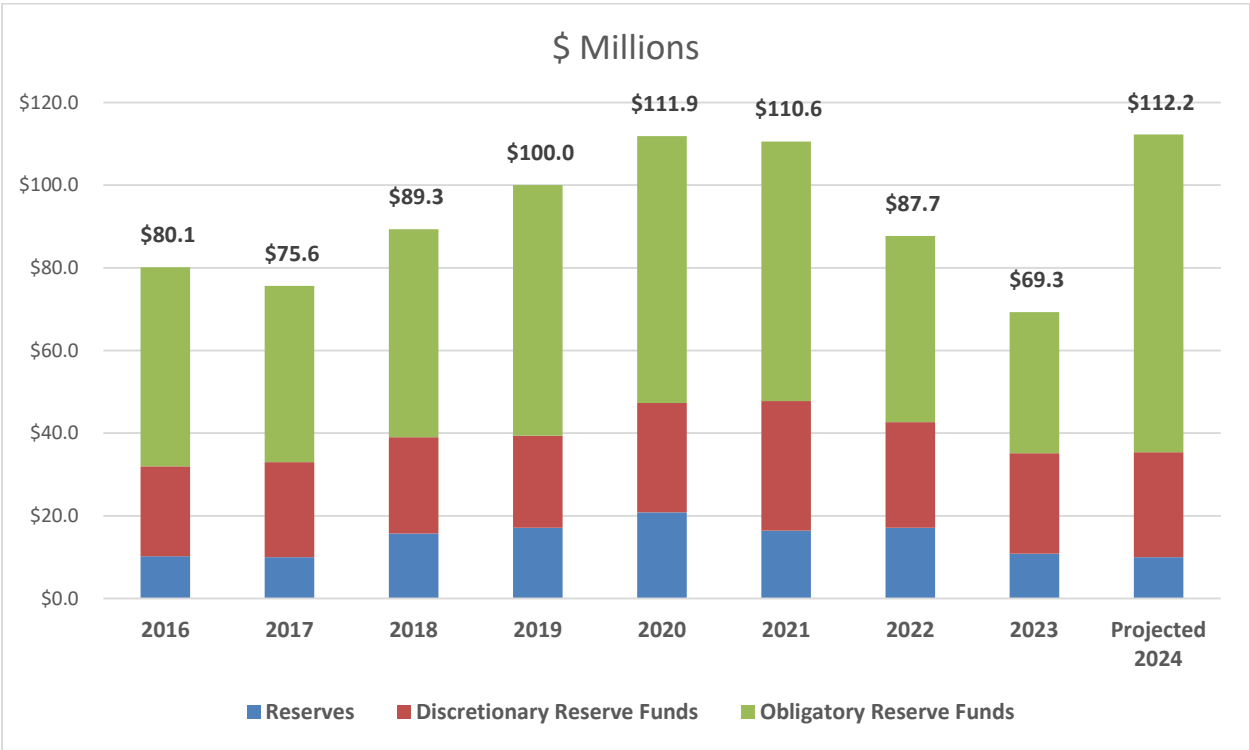
A significant portion of this funding comes from internal charges for work performed for other departments or divisions within the Corporation of the Town of Caledon. These internal recoveries include charges for capital and full cost recovery for building inspectors.

# 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 2023 and 2024 to be used for budgeting purposes. 2024 Projection includes all the commitments pertaining to the 2024 Proposed Budget as well as revenue forecast.



## RESERVES

### 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.

### 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, 2023**, the Town had available the following reserves for operating and Infrastructure purposes. Staff then took the proposed use of reserves in the 2024 budget and the expected development activity that is expected in 2024 to provide an estimate of the 2024 reserve balances.

## Projected Reserve Balances

Reserve	2023 Uncommitted Balance	2024 Proposed Uncommitted Projected Balance
<b><u>Reserves for Operating Purposes</u></b>		
<b><u>Reserves</u></b>		
Tax Funded Operating Contingency Reserve	\$ 2,600,972	\$ 1,349,085
Fire Equipment Reserve	\$ (21,751)	\$ 249
Building & Equipment Reserve	\$ 106,510	\$ 21,481
Land Sale Reserve	\$ 890,482	\$ 921,123
Ice Resurfacers Reserve	\$ 99,976	\$ 103,275
Information Systems and Technology Reserve	\$ 7,612	\$ 12,946
Election Reserve	\$ 178,543	\$ 336,910
Firefighter Post-Retirement Benefits Reserve	\$ 385,760	\$ 398,490
Caledon Public Library Board Donation and Bequests Reserve Fund	\$ 8,423	\$ 8,701
<b><u>Discretionary</u></b>		
Winter Maintenance	\$ 2,048,843	\$ 2,187,610
Group Benefit Stabilization	\$ 2,073,015	\$ 2,141,424
Community Improvement Plan	\$ 79	\$ 81
Development Approvals Stabilization	\$ 2,926,847	\$ 3,034,158
Engineering Stabilization	\$ 3,854,487	\$ 3,981,685
Development Charge Exemptions & Discounts	\$ 291,630	\$ 301,254
<b><u>Obligatory</u></b>		
Building Permit Stabilization	\$ 5,442,888	\$ 5,457,570
Heritage Property	\$ 12,204	\$ 12,607
Deferred Grant Funds	\$ 37,373	\$ 38,606
<b><u>Reserves for Infrastructure Purposes</u></b>		
<b><u>Reserves</u></b>		
Equipment	\$ 623,028	\$ 532,807
Accessibility (previously tax rate stabilization)	\$ 176,991	\$ 209,261
Animal Shelter	\$ 82,827	\$ 93,757
Transit	\$ 76,056	\$ 78,566
Corporate Energy	\$ 195,648	\$ 229,295
Fitness Equipment Replacement	\$ 73,699	\$ 86,548
Tax Funded Capital Contingency Reserve	\$ 5,379,347	\$ 5,582,946
<b><u>Discretionary</u></b>		
Capital Asset Replacement Fund (previously Caledon Hydro)	\$ 11,028,524	\$ 11,496,768
Northwest Caledon Indoor Recreation Facility	\$ 1,331,301	\$ 1,502,092
Cash in Lieu of Parking	\$ 493,612	\$ 509,901
Roads Capital	\$ 76,256	\$ 78,772
Broadband	\$ 62,422	\$ 64,482
Comprehensive Adaptive Management Plan (CAMP) Agreement	\$ 128,803	\$ 80,379
<b><u>Obligatory</u></b>		
Federal Gas Tax	\$ 206,821	\$ 338,716
Provincial Gas Tax - Transit	\$ 1,606,402	\$ 1,521,116
Payment In Lieu of Parkland	\$ 7,227,697	\$ 8,505,498
Development Charges	\$ 19,555,814	\$ 61,002,639
<b>Total</b>	<b>\$ 69,269,140</b>	<b>\$ 112,220,800</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 2023 Annual Repayment Limit statement from the Province states that the Town is utilizing 2.53% 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:

	2023 estimated	2022
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:	930,000	1,240,000
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:	3,726,000	4,412,000
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:	2,166,000	2,527,000
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:	3,280,000	3,690,000
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

outstanding principal amount of the liability is:	3,200,000	3,600,000
Net long-term liabilities	17,351,119	19,518,119

## **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

---

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.

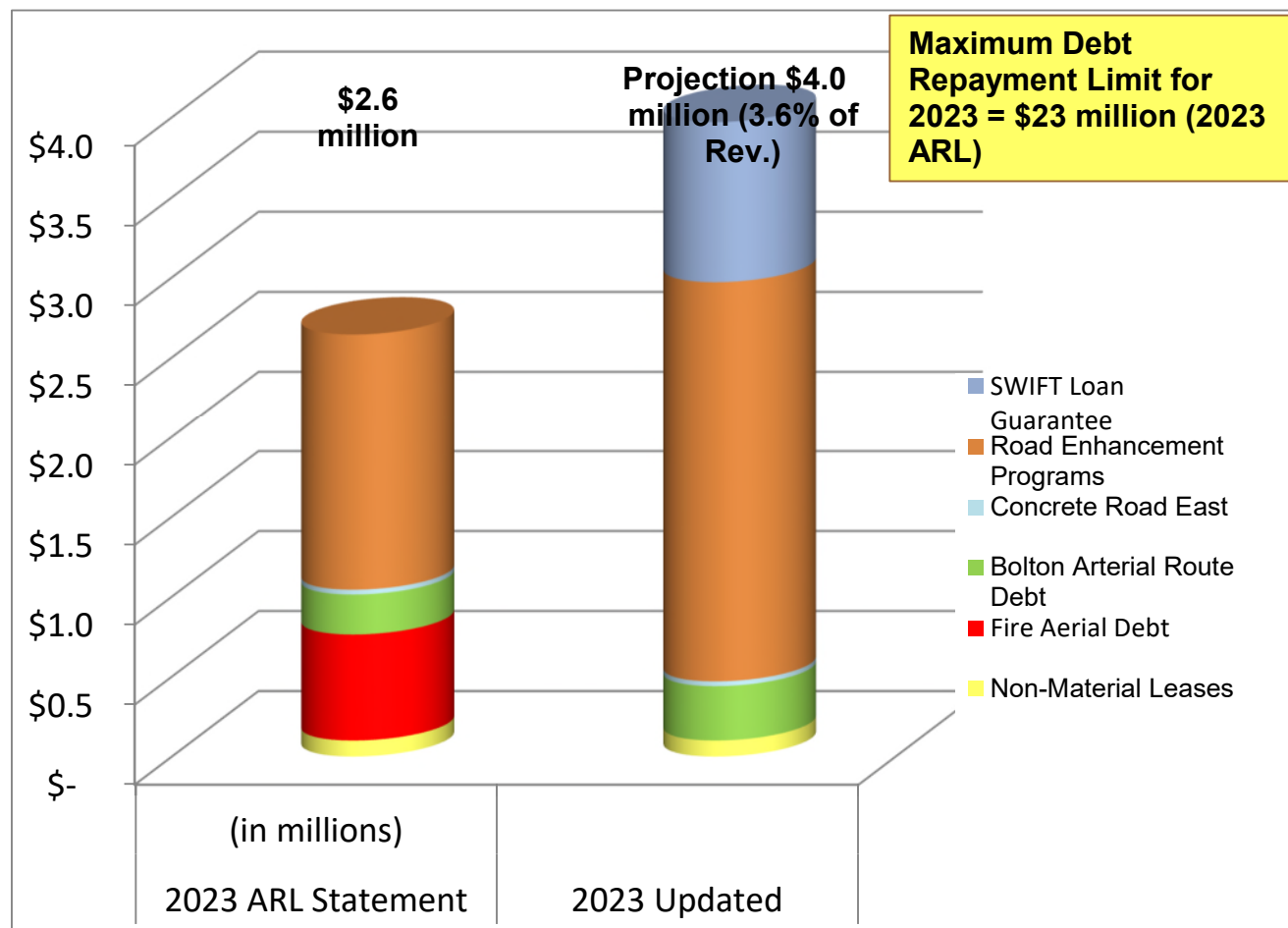
## **Annual Repayment Limit (ARL)**

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 2023 is based on its analysis of data contained in the 2021 Financial Information Return (FIR). The Town of Caledon's 2023 ARL statement report indicates that the Town has net debt charges of \$2.6 million or approximately 2.5% of the Town's net revenues. This leaves a balance of 22.5% (25% - 2.5%) or approximately \$23 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

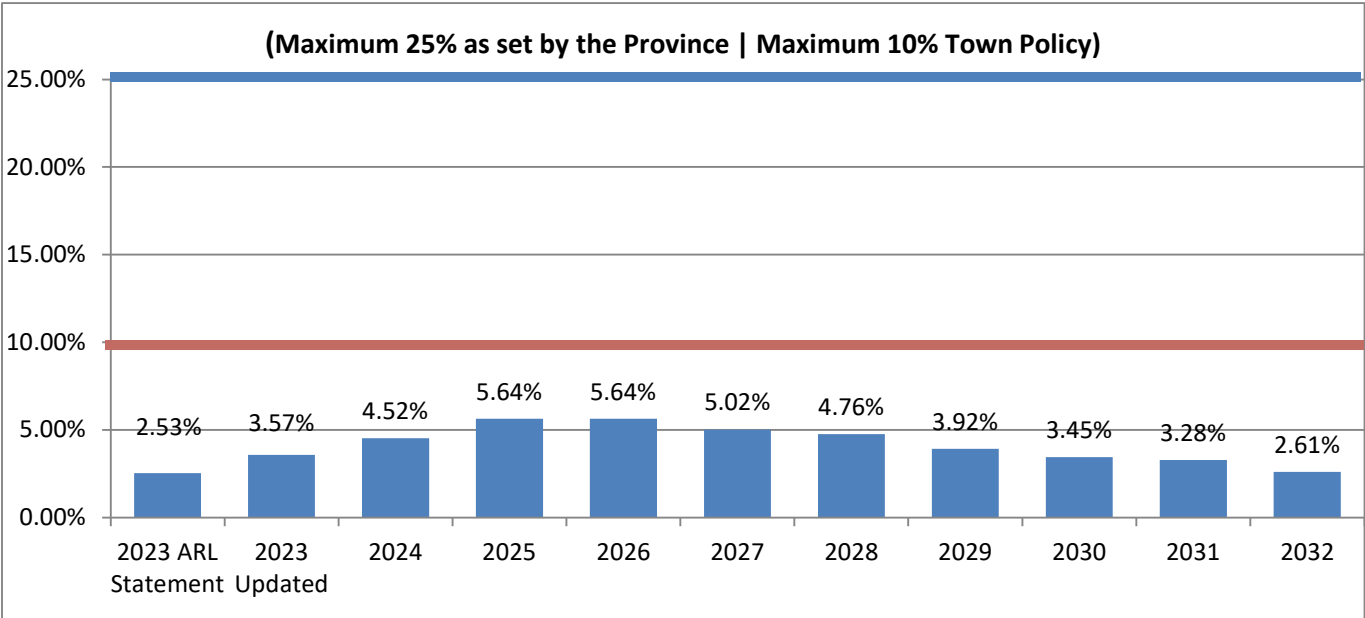


The chart below shows an updated 2023 ARL and forecasts debt repayments as a percentage of Net revenues based on updates/assumptions such as:

- Photocopier lease costs and OPP property lease costs;
- Future debentures assumed:
  - 2021 Roads Project of \$4.1 million to be debentured in 2024;
  - 2020 Streetlight Program - \$3.4 million in 2024;
  - CECC phase 4 - \$4.6 million in 2024;
  - 2022 Roads Rehabilitation, Castlederg Sideroad, Bridge and Culvert Construction, Storm Sewer lining of \$6.8 million in 2024;
  - 2023 Roads Project of \$4.1 million to be debentured in 2024;
  - 2024 Roads Rehabilitation, Bridge and Culvert Construction, Mill Street Reconstruction in 2025 \$11.6 million in 2025;
  - 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 2023 to 2033 based on the same assumptions used in the 2024 budget

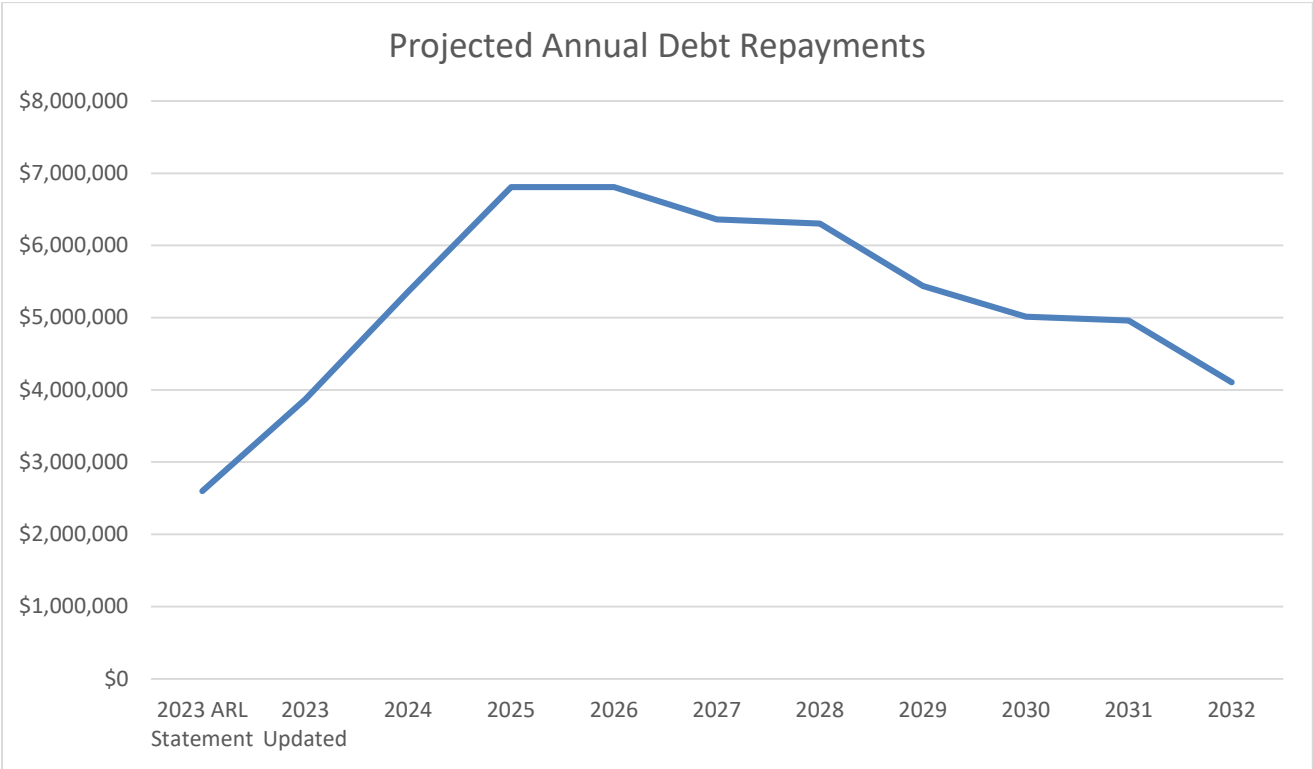


# Town of Caledon Debt and Long-Term Debt Limit



As shown in the chart above, the Town’s updated 2023 ARL shows the SWIFT loan guarantee and issuance of the 2019 Enhanced Road Program debt in 2021. 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.










# Town of Caledon Debt and Long-Term Debt Limit



# OPERATING BUDGET










## 2024 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	2024 Gross Budget Amount	2024 Net Tax Impact	% funded by Tax	% funded by Reserves	Full-Time Head Count	Annualized Net Tax Budget Amount
Community & Human Services	Service Excellence and Accountability	14	Fulltime Firefighters Valleywood Station (5). The Fire Service requires an additional five (5) full-time fire fighters for the Valleywood Fire District. This will bring the complement at the station to fifteen (15) full-time fire fighters allowing for a third shift to be added to improve response times during the times assigned.	270,511	270,511	100%	0%		478,847
Corporate Services	Service Excellence and Accountability	11	Network Architect. New Senior Network Administrator / Network Architect position to plan the upgrade and support the Network infrastructure.	159,578	159,578	100%	0%		150,728
Engineering, Public & Transportation	Enhanced Transportation and Mobility	31	Project Manager, Active Transportation Infrastructure. This position is required to implement the new OBRY Rail to Trail conversion project and managing the necessary capital improvements to the existing Caledon Trailway. These are new initiative that requires a dedicated resource.	37,350	37,350	100%	0%		41,900
	Enhanced Transportation and Mobility	32	Project Manager, Stormwater Infrastructure. To adequately resource the increasing demand on the storm water capital program and to advance asset management, an additional Project Manager - Storm water position is being recommended for the Engineering Capital Design & Construction Division.	37,350	37,350	100%	0%		41,900
	Enhanced Transportation and Mobility	34	Transportation Engineer. An additional Transportation Engineer 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.	9,000	9,000	100%	0%		4,100
	Enhanced Transportation and Mobility	35	Transportation Engineer. An additional Transportation Engineer position to undertake EA studies, which are needed immediately to be completed in order to ensure that the road improvements and widening projects will be delivered on time in support of future growth in Caledon, as well coordination of transportation-related initiatives from other levels of government, such as the Region of Peel and MTO.	9,000	9,000	100%	0%		4,100
	Environmental Leadership	36	Senior Project Manager, Development Stormwater to support Town-led Secondary Plans, Privately Initiated Secondary Plans (OPA) by leading and coordinating Subwatershed Studies (SWS) and equivalent studies.	40,304	40,304	100%	0%		45,838
	Service Excellence and Accountability	37	Facilities Associate. Town Hall Campus has seen some significant changes and additions, with these changes preventative maintenance, staff requests and work orders have increased. To ensure the buildings and property are kept in a safe clean professional condition the additional Facilities Associate is required.	57,338	57,338	100%	0%		55,250
Finance	Service Excellence and Accountability	16	Accounting Supervisor to maintain service excellence and accountability standards in the face of growing financial transaction activities, statutory reporting demands and report preparation/review. The position will also provide the Finance Unit the ability to more readily assign strategic resources to projects that advance service delivery modernization.	113,875	113,875	100%	0%		141,650
Office of the CAO	Service Excellence and Accountability	3	World Council on City Data Certification	20,395	20,395	100%	0%		0
	Service Excellence and Accountability	8	Project Manager. To ensure a permanent full-time Project Manager is dedicated to the implementation of significant, corporate-wide technology solutions and process improvements.	39,377	39,377	100%	0%		39,377

## 2024 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	2024 Gross Budget Amount	2024 Net Tax Impact	% funded by Tax	% funded by Reserves	Full-Time Head Count	Annualized Net Tax Budget Amount
People Services	Service Excellence and Accountability	5	HRIS Associate Conversion. As the Town continues to grow this position is required to work full time to support the volume of new hires, data entry and being a key point of contact in the employee process.	33,368	33,368	100%	0%		33,368
	Service Excellence and Accountability	13	HR Associate/Recruiter	95,321	95,321	100%	0%		87,771
Planning & Development	Service Excellence and Accountability	23	Plans Examiner. This position is being requested to create one (1) new Zoning Plans Examiner role to address steady growth in the volume of work from Building Permit Applications (BPA) and zoning inquiries.	107,601	8,200	8%	92%		650
	Service Excellence and Accountability	24	Senior Policy Planner. This position is recommended as part of a team to lead/project manage comprehensive integrated secondary planning project to establish a foundation for the development of the new community and employment areas to 2051.	175,891	8,200	5%	95%		650
	Service Excellence and Accountability	25	Parks Planner is recommended to increase the level of service related to the Town's natural parks development in existing and growth areas as identified in the Strategic Growth Direction and new Official Plan.	157,688	38,098	24%	76%		30,548
	Service Excellence and Accountability	26	Development Coordinator. These positions will assist in creating workload efficiencies within the Department through the downloading of administrative functions from other senior staff (Development Planners) to these positions, in lieu of requesting additional Development Planners.	416,589	32,800	8%	92%		2,600
	Service Excellence and Accountability	28	Intermediate Planner, GIS. to support Planning in the creation, ongoing maintenance and analysis of critical planning datasets to plan for and monitor growth, including the Official Plan, Zoning By-law and secondary plan datasets. This position will also support Engineering in the creation, ongoing maintenance of critical datasets such as water and wastewater servicing infrastructure.	135,125	12,199	9%	91%		4,649
	Service Excellence and Accountability	29	Development Planner. Development 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, reducing fee refunds and possible appeals under the current legislation.	175,891	8,200	5%	95%		650
	Service Excellence and Accountability	30	Environmental Planner is being recommended to increase the level of service related to the Town's natural heritage protection and enhancement in existing and growth areas as identified in the Strategic Growth Direction and new Official Plan.	143,934	8,200	6%	94%		650
<b>Total Funded Change in Service Levels</b>				<b>2,235,486</b>	<b>1,038,664</b>			<b>26</b>	<b>1,165,226</b>

New Full-Time Headcount



25

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



1

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

**2024 Changes in Service Levels - Unfunded**

Council Work Plan Priorities	Department	Ref ID	Object	2024 Gross Budget	2024 Net Tax Funded Budget	% Funded By Tax	% Funded by Reserve	Annualized Tax Funded Budget	Full Time Headcount	Conversion / New FTE / Contract
Service Excellence and Accountability	Caledon Public Library	2024-017	Generalist Service Model	\$ 30,555.00	\$ 30,555.00	100%	0%	\$ 25,780.00	0	N/A
Service Excellence and Accountability	Caledon Public Library	2024-018	Automated Customer Engagement and Communication Solution	\$ 32,500.00	\$ 32,500.00	100%	0%	\$ 15,000.00	0	N/A
Service Excellence and Accountability	Caledon Public Library	2024-019	Interpretation and translation Services	\$ 10,500.00	\$ 10,500.00	100%	0%	\$ 7,500.00	0	N/A
Service Excellence and Accountability	Caledon Public Library	2024-020	Intern, Co-op and Summer Student Program	\$ 36,900.00	\$ 36,900.00	100%	0%	\$ 32,400.00	0	N/A
Community Vitality and Livability	Caledon Public Library	2024-021	Expanded Health Benefits for Permanent Part-Time Staff – Phase 1	\$ 30,000.00	\$ 30,000.00	100%	0%	\$ 30,000.00	0	N/A
<b>Sub-Total Caledon Public Library</b>				<b>\$ 140,455.00</b>	<b>\$ 140,455.00</b>			<b>\$ 110,680.00</b>	<b>0</b>	
Community Vitality and Livability	Engineering, Public & Transportation	2024-002	Mayfield Artificial Turf and Dome	\$ 284,975.00	\$ 244,975.00	86%	0%	\$ 403,975.00	0	N/A
Enhanced Transportation and Mobility	Engineering, Public & Transportation	2024-033	Automated Speed Enforcement Program Expansion	\$ 250,000.00	\$ 150,000.00	60%	0%	\$ 150,000.00	0	N/A
Service Excellence and Accountability	Engineering, Public & Transportation	2024-040	Roadside Mowing	\$ 55,000.00	\$ 55,000.00	100%	0%	\$ 55,000.00	0	N/A
<b>Sub-Total Engineering, Public &amp; Transportation</b>				<b>\$ 589,975.00</b>	<b>\$ 449,975.00</b>			<b>\$ 608,975.00</b>	<b>0</b>	
<b>Total Proposed Changes in Service Levels - Unfunded</b>				<b>\$ 730,430.00</b>	<b>\$ 590,430.00</b>			<b>\$ 719,655.00</b>	<b>0</b>	

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
<b>Community and Health Services</b>				
Community Vitality and Livability	Other	Recreation - Increase to Training Budget	Provide enough resources for all staff to have access to training and development opportunities for staff to manage changing expectations for service delivery, develop leadership skills to support front-line staff in facilities and build leadership succession plans for turnover and retention challenges. in addition to job related training (qualifications).  Current funds in the training line are sufficient to cover most required qualifications for facility staff, leaving no additional funds for other staff. It has been noted there is a deficiency in leadership skill training and development opportunities required for programs staff. The number of full-time staff have grown significantly in the past, the training and development budget has not grown to reflect the change.	\$ 50,000
Community Vitality and Livability		Conversion: Fitness Lead	This position has proven to be successful at CCRW in recruiting qualified and dedicated staff to support scheduling needs and customer demand.	\$ 35,000
Community Vitality and Livability	Contract	Increase to Casual Wage Line	Increase in wages to support the staff required to manage the increase in behavioural challenges post pandemic. \$25,000 for camp roles, \$10,000 for roles that directly support inclusive and behaviour needs (contracted services)	\$ 35,000
Service Excellence and Accountability	Other	Recreation - Financial Audit	external support to conduct Phase 2 of the Recreation Financial Audit, including a review of the Recreation and Parks subsidy, fee structure, fees and financial operating model.	\$ 91,014
Community Vitality and Livability	Other	Aquatic Leadership Program	The 2023 Pilot project was extremely successful in training and recruiting staff. The program model is being implemented by municipalities across the country. Continuing with no cost registration is essential to obtaining staff currently and in the future.	\$ 65,000
Service Excellence and Accountability	Other	Memorial Program Subsidy	Pending Council approval (October) the revised Memorial Program will be implemented, that provides 50% subsidy for aluminum memorial benches. Providing a more affordable option to residents (\$3500, vs previous cost recovery model of \$7000/ea.).	\$ 35,000
Service Excellence and Accountability	New headcount	Conversion: Web Specialist	convert six month contract to full-time permanent) to create and maintain new website and any additional digital management.. There is no capacity currently to take this project on. Demand is growing for the digital side of the communications team and more support is needed to achieve organizational goals and maintain informational services to residents.	\$ 92,040
Service Excellence and Accountability	New headcount	New Headcount: Administrative Coordinator	The Master fire plan identified this need in 2021. Since then we have been filling the position with contract employees. This has resulted in high turnover and constant training. We are unable to keep up with the workload and or create new more efficient processes. We are unable to meet our legislative requirements or strategic plan core actions without the support of the third administrator.	\$ 118,950
Service Excellence and Accountability	Contract	Contract: IT Administrator, Network Server	IT is supporting Fire with Process Mapping & New Applications & Hardware, this project was approved by CAO in May 2022 for 18mths. The project has not been completed and as a result we need an extension. IT is still working on finding a proper solution.	\$ 137,292
Service Excellence and Accountability	New headcount	New Headcount: Public Fire and Life	As identified in the Community Risk Assessment there is a significant gap in our response times within the Mayfield West rural service area. These are required to staff station 307 fulltime. We are not able to meet our legislated response times with the current composite set up at this station.	\$ 151,450
Service Excellence and Accountability	New headcount	New Headcount: Plans Examiner	With the growth in the town it is essential that we have a plans examiner dedicated to reviewing building permits and subdivision plans to ensure code compliance and fire safety is met.	\$ 151,450
Service Excellence and Accountability	New headcount	New Headcount: Platoon Chief	This association position is responsible for the planning, organizing, coordinating and supervision of the day-to-day operations of assigned staff ensuring a high degree of operational readiness and excellence to be delivered to the community. The Platoon Chief contributes to the development and implementation of strategic goals and objectives; models and promotes integrity, trust, respect and safety in the workplace and within the community. Work involves responding to emergency incidents as a Senior Officer.	\$ 181,450
Service Excellence and Accountability	New headcount	New Headcount: Chief Training Officer	As identified in the Fire Master plan Caledon must work towards developing NFPA recognized and standardization of training for all fulltime and volunteer staff as this had now been mandated by the Province. This position will oversee and ensure that Caledon delivers the mandated NFPA programing needed now and for future growth.	\$ 181,450



**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
<b>Corporate Services</b>				
Service Excellence and Accountability	Other	IT - Increase to Training	<p>Create a comprehensive training and development plan for IT staff that ensures they have the tools they need to do their jobs and manage retention challenges. Provide enough resources for IT staff to have access to training and development opportunities for staff to manage changing expectations for service delivery, develop leadership skills to support front-line staff in facilities and build leadership succession plans for turnover and retention challenges. in addition to job related training (qualifications).</p> <p>Oracle specialized training required to support AMANDA \$6,500, Power BI training for team \$8,000 (4 people) to start the foundations to be able to extract data ourselves from various applications and be a more data driven municipality.</p>	\$ 14,000
Service Excellence and Accountability	Other	Maintenance of software licences	<p>Ongoing budget increase of maintenance of software licenses higher than normal as software license and support renewal costs are showing an upward trend. (e.g. additional licenses purchased in 2023 Microsoft trueup for 60 users \$20K , PowerPDF, PowerApps \$10K, 5 Smartsheet licenses \$2K, 5 Adobe Acrobat \$2K, Maclean Media \$7K, UKG \$201,600)</p> <p>Based on the licenses that have been added. In order to sustain the systems that staff are counting on, the additional funding is needed. This is outside the IT budget and should count against organization maintenance versus IT budget.</p>	\$ 97,994
Service Excellence and Accountability	Contract	Contract: IT Student	<p>Corporation has shown interest in adding email accounts for all staff including casual. This would include up to 700 new users to be supported by HelpDesk. HelpDesk is already above the recommended ratio of staff to accounts and is at capacity.</p> <p>If these accounts are added, recommending a student be added to HelpDesk to assist in managing the additional tickets. A student is felt is appropriate as most of these tickets will be basic level tasks such as passwords, assistance with Microsoft etc.</p>	\$ 42,000
<b>Engineering, Public Works and Transportation</b>				
Enhanced Transportation and Mobility	Other	Town wide traffic calming initiatives and traffic operation improvements	As Caledon grows, Transportation Engineering Division receiving requests for new signage such as speed limit, community safety zone, stop, parking and new advisory signs as well, seasonal measures such as temporary speed humps.	\$ 50,000
Enhanced Transportation and Mobility	Other	Expansion of the ASE program from 2 to 4 cameras in 2024	ASE is the most advanced and efficient speed management and traffic calming measures for the communities. Caledon has 2 cameras now and has a plan to secure one camera for each ward by the end of 2025.	\$ 150,000
Enhanced Transportation and Mobility	New headcount	New Headcount: Transit Coordinator	Transportation Engineering requires a dedicated resource to manage and expand local transit in Caledon. There is a need for such an expertise and dedicated staff to expand public transit partnership, working on the new transit service requests, proactive transit planning as part of secondary plan approval, work with all level of governments for transit initiatives (including GO), as well as supervising the existing services.	\$ 141,500
Service Excellence and Accountability	New headcount	New Headcount: Off Campus Coordinator	Due significant additions at various fire stations, full time complement at 3 stations as well as significant upgrades at the yards there is now a significantly more work orders, and complex preventative maintenance required to keep our facilities safe and in good condition.	\$ 122,000
Enhanced Transportation and Mobility	Other	Changes to existing headcount	Service Delivery - Currently there is a single staff member that has been tasked with completing roadside signage and temporary road safety device maintenance/repair/replacement. With the number of new advisory, warning, regulatory signs installed there is a need to increase this staff complement in the coming years, first by converting a Roads Operator 1 position to a permanent Traffic Technician position.	\$ 15,000
Enhanced Transportation and Mobility	Contract	Contract: Parks Maintenance TFT and Student	<p>Addition of 1 CUPE TFT, 1 Student, Rental truck, Small Engines..</p> <p>Approximately 500-1000 users per day on the Caledon trail. Currently there is not a service level for the Caledon trail and any maintenance request for the trail is reactive. Trail safety for users, litter, trimming of grass and trees will be improved.</p>	\$ 60,000
Enhanced Transportation and Mobility	Other	Trackless unit for winter maintenance	<p>Addition of one (1) sidewalk maintenance machine with various attachments.</p> <p>Service Delivery/Growth - With expected growth, previous Town acquisition of new developments, it is anticipated that expected maintenance activities will be required to address site conditions and improve the walking network. DC Fleet</p>	\$ 40,000
Enhanced Transportation and Mobility	Conversion	Conversion: Roads/Parks Operator	Convert 4 Roads and 4 Parks TFT positions into 4 FT positions. Seasonal hiring is difficult to find and retain qualified staff.	\$ 70,000

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
Environmental Leadership	Contract	Contract: Parks TFTs x 2, Students x 2, + rental trucks x2	In 2021 Invasive Species report to Council included \$100,000 in Contracted Services one time only funding for Spongy moth spraying in 2022. In 2023 there was no funding for maintenance in the Invasive Species program. For any Invasive Species management to occur an in house maintenance crew plus Tree/Invasive inventory seasonal crew is requested.	\$ 110,000
Service Excellence and Accountability	Conversion	Conversion: Operations Coordinator	Growth - Assumption of new subdivision development and increased road permit requests	\$ 20,000
Service Excellence and Accountability	New headcount	New Headcount: Fleet Coordinator	Service Delivery/Growth - With expected growth, previous Town acquisition of new developments, it is anticipated that expected maintenance activities will be required to address site conditions and improve the walking network.	\$ 100,000
Service Excellence and Accountability	New headcount	New Headcount: Fleet Services Assistant	Service Delivery/Growth - With expected growth, previous Town acquisition of new developments, it is anticipated that expected maintenance activities will be required to address site conditions and improve the walking network. DC Fleet	\$ 70,000
Service Excellence and Accountability	Other	Increase Parks Contracted Services GL	Increase in recourses required for increase service for urban boulevards. Bolton - Industrial, Colombia Way, Bolton Heights, Centennial Drive, Wilton Road, Station Road, Queensgate, True Blue, Southfields - Kennedy Road, Abbotside Way, Caledon Village - Highway 10	\$ 55,000
Service Excellence and Accountability	Conversion	Conversion: Parks Operator x2	Convert 4 TFT positions to 2 FTE. Staff Retention Strategy. Seasonal hiring is getting difficult to find and retain qualified candidates.	\$ 35,000
Service Excellence and Accountability	Other	Increase Parks Contracted Services GL	Prioritizing washrooms with contractors will improve service. Also, deployment of existing staff on washrooms to other areas will assist with increase demand on other Parks Maintenance services such as special events, garbage/litter, mowing, sportsfields, Urban revitalization, ball diamond grooming, shrub beds, and tree calls.	\$ 60,000
Service Excellence and Accountability	Contract	Contract: TFT Parks x2	A rotating shift of days, afternoon, and weekends for increased service levels for garbage and special events. This shift will also provide a resource for Parks after hours emergencies.	\$ 70,000
Service Excellence and Accountability	Other	Increase Stormwater Maintenance Contracted Services GL	Service Delivery - The state of Town stormwater infrastructure requires more immediate improvements. New developments are utilizing existing stormwater infrastructure for surface drainage, and renovations and redevelopment of sites may have adverse effects on the condition of adjacent drainage systems. To improve the efficiency of these systems, more robust and vast maintenance activities are required.	\$ 40,000
Service Excellence and Accountability	Other	Inspection and Maintenance Program (Subdivision Entry)	Entry features of various capacities are constructed by developers to attract potential buyers to the lands. These features, when constructed on the municipal road allowance, then become Town ownership and responsibility to inspect and maintain fall to staff. There is currently no inspection or maintenance program.  Include a separate operating budget line item ask with the understanding the work would be contracted out.	\$ 50,000
Service Excellence and Accountability	Contract	Contract : Students x 4	Request included cost of light duty pickup trucks x2 (rental) for the summer season (4 months). Growth - new road and roadside assets are added to the Town and require annual routine maintenance to be performed. Some duties are seasonal, such as grass and branch trimming, sign post leaning, and plow blade sanding and painting; this work can be effectively carried out by students.	\$ 80,000
Service Excellence and Accountability	Contract	Contract: Summer Road Labourer TFT	Service Delivery - In order to support our existing full-time CUPE work force, a request for an additional Labourer 2 position is recommended. Labourer 2 positions are able to assist with various tasks such as acting as flagpersons, debris cleanup, hot mix asphalt patching, and washout repairs.	\$ 30,000
Service Excellence and Accountability	New headcount	New Headcount: Parks Maintenance	Addition of 1 full time Salary position and rental truck  Parks maintenance contractors as well as summer staffing levels of 15 full time, 15, temporary full time, 21 students has increased demand on the 2 Parks Supervisors.	\$ 115,000
Service Excellence and Accountability	Other	AI inspection provider and asset inventory collector	The Town's current inventories are in need of updates; the sign inventory within the Town has been outdated for many years, and additional signage is added annually that is not appropriately tracked. The use of an AI inspection provider can assist with gathering the data required to better understand our network. Request is to retain the services and purchase appropriate products to support.	\$ 100,000

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
<b>Finance</b>				
Service Excellence and Accountability	New headcount	New Headcount: Buyer	<p>Buyer to support 22% Increase in procurement requests from departments and more complex procurments and contracts and work on Town wide vendor of record program.</p> <p>Staff to support growth purchases including assets, consultants and new construction. Additional buyer to support department requests and build a vendor of record contract program for most commonly used goods and services by departments</p>	\$ 86,000
<b>Library</b>				
Respond to Community Needs	Other	Changes to exisiting headcount	A team of "generalists" will be created through the promotion of eleven (11) Public Service Assistants (PSA) to the role of Public Service Coordinator (PSC). Leveraging the organizational knowledge and customer service experience of these existing part-time employees, their roles will be expanded to include program delivery and enhanced front-line service responsibilities. A one-time increase to the Library's training budget will fund directed skills development for impacted staff.	\$ 30,600
Demonstrate our Value	Other	Automated Customer Communication Platform	Improved engagement with residents and businesses through the implementation of an automated customer communication platform. This solution will fully integrate with the Library's existing Integrated Library Software (ILS) system and replace a number of less effective and labour intensive products that are currently used in managing customer communications. This investment will also support the customization of library messaging based on residents' needs, interests, and locations and update marketing materials to feature the Library's new branding – allowing CPL to effectively target messages and raise awareness of relevant library services.	\$ 32,500
Celebrate Culture and Inclusion	Other	Interpretation and Translation Services	Leverage the virtual interpreter services currently used by the Town, facilitating effective and respectful communications between staff and library customers. This proposal also supports the need to accurately translate key library communication and promotional documents into languages commonly spoken in Caledon. This initiative complements the Library's growing collection of books in languages other than English.	\$ 10,500
Grow and Innovate	Contract	Co-op and Summer Student Program	Implementation of an ongoing student placement and employment program within the Library, leveraging the availability of enthusiastic and skilled students on a temporary contract basis to enhance library services, engage the community, and provide valuable learning opportunities for the students. This initiative will not only benefit library customers and contribute to the personal and professional development of the participating students but also efficiently supplement existing staffing levels across various library departments. Additionally, the recruitment of temporary students will strengthen the Library's efforts to complete projects prioritized within the strategic plan.	\$ 36,900
Grow and Innovate	Other	Changes to exisiting headcount	It is the Board's recommendation that the current limited health benefits available to these valuable members of the Library team be enhanced through phased and incremental improvements to the benefits program. This will result in an increase to the current Health Care Spending Account (HCSA) and/or the introduction of dental and/or vision coverage. Further investments in future years will be required to fully fund a benefits program comparable to that currently provided to full-time staff. Subsequent phases in 2025 and 2025 are noted below.	\$ 30,000
<b>Planning</b>				
Community Vitality and Livability	Contract	Contract: Heritage Planner - 18 months (Pay Band L)	Due to Bill 23 changes, the Town is preparing a Heritage Prioritization Strategy to identify the most significant cultural heritage resources that should be considered for designation before they must be removed from the municipal heritage register on January 1, 2025. Position will research and prepare designation reports for the most significant heritage resources identified by the Strategy, under the direction of Heritage Planning staff	\$ 66,335
Service Excellence and Accountability	New headcount	New Headcount: Planning Technician (Pay Band F)	The Town currently has 3 Planning Technicians which are primarily responsible for Planning's front line customer service, issuing of compliance letters and development application receipt, fee payment, file setup and circulation. On average, the Planning Technicians respond to more than 200 inquiries per month and 200 compliance letters per year. They are involved in receiving development applications and fees, setting up the file and circulating applications. At this time, Development has approximately 240 active development applications. These Planning Technicians are involved in all 240 applications. The Bill 109 timeline requirements for fee refunds which will be in effect July 1, 2023 will put pressure on application receipt, processing and set up in an expedient timeframe in order to not cause delay. With their current workload, another Planning Technician is required.	\$ -

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
Service Excellence and Accountability	New headcount	New Headcount: AMANDA Business Analyst (Pay Band H)	<p>All folders (27) related to Planning in AMANDA require significant updating and automation. As folders are updated, with the changes to legislation and process improvements, ongoing changes are required to maintain the program to be of assistance and use to staff. The position will assist with: user names, assignments, roles, etc. as staffing changes; developing reports and metrics to support the Department; support for people and property records for the Corporation (assisting in portal development).</p> <p>A similar position currently exists in Information Technology, however that positions supports the Corporation. In other municipalities, there are dedicated AMANDA resources for the primary AMANDA clients. Currently staff are relying on external consultants to complete the work, adding to costs and administrative weight on the Town. Changes can not be made as quickly as they are sometimes required.</p>	\$ 43,300
Service Excellence and Accountability	New headcount	New Headcount: Data Analyst, Planning (Pay Band L)	The Town is required to monitor and report on various statistics related to development. Properly implementing monitoring, data analysis and reporting for planning matters will assist the Town is documenting the delivery of the housing pledge, managing additional residential units, reporting on affordable and attainable housing, etc. The data analyst will support new initiatives such as modelling and data analysis to inform planners on densities, the staging and sequencing of development and hard and soft infrastructure needs and costs. The position will be responsible for preparing the reports and fulfilling the requirements of the newly released Monitoring Regulation as manual reporting will be required until such time that that AMANDA is updated. Manual reporting will require significant staff time as outlined in the report.	\$ 53,843
Service Excellence and Accountability	New headcount	New Headcount: Community Planner, Strategic Planning (Pay Band L)	This position will support: the Strategic Lead, Planning on responding to changing legislation and on planning analysis on policy, economic and market issues affecting the development potential of the Town; planning regime changes through the dissolution of the Region of Peel and beyond; the Town's planning partnership and advocacy efforts with the building industry, non-profit housing providers and other levels of government; and, be responsible for support to the Strategic Lead on creative initiatives such as applications to federal and provincial planning and housing program funds as growth revenues will be restricted as a result of recent provincial Bills.	\$ 107,686
Community Vitality and Livability	New headcount	New Headcount: Economic Development Officer	<p>Humber River Centre Programming Resource.</p> <p>Operational resources are required to support programming and service delivery at HRC. A full-time Economic Developer is requested to operate out of the facility and lead programming and events with business support ecosystem partners (including post-secondary), maintain coworking membership services, and promote the growth of Caledon's knowledge-based economy.</p>	\$ 120,000
Community Vitality and Livability	Other	Humber River Centre Operational Programming	Operational budget is required to support the delivery of programming, events, and services at the Humber River Centre, to be delivered by the EDO in partnership with strategic partners. Budget will cover the cost of guest speakers, event refreshments, marketing, signage, and associated program costs. Direct programming may be delivered by the Town of a third party provider.	\$ 50,000
Community Vitality and Livability	New headcount	New Headcount: Senior Planner, Development (Pay Band N)	In September 2023, a Senior Planner, Development resigned from the Development Team. This headcount was transferred to the Strategic Policy Planning team to obtain a Senior Planner, Policy to initiate Secondary Plans. The headcount is being temporarily filled through contracted services. This headcount is being sought to replace the one which was transferred. The Development team has approximately 87 (and growing) senior planner development applications which is too much for one senior planner.	\$ -
Community Vitality and Livability	Other	Contracted Services to manage development applications	<p>Caledon is undergoing significant development and will continue to do so, given the forecasted growth to 2051 in the approved Region of Peel Official Plan. Pressure for approval of development applications has only increased due to Bill 23, and the Housing Pledge, which the Province has put in place to accelerate the construction of housing over the next 10 years. Staff continue to note increases in development activity and applications increasing in scale and complexity.</p> <p>Through the delegated authority provided by Staff Reports 2020-0329 and 2021-0443, Development staff retained three consulting firms to act as 'external planners' processing various development applications. In terms of development, these consultants are used to provide assistance in processing of development applications due to capacity limitations within staff. The funds are also being used to provide Strategic Policy staff with external consulting assistance to progress certain aspects of the Official Plan Review, particularly related to agricultural and natural environment policies.</p> <p>The Contracted Services has been instrumental in delivering larger scale or complex development approvals within the Town, and in relieving some of the "backlog" which existed prior to 2020. Staff has seen a regular use of these services since 2020 and it is anticipated that this will continue as we grow.</p>	\$ 500,000

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
<b>Community and Health Services</b>				
Community Vitality and Livability	Other	Recreation - Increase to Training Budget	<p>Provide enough resources for all staff to have access to training and development opportunities for staff to manage changing expectations for service delivery, develop leadership skills to support front-line staff in facilities and build leadership succession plans for turnover and retention challenges. in addition to job related training (qualifications).</p> <p>Current funds in the training line are sufficient to cover most required qualifications for facility staff, leaving no additional funds for other staff. It has been noted there is a deficiency in leadership skill training and development opportunities required for programs staff. The number of full-time staff have grown significantly in the past, the training and development budget has not grown to reflect the change.</p>	\$ 50,000
Community Vitality and Livability		Conversion: Fitness Lead	This position has proven to be successful at CCRW in recruiting qualified and dedicated staff to support scheduling needs and customer demand.	\$ 35,000
Community Vitality and Livability	Contract	Increase to Casual Wage Line	Increase in wages to support the staff required to manage the increase in behavioural challenges post pandemic. \$25,000 for camp roles, \$10,000 for roles that directly support inclusive and behaviour needs (contracted services)	\$ 35,000
Service Excellence and Accountability	Other	Recreation - Financial Audit	external support to conduct Phase 2 of the Recreation Financial Audit, including a review of the Recreation and Parks subsidy, fee structure, fees and financial operating model.	\$ 91,014
Community Vitality and Livability	Other	Aquatic Leadership Program	The 2023 Pilot project was extremely successful in training and recruiting staff. The program model is being implemented by municipalities across the country. Continuing with no cost registration is essential to obtaining staff currently and in the future.	\$ 65,000
Service Excellence and Accountability	Other	Memorial Program Subsidy	Pending Council approval (October) the revised Memorial Program will be implemented, that provides 50% subsidy for aluminum memorial benches. Providing a more affordable option to residents (\$3500, vs previous cost recovery model of \$7000/ea.).	\$ 35,000
Service Excellence and Accountability	New headcount	Conversion: Web Specialist	convert six month contract to full-time permanent) to create and maintain new website and any additional digital management.. There is no capacity currently to take this project on. Demand is growing for the digital side of the communications team and more support is needed to achieve organizational goals and maintain informational services to residents.	\$ 92,040
Service Excellence and Accountability	New headcount	New Headcount: Administrative Coordinator	The Master fire plan identified this need in 2021. Since then we have been filling the position with contract employees. This has resulted in high turnover and constant training. We are unable to keep up with the workload and or create new more efficient processes. We are unable to meet our legislative requirements or strategic plan core actions without the support of the third administrator.	\$ 118,950
Service Excellence and Accountability	Contract	Contract: IT Administrator, Network Server	IT is supporting Fire with Process Mapping & New Applications & Hardware, this project was approved by CAO in May 2022 for 18mths. The project has not been completed and as a result we need an extension. IT is still working on finding a proper solution.	\$ 137,292
Service Excellence and Accountability	New headcount	New Headcount: Public Fire and L	As identified in the Community Risk Assessment there is a significant gap in our response times within the Mayfield West rural service area. These are required to staff station 307 fulltime. We are not able to meet our legislated response times with the current composite set up at this station.	\$ 151,450
Service Excellence and Accountability	New headcount	New Headcount: Plans Examiner	With the growth in the town it is essential that we have a plans examiner dedicated to reviewing building permits and subdivision plans to ensure code compliance and fire safety is met.	\$ 151,450
Service Excellence and Accountability	New headcount	New Headcount: Platoon Chief	This association position is responsible for the planning, organizing, coordinating and supervision of the day-to-day operations of assigned staff ensuring a high degree of operational readiness and excellence to be delivered to the community. The Platoon Chief contributes to the development and implementation of strategic goals and objectives; models and promotes integrity, trust, respect and safety in the workplace and within the community. Work involves responding to emergency incidents as a Senior Officer .	\$ 181,450
Service Excellence and Accountability	New headcount	New Headcount: Chief Training Of	As identified in the Fire Master plan Caledon must work towards developing NFPA recognized and standardization of training for all fulltime and volunteer staff as this had now been mandated by the Province. This position will oversee and ensure that Caledon delivers the mandated NFPA programing needed now and for future growth.	\$ 181,450

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
<b>Corporate Services</b>				
Service Excellence and Accountability	Other	IT - Increase to Training	<p>Create a comprehensive training and development plan for IT staff that ensures they have the tools they need to do their jobs and manage retention challenges. Provide enough resources for IT staff to have access to training and development opportunities for staff to manage changing expectations for service delivery, develop leadership skills to support front-line staff in facilities and build leadership succession plans for turnover and retention challenges. in addition to job related training (qualifications).</p> <p>Oracle specialized training required to support AMANDA \$6,500, Power BI training for team \$8,000 (4 people) to start the foundations to be able to extract data ourselves from various applications and be a more data driven municipality.</p>	\$ 14,000
Service Excellence and Accountability	Other	Maintenance of software licences	<p>Ongoing budget increase of maintenance of software licenses higher than normal as software license and support renewal costs are showing an upward trend. (e.g. additional licenses purchased in 2023 Microsoft trueup for 60 users \$20K , PowerPDF, PowerApps \$10K, 5 Smartsheet licenses \$2K, 5 Adobe Acrobat \$2K, Maclean Media \$7K, UKG \$201,600)</p> <p>Based on the licenses that have been added. In order to sustain the systems that staff are counting on, the additional funding is needed. This is outside the IT budget and should count against organization maintenance versus IT budget.</p>	\$ 97,994
Service Excellence and Accountability	Contract	Contract: IT Student	<p>Corporation has shown interest in adding email accounts for all staff including casual. This would include up to 700 new users to be supported by HelpDesk. HelpDesk is already above the recommended ratio of staff to accounts and is at capacity.</p> <p>If these accounts are added, recommending a student be added to HelpDesk to assist in managing the additional tickets. A student is felt is appropriate as most of these tickets will be basic level tasks such as passwords, assistance with Microsoft etc.</p>	\$ 42,000
<b>Engineering, Public Works and Transportation</b>				
Enhanced Transportation and Mobility	Other	Town wide traffic calming initiatives and traffic operation improvements	As Caledon grows, Transportation Engineering Division receiving requests for new signage such as speed limit, community safety zone, stop, parking and new advisory signs as well, seasonal measures such as temporary speed humps.	\$ 50,000
Enhanced Transportation and Mobility	Other	Expansion of the ASE program from 2 to 4 cameras in 2024	ASE is the most advanced and efficient speed management and traffic calming measures for the communities. Caledon has 2 cameras now and has a plan to secure one camera for each ward by the end of 2025.	\$ 150,000
Enhanced Transportation and Mobility	New headcount	New Headcount: Transit Coordinator	Transportation Engineering requires a dedicated resource to manage and expand local transit in Caledon. There is a need for such an expertise and dedicated staff to expand public transit partnership, working on the new transit service requests, proactive transit planning as part of secondary plan approval, work with all level of governments for transit initiatives (including GO), as well as supervising the existing services.	\$ 141,500
Service Excellence and Accountability	New headcount	New Headcount: Off Campus Coordinator	Due significant additions at various fire stations, full time complement at 3 stations as well as significant upgrades at the yards there is now a significantly more work orders, and complex preventative maintenance required to keep our facilities safe and in good condition.	\$ 122,000
Enhanced Transportation and Mobility	Other	Changes to existing headcount	Service Delivery - Currently there is a single staff member that has been tasked with completing roadside signage and temporary road safety device maintenance/repair/replacement. With the number of new advisory, warning, regulatory signs installed there is a need to increase this staff complement in the coming years, first by converting a Roads Operator 1 position to a permanent Traffic Technician position.	\$ 15,000
Enhanced Transportation and Mobility	Contract	Contract: Parks Maintenance TFT and Student	<p>Addition of 1 CUPE TFT, 1 Student, Rental truck, Small Engines..</p> <p>Approximately 500-1000 users per day on the Caledon trail. Currently there is not a service level for the Caledon trail and any maintenance request for the trail is reactive. Trail safety for users, litter, trimming of grass and trees will be improved.</p>	\$ 60,000
Enhanced Transportation and Mobility	Other	Trackless unit for winter maintenance	<p>Addition of one (1) sidewalk maintenance machine with various attachments.</p> <p>Service Delivery/Growth - With expected growth, previous Town acquisition of new developments, it is anticipated that expected maintenance activities will be required to address site conditions and improve the walking network. DC Fleet</p>	\$ 40,000
Enhanced Transportation and Mobility	Conversion	Conversion: Roads/Parks Operator	Convert 4 Roads and 4 Parks TFT positions into 4 FT positions. Seasonal hiring is difficult to find and retain qualified staff.	\$ 70,000

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
Environmental Leadership	Contract	Contract: Parks TFTs x 2, Students x 2, + rental trucks x2	In 2021 Invasive Species report to Council included \$100,000 in Contracted Services one time only funding for Spongy moth spraying in 2022. In 2023 there was no funding for maintenance in the Invasive Species program. For any Invasive Species management to occur an in house maintenance crew plus Tree/Invasive inventory seasonal crew is requested.	\$ 110,000
Service Excellence and Accountability	Conversion	Conversion: Operations Coordinator	Growth - Assumption of new subdivision development and increased road permit requests	\$ 20,000
Service Excellence and Accountability	New headcount	New Headcount: Fleet Coordinator	Service Delivery/Growth - With expected growth, previous Town acquisition of new developments, it is anticipated that expected maintenance activities will be required to address site conditions and improve the walking network.	\$ 100,000
Service Excellence and Accountability	New headcount	New Headcount: Fleet Services Assistant	Service Delivery/Growth - With expected growth, previous Town acquisition of new developments, it is anticipated that expected maintenance activities will be required to address site conditions and improve the walking network. DC Fleet	\$ 70,000
Service Excellence and Accountability	Other	Increase Parks Contracted Services GL	Increase in recourses required for increase service for urban boulevards. Bolton - Industrial, Colombia Way, Bolton Heights, Centennial Drive, Wilton Road, Station Road, Queensgate, True Blue, Southfields - Kennedy Road, Abbotside Way, Caledon Village - Highway 10	\$ 55,000
Service Excellence and Accountability	Conversion	Conversion: Parks Operator x2	Convert 4 TFT positions to 2 FTE. Staff Retention Strategy. Seasonal hiring is getting difficult to find and retain qualified candidates.	\$ 35,000
Service Excellence and Accountability	Other	Increase Parks Contracted Services GL	Prioritizing washrooms with contractors will improve service. Also, deployment of existing staff on washrooms to other areas will assist with increase demand on other Parks Maintenance services such as special events, garbage/litter, mowing, sportsfields, Urban revitalization, ball diamond grooming, shrub beds, and tree calls.	\$ 60,000
Service Excellence and Accountability	Contract	Contract: TFT Parks x2	A rotating shift of days, afternoon, and weekends for increased service levels for garbage and special events. This shift will also provide a resource for Parks after hours emergencies.	\$ 70,000
Service Excellence and Accountability	Other	Increase Stormwater Maintenance Contracted Services GL	Service Delivery - The state of Town stormwater infrastructure requires more immediate improvements. New developments are utilizing existing stormwater infrastructure for surface drainage, and renovations and redevelopment of sites may have adverse effects on the condition of adjacent drainage systems. To improve the efficiency of these systems, more robust and vast maintenance activities are required.	\$ 40,000
Service Excellence and Accountability	Other	Inspection and Maintenance Program (Subdivision Entry)	Entry features of various capacities are constructed be developers to attract potential buyers to the lands. These features, when constructed on the municipal road allowance, then become Town ownership and responsibility to inspect and maintain fall to staff. There is currently no inspection or maintenance program.  Include a separate operating budget line item ask with the understanding the work would be contracted out.	\$ 50,000
Service Excellence and Accountability	Contract	Contract : Students x 4	Request included cost of light duty pickup trucks x2 (rental) for the summer season (4 months). Growth - new road and roadside assets are added to the Town and require annual routine maintenance to be performed. Some duties are seasonal, such as grass and branch trimming, sign post leaning, and plow blade sanding and painting; this work can be effectively carried out by students.	\$ 80,000
Service Excellence and Accountability	Contract	Contract: Summer Road Labourer TFT	Service Delivery - In order to support our existing full-time CUPE work force, a request for an additional Labourer 2 position is recommended. Labourer 2 positions are able to assist with various tasks such as acting as flagpersons, debris cleanup, hot mix asphalt patching, and washout repairs.	\$ 30,000
Service Excellence and Accountability	New headcount	New Headcount: Parks Maintenance	Addition of 1 full time Salary position and rental truck  Parks maintenance contractors as well as summer staffing levels of 15 full time, 15, temporary full time, 21 students has increased demand on the 2 Parks Supervisors.	\$ 115,000
Service Excellence and Accountability	Other	AI inspection provider and asset inventory collector	The Town's current inventories are in need of updates; the sign inventory within the Town has been outdated for many years, and additional signage is added annually that is not appropriately tracked. The use of an AI inspection provider can assist with gathering the data required to better understand our network. Request is to retain the services and purchase appropriate products to support.	\$ 100,000



**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
<b>Finance</b>				
Service Excellence and Accountability	New headcount	New Headcount: Buyer	<p>Buyer to support 22% Increase in procurement requests from departments and more complex procurments and contracts and work on Town wide vendor of record program.</p> <p>Staff to support growth purchases including assets, consultants and new construction. Additional buyer to support department requests and build a vendor of record contract program for most commonly used goods and services by departments</p>	\$ 86,000
<b>Library</b>				
Respond to Community Needs	Other	Changes to exisiting headcount	A team of "generalists" will be created through the promotion of eleven (11) Public Service Assistants (PSA) to the role of Public Service Coordinator (PSC). Leveraging the organizational knowledge and customer service experience of these existing part-time employees, their roles will be expanded to include program delivery and enhanced front-line service responsibilities. A one-time increase to the Library's training budget will fund directed skills development for impacted staff.	\$ 30,600
Demonstrate our Value	Other	Automated Customer Communication Platform	Improved engagement with residents and businesses through the implementation of an automated customer communication platform. This solution will fully integrate with the Library's existing Integrated Library Software (ILS) system and replace a number of less effective and labour intensive products that are currently used in managing customer communications. This investment will also support the customization of library messaging based on residents' needs, interests, and locations and update marketing materials to feature the Library's new branding – allowing CPL to effectively target messages and raise awareness of relevant library services.	\$ 32,500
Celebrate Culture and Inclusion	Other	Interpretation and Translation Services	Leverage the virtual interpreter services currently used by the Town, facilitating effective and respectful communications between staff and library customers. This proposal also supports the need to accurately translate key library communication and promotional documents into languages commonly spoken in Caledon. This initiative complements the Library's growing collection of books in languages other than English.	\$ 10,500
Grow and Innovate	Contract	Co-op and Summer Student Program	Implementation of an ongoing student placement and employment program within the Library, leveraging the availability of enthusiastic and skilled students on a temporary contract basis to enhance library services, engage the community, and provide valuable learning opportunities for the students. This initiative will not only benefit library customers and contribute to the personal and professional development of the participating students but also efficiently supplement existing staffing levels across various library departments. Additionally, the recruitment of temporary students will strengthen the Library's efforts to complete projects prioritized within the strategic plan.	\$ 36,900
Grow and Innovate	Other	Changes to exisiting headcount	It is the Board's recommendation that the current limited health benefits available to these valuable members of the Library team be enhanced through phased and incremental improvements to the benefits program. This will result in an increase to the current Health Care Spending Account (HCSA) and/or the introduction of dental and/or vision coverage. Further investments in future years will be required to fully fund a benefits program comparable to that currently provided to full-time staff. Subsequent phases in 2025 and 2025 are noted below.	\$ 30,000
<b>Planning</b>				
Community Vitality and Livability	Contract	Contract: Heritage Planner - 18 months (Pay Band L)	Due to Bill 23 changes, the Town is preparing a Heritage Prioritization Strategy to identify the most significant cultural heritage resources that should be considered for designation before they must be removed from the municipal heritage register on January 1, 2025. Position will research and prepare designation reports for the most significant heritage resources identified by the Strategy, under the direction of Heritage Planning staff	\$ 66,335
Service Excellence and Accountability	New headcount	New Headcount: Planning Technician (Pay Band F)	The Town currently has 3 Planning Technicians which are primarily responsible for Planning's front line customer service, issuing of compliance letters and development application receipt, fee payment, file setup and circulation. On average, the Planning Technicians respond to more than 200 inquiries per month and 200 compliance letters per year. They are involved in receiving development applications and fees, setting up the file and circulating applications. At this time, Development has approximately 240 active development applications. These Planning Technicians are involved in all 240 applications. The Bill 109 timeline requirements for fee refunds which will be in effect July 1, 2023 will put pressure on application receipt, processing and set up in an expedient timeframe in order to not cause delay. With their current workload, another Planning Technician is required.	\$ -

**2024 Change in Service Levels - Removed Unfunded**

Priority	Type of Request	Scope of Request	Rationale	Net Tax Funded Budget
Service Excellence and Accountability	New headcount	New Headcount: AMANDA Business Analyst (Pay Band H)	<p>All folders (27) related to Planning in AMANDA require significant updating and automation. As folders are updated, with the changes to legislation and process improvements, ongoing changes are required to maintain the program to be of assistance and use to staff. The position will assist with: user names, assignments, roles, etc. as staffing changes; developing reports and metrics to support the Department; support for people and property records for the Corporation (assisting in portal development).</p> <p>A similar position currently exists in Information Technology, however that positions supports the Corporation. In other municipalities, there are dedicated AMANDA resources for the primary AMANDA clients. Currently staff are relying on external consultants to complete the work, adding to costs and administrative weight on the Town. Changes can not be made as quickly as they are sometimes required.</p>	\$ 43,300
Service Excellence and Accountability	New headcount	New Headcount: Data Analyst, Planning (Pay Band L)	<p>The Town is required to monitor and report on various statistics related to development. Properly implementing monitoring, data analysis and reporting for planning matters will assist the Town in documenting the delivery of the housing pledge, managing additional residential units, reporting on affordable and attainable housing, etc. The data analyst will support new initiatives such as modelling and data analysis to inform planners on densities, the staging and sequencing of development and hard and soft infrastructure needs and costs. The position will be responsible for preparing the reports and fulfilling the requirements of the newly released Monitoring Regulation as manual reporting will be required until such time that that AMANDA is updated. Manual reporting will require significant staff time as outlined in the report.</p>	\$ 53,843
Service Excellence and Accountability	New headcount	New Headcount: Community Planner, Strategic Planning (Pay Band L)	<p>This position will support: the Strategic Lead, Planning on responding to changing legislation and on planning analysis on policy, economic and market issues affecting the development potential of the Town; planning regime changes through the dissolution of the Region of Peel and beyond; the Town's planning partnership and advocacy efforts with the building industry, non-profit housing providers and other levels of government; and, be responsible for support to the Strategic Lead on creative initiatives such as applications to federal and provincial planning and housing program funds as growth revenues will be restricted as a result of recent provincial Bills.</p>	\$ 107,686
Community Vitality and Livability	New headcount	New Headcount: Economic Development Officer	<p>Humber River Centre Programming Resource.</p> <p>Operational resources are required to support programming and service delivery at HRC. A full-time Economic Developer is requested to operate out of the facility and lead programming and events with business support ecosystem partners (including post-secondary), maintain coworking membership services, and promote the growth of Caledon's knowledge-based economy.</p>	\$ 120,000
Community Vitality and Livability	Other	Humber River Centre Operational Programming	<p>Operational budget is required to support the delivery of programming, events, and services at the Humber River Centre, to be delivered by the EDO in partnership with strategic partners. Budget will cover the cost of guest speakers, event refreshments, marketing, signage, and associated program costs. Direct programming may be delivered by the Town or a third party provider.</p>	\$ 50,000
Community Vitality and Livability	New headcount	New Headcount: Senior Planner, Development (Pay Band N)	<p>In September 2023, a Senior Planner, Development resigned from the Development Team. This headcount was transferred to the Strategic Policy Planning team to obtain a Senior Planner, Policy to initiate Secondary Plans. The headcount is being temporarily filled through contracted services. This headcount is being sought to replace the one which was transferred. The Development team has approximately 87 (and growing) senior planner development applications which is too much for one senior planner.</p>	\$ -
Community Vitality and Livability	Other	Contracted Services to manage development applications	<p>Caledon is undergoing significant development and will continue to do so, given the forecasted growth to 2051 in the approved Region of Peel Official Plan. Pressure for approval of development applications has only increased due to Bill 23, and the Housing Pledge, which the Province has put in place to accelerate the construction of housing over the next 10 years. Staff continue to note increases in development activity and applications increasing in scale and complexity.</p> <p>Through the delegated authority provided by Staff Reports 2020-0329 and 2021-0443, Development staff retained three consulting firms to act as 'external planners' processing various development applications. In terms of development, these consultants are used to provide assistance in processing of development applications due to capacity limitations within staff. The funds are also being used to provide Strategic Policy staff with external consulting assistance to progress certain aspects of the Official Plan Review, particularly related to agricultural and natural environment policies.</p> <p>The Contracted Services has been instrumental in delivering larger scale or complex development approvals within the Town, and in relieving some of the "backlog" which existed prior to 2020. Staff has seen a regular use of these services since 2020 and it is anticipated that this will continue as we grow.</p>	\$ 500,000



# Caledon Public Library



## Departmental Business Plans

### Library

#### Roles & Structure

Under the governance of the Library Board, the Caledon Public Library 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, participate in a program, or find quiet space
- The Library's collections, along with support of expert staff, provide opportunities for leisure, information and education; and
- The Library's technologies bridge the digital divide, allowing for equitable access and endless opportunity for lifelong learning

The Library's key actions for 2024 are directly linked to the Board approved priorities identified in the Library's Strategic Plan, and in direct complement to the Town's work on ensuring Community Vitality and Livability.

To learn more about the Library's Strategic Plan visit [caledon.library.on.ca](https://caledon.library.on.ca).

#### Key Activities

Key Action	Expected Timeframe		
	2024	2025*	2026*
<b>Respond to Community Needs</b>			
Implement a "generalist" customer service model in accordance with Library's Comprehensive Growth Plan	X		
<b>Celebrate Culture and Inclusion</b>			
Ensure that Library spaces and services are welcoming and accessible by facilitating effective and respectful communications between staff and library customers in languages other than English.	X		
Implement enhanced services for Autistic/Neuro-divergent customers (Magnus Cards, sensory friendly hours etc.) to ensure library spaces and services are welcoming and accessible for all customers			X
<b>Demonstrate our Value</b>			
Raise awareness of the Library's inherent value to the community and relevance to residents' lives. Market strategically, identifying the balance of digital and traditional marketing ensuring quality over quantity and reimagining the Library's brand and logo.	X		
<b>Grow and Innovate</b>			
Improve retention and recruitment of permanent part time staff to maintain and expand service levels to support community growth	X	X	X
Expansion and enhancement of programming and community outreach services with a focus on the Library's new creativity/makerspaces.		X	
Implement an ongoing Intern/Co-op/Summer Student Program to engage the community, help support increased service levels, to manage community demands and provide valuable employment	X		

## Departmental Business Plans

learning opportunities more effectively for youth and community at large.			
Expansion and enhancement of collections and access services to support community growth, effective collection management and customer accessibility		X	
Invest in the growth and enhancement of digital resources and virtual branch customer experiences			X

\* The Caledon Public Library will be updating its strategic plan in 2024. Future activity is subject to Board approval.

### Measures of Success

Measure	Target
Proportion of population that is an active library member	Increase
Reported customer satisfaction in all aspects of library service	Increase
Employee engagement index (EEI); percentage of Library employees who express that they are extremely or very satisfied with their current job	Maintain
Square footage of library space per capita	Increase
Digital and electronic resource usage	Increase
Program and event participation	Increase
Percentage of available collections that reflects diverse ethnicities, cultures and lived experiences	Increase

TOWN OF CALEDON

2024 OPERATING BUDGET TEMPLATE - CALEDON PUBLIC LIBRARY

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$105,760)		(\$105,760)								\$8,910	(\$96,850)
Expenses	\$5,605,452		\$5,605,452	\$10,955	\$151,318	\$454,809	\$40,670	\$22,270			\$4,800	\$6,290,274
Net Exp./(Rev.)	\$5,499,692	\$0	\$5,499,692	\$10,955	\$151,318	\$454,809	\$40,670	\$22,270	\$0	\$0	\$13,710	\$6,193,424

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
\$650	(\$3,000)		(\$2,350)	(\$99,200)	
(\$20,600)			(\$20,600)	\$6,269,674	
(\$19,950)	(\$3,000)	\$0	(\$22,950)	\$6,170,474	
Tax Increase/(Decrease) compared to "base budget" (C)				\$670,782	
% Increase/(Decrease)				12.20%	



**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**2024 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 - 2023 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget" in Appendix 1**

**\$5,499,692**

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

**\$10,955**

1 **2024 Operating Impact of Minimum Wage Increase effective October 1 2023** **\$10,955**

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

**\$151,318**

2 **Salaries and Benefits - Increases related to COLA, Grade and Grid moves** **\$151,318**

**F - Annualization of New Staff approved in the 2023 Budget**

**\$454,809**

3 **Annualization of Extended Health Benefits for Permanent Part-time Staff - Cisl 2023-031** **\$3,604**

4 **Annualization of Coordinator, Maker and Emerging Technologies - Cisl 2023-032** **\$22,214**

5 **Annualization of Caledon East Community Centre Phase 4 Expansion - Cisl 2023-049** **\$386,439**

6 **Annualization of New Full-Time Librarian for Southfields and Conversion of existing Part-** **\$42,552**

**G - Annualization of Services approved in the 2023 Budget**

**\$40,670**

7 **Annualization of Coordinator, Maker and Emerging Technologies - Cisl 2023-032** **\$222**

8 **Annualization of Caledon East Community Centre Phase 4 Expansion - Cisl 2023-049** **\$40,022**

9 **Annualization of New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator - Cisl 2023-051** **\$426**

**H - Inflationary Adjustments**

**\$22,270**

10 **Rental Facility** **\$9,999**

11 **Operating Supplies** **\$5,908**



**APPENDIX 2 - UNAVOIDABLE**

12	Online Databases	\$4,700
13	Training/Development/Seminars	\$1,610
14	Membership Dues	\$1,500
15	Automation	\$500
16	Audit	\$500
17	Printing & Advertising	\$480
18	Insurance	(\$2,927)

**I - Increases/(Decreases) for Utilities****\$0****J - Revenue (Increases)/Decreases****\$0****K - Previously Approved Council Initiatives - Increases/(Decreases)****\$13,710**

19	Removal of one-time costs Coordinator, Maker and Emerging Technologies - CISL 2023-032	(\$6,900)
20	Removal of one-time costs New Full-Time Librarian for Southfields and Conversion of existing Part-time Coordinator - CISL 2023-051	(\$4,400)
21	Operating impact of approved capital projects - Library IT Equipment - Capital Project 23-119	\$11,900
22	Operating impact of approved capital projects - Library Implementation of Microsoft 365 - Capital Project 23-035	\$4,200
23	Removal of funding for Operating costs of Community Kits - Staff Report 2020-068	\$6,360
24	Removal of Funding of Covid-related expenses - Staff Report 2020-068	\$2,550

**Net Unavoidable Increases/(Decreases)**

\$693,732

**L Adjusted Base Budget for CALEDON PUBLIC LIBRARY****\$6,193,424**

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 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**

**\$6,193,424**

**M - Service Delivery Efficiencies**

**(\$19,950)**

25	Removal of funding from Reserve for Covid-related expenses	\$650
26	Postage	(\$500)
27	Mileage	(\$1,500)
28	Caretaking supplies	(\$2,700)
29	Courier	(\$2,700)
30	Operating supplies	(\$3,200)
31	Computer services	(\$10,000)

**N - New Fees/Revenues**

**(\$3,000)**

32	Miscellaneous revenue	(\$3,000)
----	-----------------------	-----------

**O - Fee Rate Increases**

**\$0**

**P - Total Recommended Reductions**

**(\$22,950)**

**Q 2024 Budget to be presented to Council for CALEDON PUBLIC LIBRARY**

**\$6,170,474**

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### SUMMARY OF 2024 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CALEDON PUBLIC LIBRARY

	<i>ITEM</i>	<i>2024 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>2021 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
33	Generalist Service Model to support an improved structure for the Library's Public Service department, providing an enhanced customer experience and improved consistency in service delivery across all branches. (CISL 2024-017)	\$30,555		Annual
34	Automated Customer Engagement and Communication Solution to improve engagement with residents and businesses through the implementation of an automated customer communication platform. (CISL 2023-018)	\$32,500		Annual
35	Interpretation and translation Services to further leverages the virtual interpreter services currently used by the Town, facilitating effective and respectful communications between staff and library customers. (CISL 2023-019)	\$10,500		Annual
36	Intern, Co-op and Summer Student Program to support the implementation of an ongoing student placement and employment program within the Library which aims to leverage the availability of enthusiastic and skilled students on a temporary contract basis to enhance library services, engage the community, and provide valuable learning opportunities for the students. (CISL 2023-020)	\$36,900		Annual
37	Expanded Health Benefits for Permanent Part-Time Staff – Phase 1. A phased approach to improve the level of health benefits currently provided 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. (CISL 2023-021)	\$30,000		Annual
	<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$140,455</b>		
	<b>GRAND TOTAL</b>	<b>\$140,455</b>		

## TOWN OF CALEDON

## Change in Service Level

Request	2024-017 Generalist Service Model		
Department	Caledon Public Library	Division	Lending Services
Version	Department Submission - Pre	Year	2024

## Description

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

As recommended by the Library's Comprehensive Growth Plan, the proposed change in service level will support an improved structure for the Library's Public Service department, providing an enhanced customer experience and improved consistency in service delivery across all branches. A team of generalists will be created through the promotion of eleven (11) Public Service Assistants (PSA) to the role of Public Service Coordinator (PSC). Leveraging the organizational knowledge and customer service experience of these existing part-time employees is complemented by a one-time increase to the Library's training budget to fund directed skills development.

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

Public Service teams at full service branches are currently comprised of Public Service Assistants (PSA) and Coordinators (PSC). The distinctions between these two roles have become increasingly blurred in recent years and PSAs are often called upon to do the work of Coordinators, without equal compensation. The downloading of some program delivery responsibilities to Public Service staff, growing traffic at full-service branches, and the introduction of maker technologies at two locations have resulted in increased workloads and demands for a greater staff presence during peak periods. Public Service Assistants are increasingly being called up to work alone and as the Person in Charge (PIC) when coverage is required.

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

The department's current workload is already incredibly demanding and staff have been working beyond their capacity for some time. A delayed investment will result in the inability to maintain current service standards and reduced consistency across all branches. Continued reliance on Assistants to do the work of Coordinators, without similar compensation, will negatively impact staff morale and engagement, and ultimately the customer experience. The challenge of scheduling staff with the necessary skills and confidence to address any and all situations that may arise will continue. This may result in the occasional closure of village/rural branches.

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

The promotion and related training of eleven (11) Assistants to the role of Coordinator reflects a move to a more effective and efficient customer service model. This investment in staff and training will result in a more balanced approach to staffing, providing much needed flexibility in scheduling and ensuring consistent skill levels across the department. This investment will increase the Library's capacity and ability to effectively manage growth and shifts in library services. A generalized customer service model will result in a core level of public service that all users and members of the general public can expect at their local branch.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						20,555	10,000	25,780
<b>Total Tax Impact</b>						30,555		
<b>Expenditures</b>								
Wages-Casual Temporary				17,700	2,655	20,355		25,530
Training/Development/Seminars						200	10,000	250
<b>Expenditures Total</b>						20,555	10,000	25,780

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-017 Generalist Service Model		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

## Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Unfunded	
Posted	No	
Alternatives Considered	The creation of new Public Service Coordinator positions rather than the promotion of existing staff. The proposed solution is the most comprehensive, effective and efficient option.	
Implementation Plan	The proposed changes to staff positions and wages would take effect as of April 1, 2024. Training to support staff in this transition would begin in Q1 2024 and continue throughout the year.	

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-018 Automated Customer Engagement and Communication Solution		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

## Description

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

Caledon Public Library (CPL) is seeking to improve engagement with residents and businesses through the implementation of an automated customer communication platform. This solution will fully integrate with the Library's existing Integrated Library Software (ILS) system and replace a number of less effective and labour intensive products that are currently used in managing customer communications. This investment will also support the customization of library messaging based on residents' needs, interests, and locations and update marketing materials to feature the Library's new branding – allowing CPL to effectively target messages and raise awareness of relevant library services.

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

The Library currently relies on a variety of communication channels to engage its customers. These include a variety of subscription e-newsletters and email blasts, requiring the administration of various distribution lists across a number of platforms. These solutions are not fully integrated within the software used to manage the majority of library services and provide no ability to customize and automate messaging to customers. The current approach also does not support the easy monitoring and analysis of communication channels or customer engagement. The adoption of this new solution will allow for the cancellation of some existing services.

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

The Library's current communication efforts are heavily reliant on manual data entry and in-house design skills. This negative impact on staff workload and efficiency would be compounded by a delay in implementing the proposed improvement. A delay or lack of investment would also limit customer engagement and satisfaction with library services and hinder the Library's efforts to continue building awareness of the Library's brand and available resources.

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

As per CPL's Strategic Plan, the Library is committed to "raising awareness of our inherent value to the community and our relevance to resident's lives" and by "growing the understanding and engagement of those who are unfamiliar with our services". The investment in the proposed automated customer engagement software will strengthen these strategic efforts, resulting in more effective and efficient communication to residents, increased use of library services, and the improved ability to assess and evaluate the Library's engagement efforts.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						15,000	17,500	15,000
<b>Total Tax Impact</b>						32,500		
<b>Expenditures</b>								
Automation						15,000	7,500	15,000
Printing & Advertising							10,000	
<b>Expenditures Total</b>						15,000	17,500	15,000

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-018 Automated Customer Engagement and Communication Solution		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

Attributes		
Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Unfunded	
Posted	No	
Alternatives Considered	A number of possible solutions have been considered and reviewed as a means of improving and customizing customer communication. The proposed solution is the most comprehensive, effective and efficient option.	
Implementation Plan	Implementation to begin in February 2024.	



## TOWN OF CALEDON

## Change in Service Level

Request	2024-019 Interpretation and Translation Services		
Department	Caledon Public Library	Division	Lending Services
Version	Department Submission - Pre	Year	2024

## Description

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

In pursuit of the the Library's strategic priority to Celebrate Culture and Inclusion, the Board's related action plan highlights the importance of investing in opportunities for communicating in multiple languages . This proposed change in service level further leverages the virtual interpreter services currently used by the Town, facilitating effective and respectful communications between staff and library customers. This proposal also supports the need to accurately translate key library communication and promotional documents into languages commonly spoken in Caledon. This initiative complements the Library's growing collection of books in languages other than English.

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

With a growing mix of languages spoken in Caledon, staff are often called upon to assist residents for whom English is not their first language. Through efforts to recruit to reflect Caledon's diverse community, a number of Library employees do speak languages other than English. That being said, the nature of the Library's services and staff availability are not conducive to consistently meeting residents needs for effective communication in their preferred language. Though the Library's collection includes a growing number of items in various languages, promotions to raise awareness of these and other services are currently available only in English.

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

Lack of access to interpreter and translations services functions as a barrier to library services. Inability of staff to effectively communicate with residents in languages other than English will result in frustration of both staff and residents and reduced customer satisfaction with, and use of, library services. Continued failure to provide library communications in additional languages will result in reduced awareness of targeted services and hinder resident engagement in library initiatives and programs.

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

The proposed investment supports the availability of on-demand interpreter services, by phone or online, for those with limited English proficiency. This will be complemented by the phased translation of select library communications to languages featured prominently within Caledon's recent census results. The availability of interpreter and translation services will result in improved services to Caledon's increasingly diverse residents – most notably at our Southfields Village and Caledon East branches.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						7,500	3,000	7,500
<b>Total Tax Impact</b>						10,500		
<b>Expenditures</b>								
Contracted Services						7,500	3,000	7,500
<b>Expenditures Total</b>						7,500	3,000	7,500

## Attributes

Attribute	Value	Comment
-----------	-------	---------

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-019 Interpretation and Translation Services		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

Attributes		
Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	Yes	Leveraging of existing Town vendor to include services to Library
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Unfunded	
Posted	No	
Alternatives Considered	No alternative solutions were deemed to be both useful and cost-effective.	
Implementation Plan	Interpreter services to be launched in February 2024. Translation of library communication and marketing materials to be prioritized in alignment with the adoption of relevant Board policies by Q2 2024.	

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-020 Intern, Co-op and Summer Student Program		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

## Description

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

This proposal supports the implementation of an ongoing student placement and employment program within the Library. The program aims to leverage the availability of enthusiastic and skilled students on a temporary contract basis to enhance library services, engage the community, and provide valuable learning opportunities for the students. This initiative will not only benefit library customers and contribute to the personal and professional development of the participating students but also efficiently supplement existing staffing levels across various library departments. Additionally, the recruitment of temporary students will strengthen the Library's efforts to complete projects prioritized within the strategic plan.

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

The Library does not currently have a formal student employment program in place. Rather, the Library relies on the availability of provincial or federal employment funds to partially offset the costs of temporary student employees. The Library has had mixed success in obtaining these grant funds and delays in application processing often result in the inability to recruit and onboard students in alignment with program guidelines and deadlines. In recent years, the Library has averaged less than one student placement annually.

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

The continued absence of such a program could result in reduced operational efficiency, growing workload for permanent staff, and missed opportunities for skill development of local youth. The proposed approach to student employment increases the Library's ability to meet demand for services during peak summer months and allows for the recruitment of co-op students with the specific skills necessary to complete strategic projects. Any delay in realizing this program will limit the Library's operational capacity.

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

The proposed program will fund the recruitment of three (3) students annually and will target college and university students pursuing programs related to library services, communications, community development and information technology. Placements will range from 12 to 17 weeks. The library will continue to apply for provincial and federal grants in support of student employment to partially offset program costs. Success in obtaining additional grant funding may result in the recruitment of additional students within a given year.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						32,400	4,500	32,400
<b>Total Tax Impact</b>						36,900		
<b>Expenditures</b>								
Wages-Casual Temporary				33,100	4,300	37,400		37,400
Recovery-Wages-Casual Temp						(5,000)		(5,000)
New Staff Technology							4,500	
<b>Expenditures Total</b>						32,400	4,500	32,400

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-020 Intern, Co-op and Summer Student Program		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

## Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Unfunded	
Posted	No	
Alternatives Considered	Continued reliance on grant funding and funds made available through staff gapping to support the occasional recruitment of temporary student employees. This approach does not allow for a consistent or timely means of addressing operational needs.	
Implementation Plan	Three (3) students will be recruited for temporary placement within 2024.	

## TOWN OF CALEDON

## Change in Service Level

Request	2024-021 Expanded Health Benefits for Permanent Part-Time Staff - Phase 1		
Department	Caledon Public Library	Division	Lending Services
Version	Department Submission - Pre	Year	2024

## Description

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

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. Caledon Public Library (CPL) is recommending a phased approach to improve the level of health benefits currently provided 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.

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

The approved 2023 budget included a Change in Service Level to extend benefits to the Library's Permanent Part-Time (PPT) Staff. The proposal was intended to provide a level of benefits that would largely mirror those already available to full-time staff and would include vision, dental and life insurance, though would exclude Long Term Disability (LTD) coverage. Unfortunately, the information provided to the Town and Library regarding the costs of the proposed program was erroneous and grossly underestimated the budget impact. As the approved budget was inadequate to roll out the intended level of benefits, PPT staff were instead provided with reduced benefits that are not in alignment with those available to their full-time colleagues.

**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. Extended vacancies have previously 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 as well as staff morale. 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 the current limited health benefits available to these valuable members of the Library team be enhanced through phased and incremental improvements to the benefits program. This will result in a phased increase to the current Health Care Spending Account (HCSA) and/or the introduction of dental and/or vision coverage.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						30,000	-	30,000
<b>Total Tax Impact</b>						30,000		
<b>Expenditures</b>								
Contracted Services						30,000		30,000
<b>Expenditures Total</b>						30,000		30,000

## Attributes

Attribute	Value	Comment
-----------	-------	---------

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-021 Expanded Health Benefits for Permanent Part-Time Staff - Phase 1		
<b>Department</b>	Caledon Public Library	<b>Division</b>	Lending Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

## Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Community Vitality and Livability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Unfunded	
Posted	No	
Alternatives Considered	Alternatives considered included deferring any further investment to subsequent budget years or fully funding the program in 2024, rather than the recommended phased approach.	
Implementation Plan	The assistance of People Services is required to implement the proposed investment in the Library's permanent part-time employees. The proposed 2024 budget is based on improvements to the benefits program as of January 1, 2024.	



# Community and Human Services



## Community and Human Services

### Roles & Structure

Community and Human Services is responsible for ensuring a safe, healthy and connected community through the delivery of front-line customer service, fire and emergency services, accessible recreational opportunities, and the development of place-making and community partnerships. As the Town navigates the transition to becoming a single-tier municipality, this Commission will also be responsible for establishing how the Town will continue to support vulnerable populations in our growing community.

The commission is comprised of:

- Fire and Emergency Services
- Animal Services
- Service Caledon
- Recreation and Culture
- Municipal Law Enforcement

### Key Activities

Key Action	Expected Timeframe		
	2024	2025*	2026*
<b>Community Vitality and Livability</b>			
Complete the Recreation Strategy to ensure services and programs reflect the needs of the community.	X		
Design the Mayfield West Community Centre and Fire Station to support the growth in the Mayfield West area.	X		
<b>Other Activity</b>			
Deliver the Aquatic leadership Program Town-wide, following the success of the 2023 pilot project	X		

*\*All 2025 and 2026 activity is subject to Council deliberation and approval.*

### Measures of Success

Measure	Target
Average response time for emergency response services from initial call	Maintain/Decrease
Retain existing volunteer firefighters reducing the current turnover rate	Maintain/Increase
Reduce fire deaths, reduce suffering and reduce property damage	Decrease
Number of Fire and Life Safety Program home visits as a total percentage of Caledon households	5%
Annual number of cultural events per 100K population	Maintain/Increase



TOWN OF CALEDON  
2024 OPERATING BUDGET - **COMMUNITY & HUMAN SERVICES**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$9,461,711)	\$142,932	(\$9,318,779)				(\$109,681)			\$256,067	\$832,621	(\$8,339,772)
Expenses	\$25,556,399	\$651,404	\$26,207,803	\$91,224	\$885,075	\$770,371	\$145,935	\$850,757	\$521		(\$466,329)	\$28,485,357
Net Exp./(Rev.)	\$16,094,688	\$794,336	\$16,889,024	\$91,224	\$885,075	\$770,371	\$36,254	\$850,757	\$521	\$256,067	\$366,292	\$20,145,585

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
	(\$85,000)	(\$71,748)	(\$156,748)	(\$8,496,520)	
(\$7,000)	\$70,000		\$63,000	\$28,548,357	
(\$7,000)	(\$15,000)	(\$71,748)	(\$93,748)	\$20,051,837	
Tax Increase/(Decrease) compared to "base budget" (C)				\$3,162,813	
% Increase/(Decrease)				18.7%	

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**2024 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **COMMUNITY & HUMAN SERVICES**

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

**C - 2023 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget" in Appendix 1**

**\$16,889,024**

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

**\$91,224**

1	Overtime for Training Officers to provide the National Fire Protection Association Mandatory Certification to the Volunteer Firefighters - Fire & Emergency Services.	\$50,000
2	Recreation Centers - Minimum Wage Impact	\$40,663
3	Customer Services - Minimum Wage Impact	\$561
4		

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

**\$885,075**

5	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$885,075
6		

**F - Annualization of New Staff approved in the 2023 Budget**

**\$770,371**

7	Change in Service Level 2023-049 Caledon East Community Centre Phase 4 Expansion	\$538,000
8	Change in Service Level 2023-013 Full-time Firefighters (5) Valleywood	\$208,336
9	Change in Service Level 2023-080 Permanent Parking Control Officer	\$24,035
10		

**G - Annualization of Services approved in the 2023 Budget**

**\$36,254**

11	Change in Service Level 2023-013 Full-time Firefighters (5) Valleywood	\$21,500
12	Change in Service Level 2023-049 Caledon East Community Centre Phase 4 Expansion	\$9,754
13	Change in Service Level 2023-059 Program Staff Certification Initiative	\$5,000
14		

**H - Inflationary Adjustments**

**\$850,757**

15	Contracted Services, Printing & Advertising and Operational Expenses for Support Services	\$163,625
16	Interdepartmental Charges for Fire & Emergency Services	\$175,000

## APPENDIX 2 - UNAVOIDABLE

17	Insurance for Fire & Emergency Services	\$114,498
18	Other Administrative Operational Expenses for Fire & Emergency Services	\$109,390
19	Operating Supplies, Training, Service Contracts for Fire & Emergency Services	\$64,500
20	Maintenance & Repairs (Radio) and Dispatching Services for Fire & Emergency Services	\$33,015
21	Training & Public Education for Fire & Emergency Services	\$21,500
22	Operation Expenses for Community & Cultural Development	\$80,000
23	Training Expenses for Customer Service Staff	\$50,000
24	Contracted Services, Uniforms, Program Supplies and Operational Expenses for Recreation Centers Services	\$30,045
25	Operational Expenses for Customer Services	\$3,375
26	Interdepartmental Charges for Public Works-Road & Fleet Services	\$2,392
27	Insurance for Animal Services	\$1,756
28	Maintenance & Repairs-Grounds/Buildings Expenses for Animal Services	\$1,661
29		

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

**\$521**

30	Natural Gas for Animal Services	\$380
31	Electricity for Animal Services	\$141
32		

### J - Revenue (Increases)/Decreases

**\$256,067**

33	Net Program Registrations, Special Programs, Pay As You Go, Swimming & Skating for Recreation	(\$155,750)
34	Net Rentals for Auditorium, Pools, Arena Floor & Kitchen Rental for Recreation	(\$130,474)
35	Accidents for Fire & Emergency Services	(\$50,000)
36	Merchandise Sales, Marriage & Death Registration and Miscellaneous for Customer Services	(\$10,209)
37	Inspections for Fire & Emergency Services	(\$2,000)
38	Remove Reserve Fund to Revenue for COVID Expenses for Recreation	\$562,000
39	Administration Fees for Public Works-Road & Fleet Services	\$42,500
40		

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

**\$366,292**

41	Salaries & Benefits for Public Works-Road Fleet Services	\$245,981
42	Net Training & Uniform for Fire & Emergency Services (CISL 2023-009 & CISL 2023-033 & CISL 2023-041)	\$100,000
43	Internal Debt Repayment for Hose & Medical Equipment for Fire & Emergency Services (Capital Project 22-116 & 22-119)	\$21,500

APPENDIX 2 - UNAVOIDABLE

44	Administrative Assistant - Contract for Fire & Emergency Services (2023-006)	(\$1,189)
----	--	-----------

Net Unavoidable Increases/(Decreases)	\$3,256,561
---------------------------------------	-------------

L Adjusted Base Budget for COMMUNITY & HUMAN SERVICES	<u>\$20,145,585</u>
---	---------------------

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME **COMMUNITY & HUMAN 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* **\$20,145,585**

**M - Service Delivery Efficiencies** **(\$7,000)**

1 **Transportation/Bus Rental for Support Services** **(\$7,000)**

2

**N - New Fees/Revenues** **(\$15,000)**

3 **Arena Board Advertising for Support Services** **(\$15,000)**

4

**O - Fee Rate Increases** **(\$71,748)**

5 **Inflationary adjustments for Program Revenues** **(\$59,675)**

6 **Inflationary adjustments for Rental Revenues** **(\$12,073)**

7

**P - Total Recommended Reductions** **(\$93,748)**

**Q 2024 Budget to be presented to Council for COMMUNITY & HUMAN SERVICES** **\$20,051,837**

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**SUMMARY OF 2024 CHANGES IN SERVICE LEVELS**

DEPARTMENT NAME **COMMUNITY & HUMAN SERVICES**

	<i>ITEM</i>	<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
1	2024-014 Full-time Firefighters (5) Valleywood To improve emergency response capability and firefighter safety in the Southwest quadrant of the Town.	\$270,511	5.0	Part Year
2				
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>		<b>\$270,511</b>		
	<i>ITEM</i>	<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
3				
4				
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>		<b>\$0</b>		
<b>GRAND TOTAL</b>		<b>\$270,511</b>		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-014 Full-time Firefighters Valleywood Station (5)		
<b>Department</b>	Community & Human Services	<b>Division</b>	Emergency Ops & Fire Suppress
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

The Fire Service requires an additional five (5) full-time fire fighters for the Valleywood Fire District. This will bring the complement at the station to fifteen (15) full-time fire fighters allowing for a third shift to be added to improve response times during the assigned times.

As per the Dillon Master Fire Plan Report, where possible, the proposed incremental full-time fire fighter staffing strategy and financial plan should include the hiring of five full-time fire fighters 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 Fire-Fighters 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 Fire-Fighters 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 Fire-Fighters.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						270,511	-	478,847
<b>Total Tax Impact</b>						270,511		
<b>Expenditures</b>								
Full-time Firefighters - Valleywood Fire	5			160,259	48,078	208,336		416,672
Service Contracts						4,675		4,675
Training						45,000		45,000
Uniforms						12,500		12,500
<b>Expenditures Total</b>	<b>5</b>					<b>270,511</b>		<b>478,847</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-014 Full-time Firefighters Valleywood Station (5)		
<b>Department</b>	Community & Human Services	<b>Division</b>	Emergency Ops & Fire Supress
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

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

Attributes		
Attribute	Value	Comment
Department	018 Community & Human Services	
Division	245 Emergency Ops & Fire Supress	
Commissioner	Catherine McLean	
Requested By:	Dan Rowland	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	Yes	2024-0114
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?	Yes	Fire Prevention & Protection Act 1997
Is there a safety requirement?	Yes	
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		





# Corporate Services



## Corporate Services

### Roles & Structure

Corporate Services is an internal service provider that preserves public trust in government through the transparent maintenance of corporate records and support for council and committee meetings. The Commission supports provincial courts, provides legal advice to the corporation and effectively manages corporate communication and all IT infrastructure.

The commission is comprised of:

- Legal & Realty Services
- Council, Committee and Record Services
- POA/Courts
- Information Technology
- Communications

### Key Activities

Key Action	Expected Timeframe		
	2024	2025*	2026*
<b>Service Excellence and Accountability</b>			
Implement changes to the Town's governance framework by updating the Procedural By-law, investigating a lobbyist registry, and updating the council appointment process for special purpose bodies to clarify decision-making processes.	X	X	
Complete the Land Acquisitions Strategy to enable the Town to procure lands for future Town facilities in a fiscally responsible manner.		X	

*\*All 2025 and 2026 activity is subject to Council deliberation and approval.*

### Measures of Success

Measure	Target
Participation by the public in Council and Committee Meetings	Monitoring

TOWN OF CALEDON  
 2024 OPERATING BUDGET - CORPORATE SERVICES

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$6,083,933)	\$0	(\$6,083,933)			(\$33,709)	(\$380,000)			(\$69,896)	\$7,574	(\$6,559,964)
Expenses	\$12,577,541	(\$2,166,843)	\$10,410,698	\$51,500	\$354,256	\$72,602		\$98,334		(\$1,825)	\$56,445	\$11,042,010
Net Exp./ (Rev.)	\$6,493,608	(\$2,166,843)	\$4,326,765	\$51,500	\$354,256	\$38,893	(\$380,000)	\$98,334	\$0	(\$71,721)	\$64,019	\$4,482,046

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
		(\$5,752)	(\$5,752)	(\$6,565,716)	
(\$1,000)			(\$1,000)	\$11,041,010	
(\$1,000)	\$0	(\$5,752)	(\$6,752)	\$4,475,294	

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

\$148,529

% Increase/(Decrease)
 

3.4%

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**2024 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 - 2023 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget" in Appendix 1**

**\$4,326,765**

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

**\$51,500**

1	Contribution to Election Reserve	\$50,000
2	Committee of Adjustment Signs	\$1,500

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

**\$354,256**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$354,256
---	---	-----------

**F - Annualization of New Staff approved in the 2023 Budget**

**\$38,893**

4	Annualized Salaries and Benefits of (1) Coordinator, Council & Committee Services net of recovery from planning (2023 CISL #12)	\$14,518
5	Annualized Salaries and Benefits of (1) Help Desk Technician (2023 CISL #29)	\$24,375

**G - Annualization of Services approved in the 2023 Budget**

**(\$380,000)**

6	Annualized Fine Revenue generated from Automated Speed Enforcement Implementation Plan (2023 CISL #73)	(\$380,000)
---	--	-------------

**H - Inflationary Adjustments**

**\$98,334**

7	Interdepartmental Charges	\$25,611
8	Insurance	\$14,148
9	Contracted Services	\$6,500
10	Council Meetings	\$2,000
11	Bank Charges	\$2,000
12	Training/Development/Seminars	\$7,200
13	Memberships/Dues	\$875
14	Registry Office	\$40,000

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

15

**J - Revenue (Increases)/Decreases****(\$71,721)**

16 POA Grants - French language Services (\$12,075)

17 F.O.I. Fees \$15,000

18 Appeal Board / Property Standards Committee \$1,500

19 Recovery from Capital Projects (\$1,825)

20 Caledon/Dufferin Management Fee (\$69,671)

21 Parking Recovery (\$2,392)

22 Recovery from Building (\$2,258)

**K - Previously Approved Council Initiatives - Increases/(Decreases)****\$64,019**

24 Salaries and Benefits of (1) Prosecution Coordinator net of recovery from POA Dufferin (Staff Report 2023-0384) \$64,019

25 Removal of one-time revenue to fund one-time contract position (2023-021) (\$35,010)

26 Removal of one-time charges related to one-time contract position (2023-021) \$35,010

**Net Unavoidable Increases/(Decreases)**

\$155,281

**L Adjusted Base Budget for CORPORATE SERVICES****\$4,482,046**

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: **CORPORATE 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* \$4,482,046

**M - Service Delivery Efficiencies** (\$1,000)

1	Mileage	(\$1,000)
2		
3		
4		
5		

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

6		
7		

**O - Fee Rate Increases** (\$5,752)

8	Agreement Admin. Fees	(\$5,752)
9		

**P - Total Recommended Reductions** (\$6,752)

**Q 2024 Budget to be presented to Council for CORPORATE SERVICES** \$4,475,294

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

TOWN OF CALEDON  
2024 OPERATING BUDGET

SUMMARY OF 2024 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CORPORATE SERVICES

		<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<i>ITEM</i>				
PROPOSED FUNDED CHANGES IN SERVICE LEVELS				
11	Network Architect	\$159,578	1.0	Annual
TOTAL URGENT CHANGES IN SERVICE LEVELS		\$159,578		
		<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<i>ITEM</i>				
PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS				
TOTAL OTHER CHANGES IN SERVICE LEVELS		\$0		
GRAND TOTAL		<u>\$159,578</u>		



# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-011 Network Architect		
<b>Department</b>	Corporate Services	<b>Division</b>	Information Technology
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

IT is requesting the creation of a new Senior Network Administrator/Network Architect position to plan the upgrade and support the Network infrastructure.

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

The Town of Caledon has 35+ office locations, including offices, recreation, community center, library, and fire stations. Half of the locations are not directly connected to the corporate Network due to the lack of network infrastructure availability. The existing network infrastructure was created to connect the town facilities but did not have redundancies planned during the building.

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

The IT infrastructure team is small and cannot work on specialization due to resource availability. During network-related outages, the team must fix the network issue, causing delays in project or service deliveries. Not having this position will delay all the new projects related to new site connectivity and network and security upgrades for the Town's IT infrastructure.

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

An expert dedicated to network infrastructure to support the coverage of network emergencies, document the issues of outages and create a future redundancy plan based on the outage lessons learned. Planning and execution of upgrades and maintenance of the current infrastructure to ensure it aligns with future network plans. Work as crucial contact for the public sector network to ensure the shared network installation and upgrade plans align with the Town's growth plan.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						150,728	8,850	150,728
<b>Total Tax Impact</b>						159,578		
<b>Expenditures</b>								
Network Architect	1			114,991	34,497	149,488		149,488
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						1,000	750	1,000
New Staff Technology							5,500	
Mobile Phones / Pagers						240	500	240



# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-011 Network Architect			
<b>Department</b>	Corporate Services	<b>Division</b>	Information Technology	
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024	
<b>Expenditures</b>	<b>Total</b>	<b>1</b>	<b>150,728</b>	<b>8,850</b>
			<b>150,728</b>	

### Operating Impact

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

Attributes		
Attribute	Value	Comment
Department	004 Corporate Services	
Division	335 Information Technology	
Commissioner	Vacant	
Requested By:	Erin Britnell	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Engineering, Public Works and Transportation



## Engineering, Public Works and Transportation

### Roles & Structure

Engineering, Public Works and Transportation advises on and supports the build and maintenance of the Town's public infrastructure including roads, bridges, water drainage systems, sidewalks, parks, facilities, etc. The Commission is responsible for developing the Town's transportation network and advancing public transportation; and for leading the Town's community wide climate-change mitigation and adaptation strategies.

The commission is comprised of:

- Engineering
- Operations (Roads, Parks and Fleet)
- Facilities
- Energy and Environment

### Key Activities

Key Action	Expected Timeframe		
	2024	2025*	2026*
<b>Enhanced Transportation and Mobility</b>			
Develop and implement a parking strategy for Southfields Village to reduce the challenges with on-street and illegal parking.	X		
Complete the design to convert the Orangeville to Brampton rail corridor into a multi-use trailway	X		
Commence construction of the Highway 410/10/Tim Manley Interchange modifications to alleviate congestion and improve safety in the Mayfield West area.		X	
Complete the George Bolton Extension to improve traffic flow in the Bolton Business park area.	X		
Expand the use of traffic calming and speed management measures across the Town to maximize road safety.	X		
Complete the Active Transportation Master Plan and Multi-Modal Transportation Master Plan	X		
Collaborate with the Province, Metrolinx and municipal partners to complete a business case for the Caledon-Vaughan GO Rail service so that it is included in the next Regional Transportation Plan as a priority project	X		
Complete a Town-wide transit strategy and expand public transit service partnerships	X		
<b>Community Vitality and Livability</b>			
Complete the facility needs assessment to ensure facilities reflect the needs of the community	X		
<b>Environmental Leadership</b>			
Establish terms of reference for Climate Change Adaption Studies and Energy Emissions studies and clear process for how they will inform detailed land use policies	X		
Establish and bring into effect Green Development Standards	X		



## Departmental Business Plans

Preserve and enhance Caledon's natural assets including woodlands, wetlands, watercourses and other elements of natural heritage system through sub-watershed planning and a broader Natural Heritage Strategy	X		
Renew the Stormwater Master Plan with a best practice approach to protect water quality and to ensure reliable stormwater servicing	X		
Modernize the Town's Engineering Design Criteria and Standards for new municipal infrastructure	X		
Establish a pathway for near net-zero emissions for existing facilities through updated building condition assessments	X		
Implement the municipal green fleet strategy by targeting the conversion of all light duty vehicles and equipment to zero-emission options.		X	

*\*All 2025 and 2026 activity is subject to Council deliberation and approval.*

### Measures of Success

Measure	Target
Pavement Condition Index	Maintain/Increase
Total end-use energy consumption per capita (GJ/year)	Decrease
Greenhouse gas emissions measured in tonnes per capita	Decrease
Kilometers of public transport system per 100K population	Increase
Kilometers of bicycle paths and lanes per 100K population	Maintain/Increase

TOWN OF CALEDON

2024 OPERATING BUDGET - **ENGINEERING, PUBLIC WORKS & TRANSPORTATION**

Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	UNAVOIDABLE BUDGET INCREASES/(DECREASES)								
				Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$6,283,457)	\$60,000	(\$6,223,457)	\$0	\$0	(\$33,933)	(\$7,500)	(\$174,954)	\$0	\$0	\$159,433	(\$6,280,411)
Expenses	\$39,965,234	(\$121,486)	\$39,843,748	\$153,333	\$738,755	\$646,108	\$312,747	\$1,387,692	\$38,148	\$80,000	\$2,802,718	\$46,003,249
Net Exp./ (Rev.)	\$33,681,777	(\$61,486)	\$33,620,291	\$153,333	\$738,755	\$612,175	\$305,247	\$1,212,738	\$38,148	\$80,000	\$2,962,151	\$39,722,838

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees /Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
\$32,640	\$0	\$0	\$32,640	(\$6,247,771)	
(\$49,788)	\$0	\$0	(\$49,788)	\$45,953,461	
(\$17,148)	\$0	\$0	(\$17,148)	\$39,705,690	
Tax Increase/(Decrease) compared to "base budget" (C)				\$6,085,399	
% Increase/(Decrease)				18.1%	

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**2024 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME **ENGINEERING, PUBLIC WORKS & TRANSPORTATION**

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

**C - 2023 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget" in Appendix 1** **\$33,620,291**

**D - Mandatory Increases due to new or changes in existing legislation** **\$153,333**

1	Capital Asset Replacement Reserve repayment from emergency culverts repairs	\$133,333
2	Training requirements resulting from Bill 23 for stormwater and street lighting	\$20,000

**E - Increases in employee compensation (existing staff)** **\$738,755**

3	Salaries and Benefits - Increases related to COLA, Grade and Grid moves	\$738,755
4		

**F - Annualization of New Staff approved in the 2023 Budget** **\$612,175**

5	Supervisor - Forestry, Parks - CISEL 2023-023	\$45,067
6	Caledon East Community Centre Phase 4 - CISEL 2023-049 Two (2) PFT and One (1) TFT Operator	\$124,781
7	Humber River Centre - CISEL 2023-055 Two (2) Facility Maintenance, One (1) Facility Attendant, and Parks casual staff	\$181,557
8	Program Manager, Capital Infrastructure - CISEL 2023-081	\$11,754
9	Technician, Fleet - CISEL 2023-018	\$30,293
10	Coordinator, Operations - CISEL 2023-015	\$60,062
11	Coordinator, Drainage - CISEL 2023-017	\$60,084
12	Technician, Fleet - CISEL 2023-020	\$71,669
13	Automated Speed Enforcement - CISEL 2023-073 Traffic Operations Technologist	\$26,908

**G - Annualization of Services approved in the 2023 Budget** **\$305,247**

14	Caledon East Community Centre Phase 4 - CISEL 2023-049	\$208,684
15	Humber River Centre - CISEL 2023-055	\$50,263
16	Technician, Fleet - CISEL 2023-018	\$300

**APPENDIX 2 - UNAVOIDABLE**

17	Coordinator, Operations - CISL 2023-015	\$1,500
18	Coordinator, Drainage - CISL 2023-017	\$500
19	Automated Speed Enforcement - CISL 2023-073	\$44,000

**H - Inflationary Adjustments****\$1,212,738**

20	Capital Engineering - adjust for public utilities locate services demands	\$117,100
21	Transportation - adjust for traffic operations/safety demands	\$50,000
22	Transportation - adjust for transit operations demands	\$22,920
23	Engineering Services - other ancillary operating impacts within division	\$16,200
24	Operations - adjust for operating needs in Parks Operations, primarily for insurance and contracted services.	\$41,885
25	Public Works - adjust for fleet insurance premiums	\$232,049
26	Public Works - ancillary operating impacts	\$51,867
27	Public Works - adjust for operating needs in Fleet, primary for fuels, repairs and parts/supplies.	\$209,989
28	Public Works - adjust for operating needs in Roads/Roadside primary in guardrail, streetlights and road surface maintenance/repairs.	\$109,600
29	Public Works - adjust for salt/sand needs in Winter Maintenance.	\$37,662
30	Public Works - adjust for cleaning/maintenance needs in Drainage/Structures.	\$27,901
31	Facilities - adjust for operating needs in Recreation Facilities, primarily for building insurances, contracted services and building maint./repairs.	\$135,280
32	Facilities - adjust for operating needs in Corporate Facilities, primarily for building insurances, contracted services and building maint./repairs.	\$55,094
33	Facilities - adjust for operating needs in Fire Facilities, primarily for building insurances, contracted services and building maint./repairs.	\$22,616
34	Facilities - adjust for operating needs in OPP Facilities, primarily for rent and contracted services. Expenses are recoverable.	\$78,045
35	Facilities - other ancillary operating impacts within division	\$4,529

**I - Increases/(Decreases) for Utilities****\$38,148**

36	Natural Gas	\$27,488
37	Electricity	\$1,386
38	Water	\$9,274

## APPENDIX 2 - UNAVOIDABLE

### J - Revenue (Increases)/Decreases

**\$80,000**

39	Estimated revenue from Automated Speed Enforcement program	\$80,000
40		
41		

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

**\$2,962,151**

42	Operating Impact of Council Approved Capital Projects for Bolton Leash Free Park Improvements CAPITAL PROJECT 20-072	\$4,000
43	Operating Impact of Council Approved Capital Projects for Dennison Park Washroom Building CAPITAL PROJECT 22-088	\$16,000
44	Operating Impact of Council Approved Capital Projects for Johnson Sports Park CAPITAL PROJECT 22-089	\$19,000
45	Operating Impact of Council Approved Capital Projects for Mayfield West Off Leash Dog Park CAPITAL PROJECT 22-129	\$5,000
46	Debt Repayment for CAPITAL PROJECT 22-059 Large Equipment Replacement	\$10,000
47	Debt Repayment for CAPITAL PROJECT 18-036 Caledon East Community Complex	\$604,000
48	Debt Repayment for CAPITAL PROJECT 22-070 CCRW-HVAC Replacement Multi Units	\$35,000
49	Debt Repayment for CAPITAL PROJECT 20-033 Works Yard 1 and 2 Strategic Growth	\$157,337
50	Debt Repayment for CAPITAL PROJECT 21-024 Salt Dome Replacement	\$12,100
51	Debt Repayment for CAPITAL PROJECT 22-048 Roads Rehabilitation and Construction	\$36,500
52	Removal of one-time furniture/fixture costs resulting from 2023 CISLs	(\$40,000)
53	Debt Repayment for CAPITAL PROJECT 22-048 Roads Rehabilitation and Construction	\$355,000
54	Debt Repayment for CAPITAL PROJECT 22-049 Bridge and Culvert Construction	\$335,000
55	Debt Repayment for CAPITAL PROJECT 22-051 Castlederg Sideroad Reconstruction	\$143,000
56	Debt Repayment for CAPITAL PROJECT 22-056 Storm Sewer Lining	\$56,000
57	Debt Repayment for CAPITAL PROJECT 23-064 Roads Rehabilitation Construction	\$532,000
58	Removal of various ancillary one-time costs from various CISLs 2023-015 Coordinator, Operations, 2023-017 Coordinator, Drainage, 2023-020 Technician, Roads	(\$18,510)
59	Removal of One-time costs for Increase in Ditch Cleaning CISL 2023-058	(\$100,000)
60	Debt Repayment for CAPITAL PROJECT 20-108 LED Retrofit Phase 2 and Adaptive Controls Program	\$437,000
61	Annualized costs for Automated Speed Enforcement Implementation Plan CISL 2023-	\$111,724
62	Unavoidable Costs for Addition of 2 new ASE cameras STAFF REPORT 2023-0028	\$250,000
63	Operating impact from new transit service on Dixie Rd and in Bolton, net of Provincial Transit Gas Tax funding STAFF REPORT 2023-0072 and 2023-0419	\$2,000



Net Unavoidable Increases/(Decreases)

\$6,102,547

**L Adjusted Base Budget for ENGINEERING, PUBLIC WORKS & TRANSPORTATI** **\$39,722,838**

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME **ENGINEERING, PUBLIC WORKS & TRANSPORTATION**

(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*

**\$39,722,838**

**M - Service Delivery Efficiencies**

**(\$17,148)**

64 Discontinued concessions sales at recreation facilities (\$17,148)

65

**N - New Fees/Revenues**

**\$0**

66

67

**O - Fee Rate Increases**

**\$0**

68

69

**P - Total Recommended Reductions**

**(\$17,148)**

**Q 2024 Budget to be presented to Council for ENGINEERING, PUBLIC WORKS & TRANSPORTATION**

**\$39,705,690**

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**SUMMARY OF 2024 CHANGES IN SERVICE LEVELS**

DEPARTMENT NAME		ENGINEERING, PUBLIC WORKS & TRANSPORTATION		
	ITEM	2024 Net Cost/ (Revenue)	# of Staff	One-time, Part Year, Annual
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
70	2024-031 Project Manager, Active Transportation Infrastructure To implement the new Orangeville-Brampton Railway trail conversion and manage capital improvements to the Caledon Trailway.	\$37,350	1.0	Part Year
71	2024-032 Project Manager, Stormwater Infrastructure To deliver stormwater infrastructure projects and fulfil environmental compliance related to storm drainage infrastructure.	\$37,350	1.0	Part Year
72	2024-034 Transportation Engineer To support the preparation of multiple Secondary Plans, review of Block Plans and coordination of transportation related initiatives.	\$9,000	1.0	Part Year
73	2024-035 Transportation Engineer To undertake Environmental Assessments studies and coordination of transportation related initiatives.	\$9,000	1.0	Part Year
74	2024-036 Senior Project Manager, Development Stormwater To support the preparation of Secondary Plans.	\$40,304	1.0	One-time
75	2024-037 Facilities Associate To provide maintenance support for Town Hall, Fire Administration and OPP facilities.	\$57,338	1.0	Part Year
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>		<b>\$190,342</b>		
	ITEM	2024 Net Cost/ (Revenue)	# of Staff	One-time, Part Year, Annual
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
76	2024-002 Mayfield Artificial Turf and Dome Annual Operating Costs for the Facility.	\$244,975	0.0	Annual
77	2024-033 Automated Speed Enforcement Program Expansion Expansion of the ASE program with additional cameras.	\$150,000	0.0	Annual
78	2024-040 Roadside Mowing Improve service levels to include Gateway boulevards.	\$55,000	0.0	Annual
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>		<b>\$449,975</b>		
<b>GRAND TOTAL</b>		<b>\$640,317</b>		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-031 Project Manager, Active Transportation Infrastructure		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

Per Caledon's Strategic Plan, Caledon will have a renewed trail network that connects communities and, to that effect, complete the design to convert the Orangeville to Brampton rail corridor (OBRY) into a multi-use trailway has been identified as a strategic priority for the Town. Also, the existing Caledon Trailway requires immediate necessary capital improvements such as gate and surfacing improvements at some sections. The OBRY to multi-use trail conversion is a large-scale, multi-year project, which includes extensive collaboration and consultation with the community and property owners, adjacent municipalities and the province as well as completion of the EA, and detailed design prior to construction. These are new initiatives that require a dedicated resource.

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

In 2022, the Town has acquired the OBRY corridor for the conversion to a multi-use Regional trail network. Since then, the Town has started early activities to better understand the scope and the needs such as establishing working groups. Also, the existing Caledon Trailway requires immediate necessary capital improvements such as gate and surfacing improvements at some sections. The magnitude and scope of works for these initiatives are such that a dedicated resources and a project manager for these mega-scale, multi-year projects are needed.

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

Should the Active Transportation Project Manager position not be approved, then there will be insufficient staff resources in the Transportation Engineering Division to carry out and complete the design to convert the Orangeville to Brampton rail corridor into a multi-use trailway as well as necessary capital improvements to Caledon Trailway.

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

This position is required to implement the new OBRY Rail to Trail conversion project and managing the necessary capital improvements to the existing Caledon Trailway. These are new initiative that requires a dedicated resource.

This position is expected to be funded 70% from capital projects that it'll be responsible for managing.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						32,450	4,900	41,900
<b>Total Tax Impact</b>						37,350		
<b>Expenditures</b>								
Salaries-Permanent	1			72,692	21,807	94,499		125,999
Recovery-Salaries-Permanent						(66,149)		(88,199)
Maintenance Contracts - IT						4,100		4,100
New Staff Technology							4,900	
<b>Expenditures Total</b>	<b>1</b>					<b>32,450</b>	<b>4,900</b>	<b>41,900</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-031 Project Manager, Active Transportation Infrastructure		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

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

Attributes		
Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	500 Transportation	
Commissioner	Andrew Pearce	
Requested By:	Arash Olia	
Strategic Alignment	Enhanced Transportation and Mobility	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-032 Project Manager, Stormwater Infrastructure		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Engineering Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### 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 Project Manager - Storm water 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 2024 storm water management program and ongoing requirements for asset management reporting, monitoring and life cycle management.

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

It is recommended that an additional Project Manager - Storm water position be approved to enable the Town to 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).

This position is expected to be funded 70% from capital projects that it'll be responsible for managing.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						32,450	4,900	41,900
<b>Total Tax Impact</b>						37,350		
<b>Expenditures</b>								
Salaries-Permanent	1			72,692	21,807	94,499		125,999
Recovery-Salaries-Permanent						(66,149)		(88,199)
Maintenance Contracts - IT						4,100		4,100
New Staff Technology							4,900	
<b>Expenditures Total</b>	<b>1</b>					<b>32,450</b>	<b>4,900</b>	<b>41,900</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-032 Project Manager, Stormwater Infrastructure		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Engineering Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

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

### Attributes

Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	265 Engineering Services	
Commissioner	Andrew Pearce	
Requested By:	Ryan Grodecki	
Strategic Alignment	Enhanced Transportation and Mobility	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-034 Transportation Engineer		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

With Caledon's Strategic Plan, new urban developments should enable diverse and accessible modes of Transportation. In 2024, the Town will initiate at least 3 mega-scale secondary plans as well as continue supporting future growth-related projects from transportation perspectives. Also, Staff are currently processing five large Official Plan Amendments. 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 planning studies.

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

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 partner government agencies such as the Ministry of Transportation, 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.

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

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 and to support growth-related projects and mega-scale secondary plans.

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

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 MTO and Metrolinx.

This position is expected to be funded 100% from Development Engineering Fees that'll be responsible for managing.

### 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		
<b>Expenditures</b>								
Salaries-Permanent	1			80,266	24,080	104,346		139,128
Maintenance Contracts - IT						4,100		4,100
New Staff Technology							4,900	
<b>Expenditures Total</b>	<b>1</b>					<b>108,446</b>	<b>4,900</b>	<b>143,228</b>
<b>Funding</b>								



# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-034 Transportation Engineer		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Reserve Fund To Revenue						(104,346)		(139,128)
<b>Funding</b>						<b>(104,346)</b>		<b>(139,128)</b>

### Attributes

Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	500 Transportation	
Commissioner	Andrew Pearce	
Requested By:	Arash Olia	
Strategic Alignment	Enhanced Transportation and Mobility	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-035 Transportation Engineer		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

With Caledon's Strategic Plan, new urban developments should enable diverse and accessible modes of Transportation. Besides, Caledon should have a safe and reliable transportation network. In order to support growth-related projects such as mega-scale secondary plans as well as five large Official Plan Amendments projects, there is an immediate need to initiate an Environmental Assessment (EA) for a few roads such as Humber Station Road, Healey Road, and Torbram. The current staff complement of the Transportation Division is fully utilized, so an additional Transportation Engineer position is being recommended to manage the upcoming EA projects in 2024 and the years after.

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

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 any emergency requests that come up, such as traffic calming. Additionally, EA studies are mega-scale projects and require dedicated staff to work with stakeholders and all levels of government to ensure future road widening projects in Caledon will be delivered on time to support future growth in Caledon. The Transportation Division requires an additional Transportation Engineer to be able to complete at least 3 mega-scale EA studies in 2024. The Town should complete more EA's in 2025 and after and therefore, this position can be allocated for managing EA projects, which is mandatory for road widening projects.

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

Should the additional Transportation Engineer position not be approved, then there will be insufficient staff resources in the Transportation Engineering Division to carry out EA studies, which is mandatory per the EA act, for any road widening projects. Workload and town projects will need to be re-prioritized, and there is a risk that there may not be sufficient resources to complete the EA studies and could cause delays in delivering road improvement projects in support of future growth in Caledon.

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

An additional Transportation Engineer position is being recommended to undertake EA studies, which are needed immediately to be completed in order to ensure that the road improvements and widening projects will be delivered on time in support of future growth in Caledon, as well coordination of transportation-related initiatives from other levels of government, such as the MTO.

This position is expected to be funded 50% from capital project and 50% Development Engineering Fees that'll be responsible for managing.

### 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		
<b>Expenditures</b>								
Salaries-Permanent	1			80,266	24,080	104,346		139,128
Recovery-Salaries-Permanent						(52,173)		(69,564)
Maintenance Contracts - IT						4,100		4,100
New Staff Technology							4,900	
<b>Expenditures Total</b>	<b>1</b>					<b>56,273</b>	<b>4,900</b>	<b>73,664</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-035 Transportation Engineer		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Reserve Fund To Revenue						(52,173)		(69,564)
<b>Funding</b>						<b>(52,173)</b>		<b>(69,564)</b>

### Attributes

Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	500 Transportation	
Commissioner	Andrew Pearce	
Requested By:	Arash Olia	
Strategic Alignment	Enhanced Transportation and Mobility	
General Location	Town Wide	
Is there related capital	Yes	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-036 Senior Project Manager, Development Stormwater		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Development Engineering
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

The Town's Official Plan Policies requires the Town to complete Subwatershed Studies and Master Environmental Servicing Plans for new Secondary Plans and Block Plans. This new position will support Town-led Secondary Plans, Privately Initiated Secondary Plans (OPA) by leading and coordinating Subwatershed Studies (SWS) and equivalent studies. Currently there are 12 secondary plans and block plans in-progress, each with their individual SWS or Master Environmental Servicing Plans. In addition to Secondary Plans, this position will also support MZO's, Appeals to the OLT and other priority projects.

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

In conformance with the Regional Official Plan Policy Policy 5.6.20.14.17.f, Caledon's new official plan policies require the Town to undertake local subwatershed study or an equivalent study is required to support a Secondary Plan within the SABE. The Region worked with the Town to develop Local SWS terms of reference that satisfies the need for multi-disciplinary studies which comprehensively establish a baseline characterization of the environmental conditions and natural systems and resources in a subject study area planned for growth developed on the basis of a subwatershed. The study areas are attached for reference.

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

The risk of not carrying out comprehensive SWS is that the scale of study is too onerous and broad to be carried out by individual landowners, Lack of coordinated study means that each landowner is focusing on their piece of the broader environmental system which eliminates the ability to plan a robust, healthy natural heritage system that still meets the broader planning objectives. Instead, smaller studies can lead to protection of all individual features without the ability to balance the impacts of achieving broader planning objectives such as a connected transportation network, density around MTSA's.

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

Approval of this new role to continue to the support of new Secondary Plans in SABE and ensure that Local Subwatershed Studies are advanced early in the SABE and avoid start-stop effect of having individual, uncoordinated environmental studies that often leads to inefficiency in later stages of the planning approval processes.

This position is expected to be funded 50% from capital projects and 20% from Engineering Fees that it'll be responsible for managing.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						35,404	4,900	45,838
<b>Total Tax Impact</b>						40,304		
<b>Expenditures</b>								
Salaries-Permanent	1			80,266	24,080	104,346		139,128
Recovery-Salaries-Permanent						(52,173)		(69,564)
Maintenance Contracts - IT						4,100		4,100
New Staff Technology							4,900	
<b>Expenditures Total</b>	<b>1</b>					<b>56,273</b>	<b>4,900</b>	<b>73,664</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-036 Senior Project Manager, Development Stormwater		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Development Engineering
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Reserve Fund To Revenue						(20,869)		(27,826)
<b>Funding</b>						<b>(20,869)</b>		<b>(27,826)</b>

### Attributes

Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	270 Development Engineering	
Commissioner	Andrew Pearce	
Requested By:	Rita Juliao	
Strategic Alignment	Environmental Leadership	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-037 Facilities Associate		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Capital Project & Prprty Mgmt
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

Town Hall Campus has seen some significant changes and additions, with these changes preventative maintenance, staff requests and work orders have increased. To ensure the buildings and property are kept in a safe clean professional condition the additional Facilities Associate is required. A vehicle was also requested for this position; Capital Project # 24-121 (Vehicle Facilities Associate).

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

New additions have been added at OPP and Fire Administration as well as additional outside space around the Town Hall Campus. This increased area has significantly increased work orders and staff requests for the campus facilities. Campus work orders are increasing, as well as ongoing maintenance work to keep the facilities in good working order.

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

Corporate Facilities Staff work orders are increasing, without additional staff work order clearance rates will be slower and preventative maintenance will decrease.

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

It is recommended that an additional Facilities Associate be added to the Corporate campus facilities division. This new position will work out of Town Hall and provide maintenance support for Town Hall, Fire Administration and OPP.

This position is expected to be funded 50% from OPP Facility Recoveries that it'll be responsible for managing.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						49,388	7,950	55,250
<b>Total Tax Impact</b>						57,338		
<b>Expenditures</b>								
Salaries-Permanent	1			31,875	9,563	41,438		55,250
Salaries-Permanent	1			31,875	9,563	41,438		55,250
Furniture/Fixtures						2,500	2,500	
Maintenance Contracts - IT						1,050	1,050	
New Staff Technology						4,400	4,400	

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-037 Facilities Associate			
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Capital Project & Prprty Mgmt	
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024	
<b>Expenditures</b>	<b>Total</b>	<b>2</b>	<b>90,826</b>	<b>7,950</b>
			<b>110,500</b>	

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Recoveries-OPP						(41,438)		(55,250)
<b>Funding</b>	<b>Total</b>					<b>(41,438)</b>		<b>(55,250)</b>

### Attributes

Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	155 Capital Project & Prprty Mgmt	
Commissioner	Andrew Pearce	
Requested By:	Tom Darlow	
Strategic Alignment	Service Excellence and Accountability	
General Location	Ward 3	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

Request	2024-002 Mayfield Artificial Turf and Dome		
Department	Engineering, Public & Transportation	Division	Facilities & Operations
Version	Department Submission - Pre	Year	2024

## 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 turf and dome project included an annual unavoidable operating budget impact of \$377,500, spread over two years; \$132,525 was approved in 2023 and \$244,975 was pre-approved for 2024.

Since the 2023 budget, it has been confirmed that the costs to set-up, take down and store the Dome seasonally has increased by an additional \$159,000 annually. This additional cost would be required in the 2025 Operating Budget to support the year-round operation of the turf field and dome.

**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 with the dome installed. 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 some of 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 initial fully annualized operating budget for the artificial turf and dome was approved in 2023 for \$377,500, of which \$244,975 was pre-approved for 2024. However, recent quotations for the seasonal dome setup, removal and storage increased this cost by an additional \$159,000 annually, to \$536,500. If these funds are not approved, there will not be sufficient funding to operate the dome during the winter season.

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

The initial fully annualized budget of \$377,500 was approved in 2023: \$132,525 was phased-in in 2023 and \$244,975 was pre-approved for 2024.

If the dome is approved, an additional \$159,000 will be required in the 2025 operating budget to support the seasonal dome operation, bringing the total annualized operating budget to \$536,500.

Should the dome option not be utilized, annualized operational savings of approx. \$305,305 may be realized from the preapproved budget, bringing the total annualized operating budget to \$72,196.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						244,975	-	403,975
<b>Total Tax Impact</b>						244,975		
<b>Expenditures</b>								
Wages-Casual Temporary		1	12	35,533	4,264	39,797		39,797
Wages-CUPE		1	12	35,285	11,559	46,844		46,844
Contracted Services						100,000		259,000
Uniforms/Protective Clothing						1,667		1,667
Maintenance & Repairs-Building						30,000		30,000



## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-002 Mayfield Artificial Turf and Dome		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Facilities & Operations
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Expenditures</b>								
Natural Gas						26,667		26,667
Electricity						40,000		40,000
<b>Expenditures Total</b>		<b>2</b>				<b>284,975</b>		<b>443,975</b>
<b>Funding</b>								
Park Rentals						(40,000)		(40,000)
<b>Funding Total</b>						<b>(40,000)</b>		<b>(40,000)</b>

## Attributes

Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	465 Facilities & Operations	
Commissioner	Andrew Pearce	
Requested By:	Kevin Kyle	
Strategic Alignment	Community Vitality and Livability	
General Location	Ward 3	
Is there related capital	Yes	22-036 & 2023-050 CISL
Partnerships exist? Please explain	Yes	Field is to be co-operated with the Peel School Board and costs shared
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Unfunded	
Posted	No	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

Request	2024-033 Automated Speed Enforcement Program Expansion		
Department	Engineering, Public & Transportation	Division	Transportation
Version	Department Submission - Pre	Year	2024

## Description

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

Expansion of the use of traffic calming and speed management measures across the Town to maximize road safety has been identified as a priority per the Caledon Strategic Plan. To that effect, following the successful implementation of two (2) mobile Automated Speed Enforcement (ASE) cameras in 2023, in order to improve safety across Caledon and to secure one ASE camera per ward by 2025, implementation of two (2) new ASE cameras is needed for 2024.

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

Caledon has implemented two (2) ASE cameras in 2023. ASE are the most effective traffic calming measures. Given the needs of communities and to secure one ASE camera per ward by 2025, an additional two units are required.

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

Should two (2) new ASE cameras not be approved, then there will be less coverage and shorter time for the presence of each camera in each ward, where needed.

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

Two (2) new ASE cameras are recommended to be implemented in 2024.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						150,000	-	150,000
<b>Total Tax Impact</b>						150,000		
<b>Expenditures</b>								
Contracted Services						250,000		250,000
<b>Expenditures Total</b>						250,000		250,000
<b>Funding</b>								
Caledon Fines						(100,000)		(100,000)
<b>Funding Total</b>						(100,000)		(100,000)

## TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-033 Automated Speed Enforcement Program Expansion		
<b>Department</b>	Engineering, Public & Transportation	<b>Division</b>	Transportation
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

Attributes		
Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	500 Transportation	
Commissioner	Andrew Pearce	
Requested By:	Arash Olia	
Strategic Alignment	Enhanced Transportation and Mobility	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Unfunded	
Posted	No	
Alternatives Considered		
Implementation Plan		

## TOWN OF CALEDON

## Change in Service Level

Request	2024-040 Roadside Mowing		
Department	Engineering, Public & Transportation	Division	Parks Operations
Version	Department Submission - Pre	Year	2024

## Description

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

Parks Operations provides roadside mowing service on urban boulevards that are not adjacent to industrial buildings or residential housing. Changes are requested to maintained current service levels and increase service levels on high exposure Gateway boulevards. Changes are required as current resources have been challenged by growth. Using contractors as an additional resource will enhance customer service, improve efficiencies, and support other Parks Maintenance service levels.

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

Current roadside moving services levels are to mow urban boulevards every 3 weeks. Citywide service requests have more than doubled from 2022 numbers.

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

Risks include not meeting service levels and not meting our service standard of exceptional customer service and satisfaction.

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

Increase service level to every 2 weeks on Gateway boulevards such as Queensgate Boulevard in Ward 5, Columbia Way Ward 6, Kennedy Road and Abbotside Way Ward 2, Walker Road Ward 3, and Highway 10 (Caledon Village) Ward 1. Contract out additional boulevards in Bolton industrial area and Southfields due to growth. Service level will be every 3 weeks on additional boulevards not classified as Gateway.

## Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						55,000	-	55,000
<b>Total Tax Impact</b>						55,000		
<b>Expenditures</b>								
Contracted Services						55,000		55,000
<b>Expenditures Total</b>						55,000		55,000

## Attributes

Attribute	Value	Comment
-----------	-------	---------

## TOWN OF CALEDON

## Change in Service Level

Request	2024-040 Roadside Mowing		
Department	Engineering, Public & Transportation	Division	Parks Operations
Version	Department Submission - Pre	Year	2024

## Attributes

Attribute	Value	Comment
Department	019 Engineering, Public & Transportation	
Division	385 Parks Operations	
Commissioner	Andrew Pearce	
Requested By:	Jeremy Johnson	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Unfunded	
Posted	No	
Alternatives Considered		
Implementation Plan		

# Finance



## Departmental Business Plans

### Finance

#### Roles & Structure

As an internal service provider, Finance supports the Town's use of public funds and assets to deliver services to the community through financial planning and budgeting, accounting, procurement and risk management, and by coordinating the management of corporate assets so that investments offer the greatest return in terms of service level and asset lifecycle.

The Commission is comprised of:

- Finance
- Asset Management
- Purchasing and Risk Management
- Revenue

#### Key Activities

Key Action	Expected Timeframe		
	2024	2025*	2026*
<b>Service Excellence and Accountability</b>			
Ensure that the Provincial audit is successful by providing timely access to information and people	X		
Launch an online portal for residents and businesses to manage tax accounts.	X		
Deliver a Development Charge Background Study which includes the essential infrastructure needs and requisite funding to invest in a growing community	X		
Advance the Asset Management Road Map through incremental investment in people, process, and technology to ensure that assets are in a state of good repair		X	
Complete a fee review and implement an updated Fee By-law to more closely resemble a 'growth pays for growth' fiscal model.		X	

*\*All 2025 and 2026 activity is subject to Council deliberation and approval.*

#### Measures of Success

Measure	Target
Debt-service ratio	Monitoring
Capital spending as a percentage of total expenditures	Monitoring
Tax collected as a percentage of tax billed	Maintain/Increase



TOWN OF CALEDON  
2024 OPERATING BUDGET - FINANCE

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 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)					(\$4,003)				(\$99,878)
Expenses	\$3,896,636		\$3,896,636		\$173,014	\$58,500		\$3,600			(\$1,600)	\$4,130,150
Net Exp./ (Rev.)	\$3,800,761	\$0	\$3,800,761	\$0	\$173,014	\$58,500	\$0	(\$403)	\$0	\$0	(\$1,600)	\$4,030,272

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
				(\$99,878)	
				\$4,130,150	
\$0	\$0	\$0	\$0	\$4,030,272	

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

% Increase/(Decrease)

\$229,511

6.0%



**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**2024 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME: **FINANCE**

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

**C - 2023 Council Approved Budget - Net - "2024 Base Budget" in Appendix 1** **\$3,800,761**

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

**E - Increases in employee compensation (existing staff)** **\$173,014**

1 **Salaries and Benefits - Increases related to COLA, Grade and Grid moves** **\$173,014**

**F - Annualization of New Staff approved in the 2023 Budget** **\$58,500**

2 **Annualization of Advisor Asset and Infrastructure Management - CISL 2023-061, Advisor Asset and Infrastructure Management** **\$58,500**

**G - Annualization of Services approved in the 2023 Budget** **\$0**

**H - Inflationary Adjustments** **(\$403)**

3 **Contracted Services** **\$2,500**

4 **Printing & Advertising** **\$2,000**

5 **Mileage** **\$100**

6 **Training/Development/Seminars** **(\$1,000)**

7 **External Cost Recovery** **(\$4,003)**

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

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

APPENDIX 2 - UNAVOIDABLE

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

(\$1,600)

8

Removal of one-time costs on CISL 2023-061

(\$1,600)

Net Unavoidable Increases/(Decreases)

\$229,511

L Adjusted Base Budget for FINANCE

\$4,030,272

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 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* \$4,030,272

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

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

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

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

**Q 2024 Budget to be presented to Council for FINANCE** \$4,030,272

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 4 - CHANGES IN SERVICE LEVELS

### TOWN OF CALEDON 2024 OPERATING BUDGET

#### SUMMARY OF 2024 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: **FINANCE**

<i>ITEM</i>		<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
9	Accounting Supervisor to maintain service excellence and accountability standards in the face of growing financial transaction activities, statutory reporting demands and report preparation/review. The position will also provide the Finance Unit the ability to more readily assign strategic resources to projects that advance service delivery modernization. (2024 CISL - 016)	\$113,875	1.0	Part Year
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>		<b>\$113,875</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>\$113,875</b>		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-016 Accounting Supervisor		
<b>Department</b>	Finance	<b>Division</b>	Finance
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

One (1) Accounting Supervisor is being requested in order to maintain service excellence and accountability standards in the face of growing financial transaction activities, statutory reporting demands and report preparation/review. The position will also provide the Finance Unit the ability to more readily assign strategic resources to projects that advance service delivery modernization.

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

The Finance Unit reports to the Town Treasurer and is currently served by one (1) Manager, seven (7) Financial Analysts and two (2) Clerks. Duties carried out by the Finance Unit include strategic financial planning/budgets, accounting/statutory reporting, accounts payable processing, grants review/processing, POA reporting, service delivery modernization partnering, Council report preparation/review.

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

The organization has grown considerably and has added only limited resource capacity to maintain adequate levels of service internally, to reporting agencies and to the public. Financial Analysts have multiple duties of responsibility such as strategic financial planning/budgeting, accounting entry/reconciliations, statutory reporting and Council report preparation/review. Segregation of financial planning and accounting/statutory reporting duties would allow for internal peer review to ensure accuracy and an additional level of compliance and risk mitigation. Limited resources has meant that the Finance Unit frequently requests filing extensions for the Town's statutory reporting requirements, delayed public reporting and the inability to provide timely resources for service delivery modernization initiatives.

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

The Accounting Supervisor will bring supervisory skills and experience to allow for the creation of dedicated roles and lines of service to accommodate increased financial transactions, statutory reporting, strategic financial planning, corporate service delivery modernization demands, and Council report preparation/review. The Finance Unit will realign into two individual work sections, namely Financial Planning and Accounting. This divergence has the advantage of segregating roles/duties assigned to team members as a risk management technique and allow for more focused work for team members. The position will create additional capacity to allow more timely availability of strategic resources to strategize, assess and advance service delivery modernization initiatives through the use of technology and/or process changes in partnership with other departments.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						106,875	7,000	141,650
<b>Total Tax Impact</b>						113,875		
<b>Expenditures</b>								
Accounting Supervisor	1			80,250	24,075	104,325		139,100
Furniture/Fixtures							2,500	
Maintenance Contracts - IT						550		550
New Staff Technology							4,500	
Training/Development/Seminars						1,000		1,000

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-016 Accounting Supervisor		
<b>Department</b>	Finance	<b>Division</b>	Finance
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### 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>106,875</b>	<b>7,000</b>	<b>141,650</b>

### Attributes

Attribute	Value	Comment
Department	015 Finance	
Division	285 Finance	
Commissioner	Vacant	
Requested By:	David Sutton	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

TOWN OF CALEDON  
2024 OPERATING BUDGET - CORPORATE ACCOUNTS

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$98,578,181)	\$0	(\$98,578,181)	\$0	\$0	\$0	\$0	\$0	\$0	(\$11,826,244)	(\$1,543,038)	(\$111,947,463)
Expenses	\$27,405,465	\$177,648	\$27,583,113	\$12,300	(\$165,500)	\$0	\$733	\$109,349	\$0	\$1,449,000	(\$88,800)	\$28,900,195
Net Exp./ (Rev.)	(\$71,172,716)	\$177,648	(\$70,995,068)	\$12,300	(\$165,500)	\$0	\$733	\$109,349	\$0	(\$10,377,244)	(\$1,631,838)	(\$83,047,268)

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
\$0	\$0	\$0	\$0	(\$111,947,463)	
(\$62,456)	\$0	\$0	(\$62,456)	\$28,837,739	
(\$62,456)	\$0	\$0	(\$62,456)	(\$83,109,724)	
Tax Increase/(Decrease) compared to "base budget" (C)				(\$12,114,656)	
% Increase/(Decrease)				17.1%	

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**2024 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 - 2023 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget"  
in Appendix 1**

**(\$70,995,068)**

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

**\$12,300**

1	Town PIL due to Region	\$300
2	Tax Adjustments	\$12,000

**E - Increases/(Decreases) in employee compensation**

**(\$165,500)**

3	Salaries and Benefits - Budget addition placeholder for FIRE and CUPE Union Settlement, net of budget reduction placeholder of various corporate-wide ad-hoc initiatives	(\$165,500)
---	--	-------------

**F - Annualization of New Staff approved in the 2023 Budget**

**\$0**

**G - Annualization of Services approved in the 2023 Budget**

**\$733**

4	Annualization of maintenance contract IT - Caledon East Community Centre Phase 4 Expansion - CISL 2023-049	\$733
---	--	-------

**H - Inflationary Adjustments**

**\$109,349**

5	Insurance	\$109,349
---	-----------	-----------

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

**\$0**



**APPENDIX 2 - UNAVOIDABLE****J - Revenue (Increases)/Decreases****(\$10,377,244)**

6	Current Levy-Res/Farm	(\$10,016,898)
7	Interest Earned - Investments	(\$1,775,742)
8	Penalty/Interest-Taxes	(\$60,000)
9	Internal recoveries	(\$39,776)
10	Payment In lieu	(\$8,630)
11	Supplementary-Res/Farm	(\$698)
12	Other municipalities	(\$4,000)
13	General support grant	\$79,500
14	Interest Earned on Reserves	\$1,449,000

**K - Previously Approved Council Initiatives - Increases/(Decreases)****(\$1,631,838)**

15	Reserve Fund To Revenue	(\$1,543,038)
16	New Staff Technology	(\$87,700)
17	Maintenance Contracts - IT	(\$1,100)

**Net Unavoidable Increases/(Decreases)**

(\$12,052,200)

**L Adjusted Base Budget for CORPORATE ACCOUNTS****(\$83,047,268)**

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 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* (\$83,047,268)

**M - Service Delivery Efficiencies** (\$62,456)

18	Telephone	(\$36,000)
19	Operating Supplies	(\$20,000)
20	Collection Fees	(\$3,000)
21	Contracted Services	(\$2,456)
22	Records Management Supplies	(\$1,000)

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

23		
24		
25		

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

26		
----	--	--

**P - Total Recommended Reductions** (\$62,456)

**Q 2024 Budget to be presented to Council for CORPORATE ACCOUNTS** (\$83,109,724)

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

TOWN OF CALEDON  
2024 OPERATING BUDGET

SUMMARY OF 2024 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: **CORPORATE ACCOUNTS** \_\_\_\_\_

<i>ITEM</i>	<i>2024 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>2024 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 \$0



# Office of the CAO



## Annual Budget • Fiscal Year 2024

## Departmental Business Plans

### Office of the CAO

#### Roles & Structure

The Office of the CAO is responsible for providing strategic oversight of the Corporation. As directed by Council, the Office of the CAO ensures corporate accountability through strategic planning, corporate performance measurement and auditing; and maintains active partnership with other levels of government and community stakeholders.

The Office of the CAO is comprised of:

- Internal Audit Office
- Strategic Initiatives
- Government Relations and Public Affairs
- Mayor and Council Office

#### Key Activities

Priority	Key Action	Expected Timeframe		
		2024	2025*	2026*
Service Excellence and Accountability				
	Collaborate with the transition board to ensure Caledon is set up successfully to be a single-tier municipality by January 1, 2025.	X		
	Advance multi-year business planning that aligns work with the Strategic Plan	X		
Other Activity				
	Develop an advocacy framework that advances Caledon’s priorities with government partners	X		

*\*All 2025 and 2026 activity is subject to Council deliberation and approval.*

#### Measures of Success

Measure	Target
Percentage of strategic plan activities complete/on-target	Increase

TOWN OF CALEDON  
2024 OPERATING BUDGET - OFFICE OF CAO

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$120,522)		(\$120,522)								\$120,522	\$0
Expenses	\$1,188,973	\$1,989,195	\$3,178,168		\$100,235	\$9,039		\$25,042		(\$12,076)	(\$121,322)	\$3,179,086
Net Exp./(Rev.)	\$1,068,451	\$1,989,195	\$3,057,646	\$0	\$100,235	\$9,039	\$0	\$25,042	\$0	(\$12,076)	(\$800)	\$3,179,086

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	\$0	
(\$1,250)			(\$1,250)	\$3,177,836	
(\$1,250)	\$0	\$0	(\$1,250)	\$3,177,836	
Tax Increase/(Decrease) compared to "base budget" (C)				\$120,190	
% Increase/(Decrease)				3.9%	

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**2024 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME **OFFICE OF CAO**

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

**C - 2024 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget" in Appendix 1** **\$3,057,646**

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

1

**E - Increases in employee compensation (existing staff)** **\$100,235**

2 **Salaries and Benefits - Increases related to COLA, Grade and Grid moves** **\$100,235**

**F - Annualization of New Staff approved in the 2024 Budget** **\$9,039**

3 **Annualized Salaries and Benefits of (1) Capital Project Manager (2023-043)** **\$9,039**

**G - Annualization of Services approved in the 2024 Budget** **\$0**

4

**H - Inflationary Adjustments** **\$25,042**

5 **Contracted Services** **\$22,542**

6 **Printing & Advertising** **\$2,500**

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

7

**J - Revenue (Increases)/Decreases** **(\$12,076)**

8 **Recovery Salaries and benefits** **(\$12,076)**

**K - Previously Approved Council Initiatives - Increases/(Decreases)** **(\$800)**

9 **Removal of one-time revenue to fund CISL 2022-061 and CISL 2023-040** **\$120,522**

10 **Removal of one-time costs to fund CISL 2022-061 and CISL 2023-040** **(\$121,322)**

Net Unavoidable Increases/(Decreases)	\$121,440
---------------------------------------	-----------

L Adjusted Base Budget for OFFICE OF CAO	<u><u>\$3,179,086</u></u>
--	---------------------------

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)



## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME OFFICE OF CAO

(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* \$3,179,086

**M - Service Delivery Efficiencies** (\$1,250)

11 Mileage (\$1,250)

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

12

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

13

**P - Total Recommended Reductions** (\$1,250)

**Q 2024 Budget to be presented to Council for OFFICE OF CAO** \$3,177,836

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

**TOWN OF CALEDON**  
**2024 OPERATING BUDGET**

**SUMMARY OF 2024 CHANGES IN SERVICE LEVELS**

DEPARTMENT NAME OFFICE OF CAO

	<i>ITEM</i>	<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
14	CISL 2024-003 World Council on City Data Certification Providing meaningful data to inform decision making and monitor the impact of strategic plan activities.	\$20,395	0.0	One-time
15	CISL 2024-008 Project Management Support complex projects that have a cross departmental impact	\$39,377	1.0	Annual
	<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>	<b>\$59,772</b>		
	<i>ITEM</i>	<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
16				
	<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>	<b>\$0</b>		
	<b>GRAND TOTAL</b>	<b>\$59,772</b>		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-003 World Council on City Data Certification		
<b>Department</b>	Office of the CAO	<b>Division</b>	Office of the CAO
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

The World Council on City Data (WCCD) is a globally recognized organization that was instrumental in publishing the first international standard for municipal data collection. This request is for enhanced support from the WCCD to maintaining Caledon's platinum certification with the organization. Membership and certification through the WCCD offers Caledon access to valuable municipal comparison data year-over-year and with municipalities across the globe.

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

Caledon joined the WCCD in 2022 and received a platinum certification in July 2023 by reporting on 90 indicators through a rigorous data collection process. Caledon is currently collecting data for a second reporting cycle with the intention of maintaining certification. This data can be used to inform decision making in Caledon's efforts to be more sustainable, resilient, prosperous, inclusive and smart. Moreover, the indicators have been directly linked to outcomes in Caledon's 2023-2035 Strategic Plan and monitoring trends in this data helps ensure that Town work has the intended impact in the community.

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

Without enhanced support through the WCCD, staff would look to coordinate the data collection process for certification internally. Enhanced support enables the Town to complete the certification process in as little as 10 weeks. Should staff take on this responsibility while managing other priorities and supporting discussions on matters related to Peel's transition, the certification process will exceed 9 months and will be subject to further delays and postponements if other priorities arise. In addition, the delayed access to this data would prevent the Town from accessing meaningful information that may be helpful in discussions on the transition itself.

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

Approve enhanced support to ensure an efficient and timely data collection process so that the Town has access to meaningful data to inform decision making and monitor the impact of strategic plan activities.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						-	20,395	-
<b>Total Tax Impact</b>						20,395		
<b>Expenditures</b>								
Contracted Services							20,395	
<b>Expenditures Total</b>							20,395	

### Attributes

Attribute	Value	Comment
-----------	-------	---------

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-003 World Council on City Data Certification		
<b>Department</b>	Office of the CAO	<b>Division</b>	Office of the CAO
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

Attributes		
Attribute	Value	Comment
Department	016 Office of the CAO	
Division	545 Office of the CAO	
Commissioner	Nathan Hyde	
Requested By:	Rebecca Carvalho	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-008 Project Manager		
<b>Department</b>	Office of the CAO	<b>Division</b>	Administration
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

This request is to ensure a permanent full-time Project Manager is dedicated to the implementation of significant, corporate-wide technology solutions and process improvements.

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

The Project Management Office (PMO) currently supports complex projects that have a cross-departmental impact, or are aligned with strategic priorities. Departments do not have their own resources to advance significant projects beyond normal service delivery.

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

Should this request be declined, current projects (including HRIS implementation, tax system replacement and online portal) and planned work (including move to online payments, phone system enhancements, and continued roll out of LEAN) would be delayed. These enhancements are particularly important as the Town sets up the systems necessary to transition to a single-tier model.

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

This permanent full-time position, to be largely funded by the capital projects that the position is responsible for managing.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						39,377	-	39,377
<b>Total Tax Impact</b>						39,377		
<b>Expenditures</b>								
Project Manager	1			94,558	28,367	122,925		122,925
Recovery-Salaries-Permanent						(66,191)		(66,191)
Recovery-Benefits-Permanent						(19,857)		(19,857)
Training/Development/Seminars						1,750		1,750
Memberships/Dues						750		750

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-008 Project Manager		
<b>Department</b>	Office of the CAO	<b>Division</b>	Administration
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024
<b>Expenditures</b>	<b>Total</b>	<b>1</b>	<b>39,377</b>

### Operating Impact

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

Attributes		
Attribute	Value	Comment
Department	016 Office of the CAO	
Division	115 Administration	
Commissioner	Vacant	
Requested By:	Erin Britnell	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		



# People Services



## Departmental Business Plans

### People Services

#### Roles & Structure

People services supports the development and maintenance of a positive, engaged, inclusive and productive workforce capable of delivering excellent service through traditional and transformative HR programs and services including: labour relations, health and safety, payroll, wellness, talent acquisition, performance management, and justice, equity, diversity and inclusion (JEDI).

#### Key Activities

Priority	Key Action	Expected Timeframe		
		2024	2025*	2026*
Service Excellence and Accountability				
	Develop a People Strategy that prioritizes staff development and defines corporate values		X	

*\*All 2025 and 2026 activity is subject to Council deliberation and approval.*

#### Measures of Success

Measure	Target
Staff Engagement Score	Maintain/Increase



TOWN OF CALEDON  
2024 OPERATING BUDGET - PEOPLE SERVICES

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$171,736)		(\$171,736)								\$171,736	\$0
Expenses	\$2,162,239	\$157,403	\$2,319,642		\$38,432	\$87,465		\$600			(\$171,736)	\$2,274,403
Net Exp./(Rev.)	\$1,990,503	\$157,403	\$2,147,906	\$0	\$38,432	\$87,465	\$0	\$600	\$0	\$0	\$0	\$2,274,403

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	\$0	
(\$5,000)			(\$5,000)	\$2,269,403	
(\$5,000)	\$0	\$0	(\$5,000)	\$2,269,403	
Tax Increase/(Decrease) compared to "base budget" (C)				\$121,497	
% Increase/(Decrease)				5.7%	

**TOWN OF CALEDON**  
**2024 OPERATING BUDGET**

**2024 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 - 2024 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget" in Appendix 1** **\$2,147,906**

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

1

**E - Increases in employee compensation (existing staff)** **\$38,432**

2 Salaries and Benefits - Increases related to COLA, Grade and Grid moves \$38,432

**F - Annualization of New Staff approved in the 2024 Budget** **\$87,465**

3 Annualized cost of (1) Manager of People Services CISL (2023-066) and (1) Coordinator, Engagement and Culture CISL (2023-028) \$87,465

**G - Annualization of Services approved in the 2024 Budget** **\$0**

4

**H - Inflationary Adjustments** **\$600**

5 Staff Recognition/Appreciation \$600

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

6

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

7

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

8 Removal of one-time revenue to fund covid-related expenditures on CISL 2023-075, CISL 2023-076, CISL 2023-078 and CISL 2023-085 \$171,736

9 Removal of one-time costs to fund covid-related expenditures on CISL 2023-075, CISL 2023-076, CISL 2023-078 and CISL 2023-085 (\$171,736)

Net Unavoidable Increases/(Decreases)	\$126,497
---------------------------------------	-----------

L Adjusted Base Budget for PEOPLE SERVICES	<u>\$2,274,403</u>
--	--------------------

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)

## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 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* \$2,274,403

**M - Service Delivery Efficiencies** (\$5,000)

10 Floral Tributes/In Memory (\$3,000)

11 Special Charges (\$2,000)

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

12

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

13

**P - Total Recommended Reductions** (\$5,000)

**Q 2024 Budget to be presented to Council for PEOPLE SERVICES** \$2,269,403

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

**TOWN OF CALEDON  
2024 OPERATING BUDGET**

**SUMMARY OF 2024 CHANGES IN SERVICE LEVELS**

DEPARTMENT NAME PEOPLE SERVICES

	<i>ITEM</i>	<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
14	CISL 2024-005 HR Associate Conversion The position will support the volume of new hires and data entry expected with the growth of Town of Caledon	\$33,368	1.0	Annual
15	CISL 2024-013 HR Associate/Recruiter The position is critical to meet the growing Human Resource needs of the town	\$95,321	1.0	Annual
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>		<b>\$128,689</b>		
	<i>ITEM</i>	<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
16				
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>		<b>\$0</b>		
<b>GRAND TOTAL</b>		<b>\$128,689</b>		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-005 HRIS Associate Conversion		
<b>Department</b>	People Services	<b>Division</b>	Human Resources
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

This position is being requested to convert from Part Time to Full Time employment status. As the Town continues to grow this position is required to work full time to support the volume of new hires, data entry and being a key point of contact in the employee process.

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

This part time position has been in place for the last 15 years to support the Human Resources Information System. Within the recent volume of employee growth and enhanced requirements within Human Resources, this position is often required to work additional hours to support the volume of data entry and support the recruitment process of enrolling new hires, employee changes and day to day benefits changes.

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

This position requires additional hours to support the volume of work. Given the current workload, there is risk to the data integrity and processing employee information. It is no longer sustainable for this position to be part time given the significant increases of workload. There are risks of error, late responses to employee inquiries and negative impacts to data integrity.

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

The recommendation is to convert this position from part time to full time.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						33,368	-	33,368
<b>Total Tax Impact</b>						33,368		
<b>Expenditures</b>								
HRIS Associate Conversion	1			73,806	22,142	95,947		95,947
HRIS Associate Conversion		-1	12	(51,294)	(11,285)	(62,579)		(62,579)
<b>Expenditures Total</b>	<b>1</b>	<b>-1</b>				<b>33,368</b>		<b>33,368</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-005 HRIS Associate Conversion		
<b>Department</b>	People Services	<b>Division</b>	Human Resources
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

Attributes		
Attribute	Value	Comment
Department	011 People Services	
Division	325 Human Resources	
Commissioner	Tracey McKenna	
Requested By:	Tracey McKenna	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-013 HR Associate/Recruiter		
<b>Department</b>	People Services	<b>Division</b>	Human Resources
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

This request is to convert the existing contract full-time recruiter position to permanent full-time. We have piloted this position on contract basis for 2 years and have determined that this position is critical to meet the growing needs of the Town. As the Town is growing, this position is required to support the volume of work for the recruitment team.

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

Over the past years, recruitment needs have risen significantly, leading to an increased workload and time constraints. Additional contract Recruiter position that was brought in beginning of 2022 has been handling the additional workload. In 2020, Town had 139 recruitment campaigns, 2 permanent full-time recruiters and the time to fill the vacancy was 70 days. In 2021, Town had 175 recruitment campaigns, 2 PFT recruiters and time to fill the vacancy was 66 days. We added the contract position in 2022, this has resulted in bringing down the time to fill by 15 days for 206 recruitment campaigns. Bringing in the third contract recruiter has significantly improved our hiring processes, resulted in efficient handling of vacancies, and has allowed the team to focus on hiring of quality candidates.

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

With the escalating demands, there are inherent risks related to the quality of hire, time to fill and potential loss of great candidates due to stretched capacity. This could impact Town's growth, team morale and productivity. It is no longer sustainable for 2 recruiters to handle the volume of the work given that the significant increase to the recruitment needs of the Town.

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

The recommendation is to convert the contract position to ongoing permanent full-time.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						87,771	7,550	87,771
<b>Total Tax Impact</b>						95,321		
<b>Expenditures</b>								
HR Associate/Recruiter	1			67,016	20,105	87,121		87,121
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						650	750	650
New Staff Technology							4,700	
<b>Expenditures Total</b>	<b>1</b>					<b>87,771</b>	<b>7,550</b>	<b>87,771</b>



# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-013 HR Associate/Recruiter		
<b>Department</b>	People Services	<b>Division</b>	Human Resources
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

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

### Attributes

Attribute	Value	Comment
Department	011 People Services	
Division	325 Human Resources	
Commissioner	Tracey McKenna	
Requested By:	Tracey McKenna	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# Planning & Development



## Departmental Business Plans

### Planning and Development

#### Roles & Structure

Planning and Development is responsible for ensuring Caledon builds livable communities that enable residents and businesses to thrive. The commission works with the community to plan for growth in a comprehensive and fiscally sustainable manner and to protect the natural environment and Caledon's cultural heritage. The commission supports a thriving local economy that attracts a mix of business sectors and creates high quality jobs for residents.

The commission is comprised of:

- Development
- Planning Policy
- Building
- Business Attraction and Investment

#### Key Activities

Key Action	Expected Timeframe		
	2024	2025*	2026*
<b>Environmental Leadership</b>			
Establish an Urban Forest Management Plan that outlines urban canopy cover targets and a tree planting and restoration program to ensure the longevity of urban trees		X	
Develop and implement Town-wide Landscape Guidelines for new development applications to enhance the design of the public realm		X	
Develop Town-wide Natural Heritage Strategy to preserve and enhance Caledon's natural assets including woodlands, wetlands, watercourses and other elements of natural heritage system		X	
Establish a Tree Preservation By-law and update the existing Woodland Conservation By-law, to protect the Town's urban tree canopy and woodlands	X		
Complete updates to the Official Plan aggregate policies to maximize natural heritage protection and address community impacts of aggregate extraction	X		
<b>Community Vitality and Livability</b>			
Complete the Official Plan Review to set long-term direction to build complete communities and protect our natural and cultural heritage	X		
Complete the Growth Management and Phasing Plan and Fiscal Impact Assessment that prioritizes and phases growth economically and sustainably	X		
Commence Town-led Secondary Plans in accordance with the Growth Management and Phasing Plan	X		
Complete the Consolidated Bolton Secondary Plan, including the Business Case for the Second Bolton GO Station to promote greater intensification and revitalization of the employment and commercial areas		X	
Clarify land use regulations that support the build of complete communities by updating the Comprehensive Zoning By-law Update (Phase 1)	X		



## Departmental Business Plans

Key Action	Expected Timeframe		
	2024	2025*	2026*
Build outdoor community spaces and parks including Southfields Community Park and Skatepark and Laurier Park	X	X	
Develop a Parkland Acquisition Strategy and Parkland Development Guidelines to ensure the Town is meeting its parks and recreation service targets		X	
Launch a Community Economic Vitality Strategy that sets a path for community and economic development, and includes tourism, community revitalization, culture, business investment, and job creation.		X	
Create a business services hub at the Humber River Centre to support the growth of local businesses		X	
Launch investment attraction initiatives and cross-departmental services, such as an employment land concierge function and lead servicing tools to enhance business friendliness, competitiveness for new investment, and promote high quality job creation for residents			X
Complete the Employment Area Secondary Plan for the lands on the east side of Humber Station Road north of Mayfield Road to expand employment opportunities	X		
Complete the Trucking Strategy to address and provide direction on appropriate locations for warehousing and logistics, reducing potential negative impacts on our residential areas and roads	X		
Develop Caledon's first Rural Community Improvement Plan to support Caledon's agricultural and tourism communities		X	
Update the Community Improvement Plans for Caledon East and Six Villages that introduce new, flexible incentives that are industry-leading and best-in-class			
Advance land use and heritage conservation studies to preserve the character and significance of Alton, Belfountain and Cheltenham		X	X
Update the Town's Comprehensive Townwide Design Guidelines to ensure the distinct look and feel of Caledon communities	X		
Complete the Downtown Bolton Urban Design Study	X		
<b>Service Excellence and Accountability</b>			
Complete the Development Approvals Process review and implement recommendations in order to provide a consistent, easy to navigate process for all new applications.	X		
Explore further enhancements to the development application process through a Community Planning Permit System feasibility study.	X		

*\*All 2025 and 2026 activity is subject to Council deliberation and approval.*

## Departmental Business Plans

### Measures of Success

Measure	Target
Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties	Maintain/Increase
Number of businesses per 100K population	Maintain/Increase
Caledon's unemployment rate	Maintain/Decrease
Basic service proximity	Maintain/Increase
Response time for Building Permit Application from initial review	Decrease
Population Density	Monitoring

TOWN OF CALEDON  
2024 OPERATING BUDGET - **PLANNING AND DEVELOPMENT**

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2023 Budget	2023 Budget Changes	2024 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2024 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)=(C) TO (K)
Revenues	(\$10,292,519)	\$80,510	(\$10,212,009)			(\$113,556)				(\$217,885)		(\$10,543,450)
Expenses	\$12,835,763	(\$970,763)	\$11,865,000		\$497,771	\$137,439	\$100,000	\$142,429			(\$500)	\$12,742,139
Net Exp./(Rev.)	\$2,543,244	(\$890,253)	\$1,652,991	\$0	\$497,771	\$23,883	\$100,000	\$142,429	\$0	(\$217,885)	(\$500)	\$2,198,689

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies	New Fees/ Revenues	Fee Rate Increases	Total Base Budget Reductions	2024 Budget to be presented to Council (excl. Unmet Needs)	
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L)+(P)	
			\$0	(\$10,543,450)	
(\$23,437)			(\$23,437)	\$12,718,702	
(\$23,437)	\$0	\$0	(\$23,437)	\$2,175,252	
Tax Increase/(Decrease) compared to "base budget" (C)				\$522,261	
% Increase/(Decrease)				31.6%	

**TOWN OF CALEDON**  
**2024 OPERATING BUDGET**

**2024 UNAVOIDABLE BUDGET INCREASES/(DECREASES)**

DEPARTMENT NAME **PLANNING AND DEVELOPMENT**

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

**C - 2024 Council Approved Budget - Net Expense/(Revenue) - "2024 Base Budget" in Appendix 1** **\$1,652,991**

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

1

**E - Increases in employee compensation (existing staff)** **\$497,771**

2 Salaries and Benefits - Increases related to COLA, Grade and Grid moves \$497,771

**F - Annualization of New Staff approved in the 2024 Budget** **\$23,883**

3 Annualization of new staff funded from Development Fees and/or the Development Approval and Planning Policy Reserve (\$113,556)

4 Annualization of CISL 2023-062 \$137,439

**G - Annualization of Services approved in the 2022 Budget** **\$100,000**

5 Annualization CISL 2023-047 \$100,000

**H - Inflationary Adjustments** **\$142,429**

6 Contracted Services \$58,500

7 Interdepartmental Charges \$42,034

8 Misc personnel expenses (eg. memberships, mileage, training, mobile phone, protective clothing, meeting expenses) and other operating expenses \$31,895

9 Printing and Advertising for public planning notices \$10,000

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

10

**J - Revenue (Increases)/Decreases** **(\$217,885)**

11 Increase in Reserve Fund to Revenue (\$119,385)

12 Increase in Building Permits (\$100,000)

13 Decrease in Admin Fees/Pool Permits \$12,500

**APPENDIX 2 - UNAVOIDABLE**

14	Increase in Compliance Letters/Inquiries	(\$10,600)
15	Increase in External Cost Recovery/Sign Variances	(\$400)
K - Previously Approved Council Initiatives - Increases/(Decreases)		(\$500)
16	Removal of one time costs to fund growth expenditure	(\$500)
Net Unavoidable Increases/(Decreases)		\$545,698

<b>L Adjusted Base Budget for PLANNING AND DEVELOPMENT</b>	<b>\$2,198,689</b>
--	--------------------

(This figure should match to Column M of Appendix 1 - 2024 Operating Budget Template Summary)



## APPENDIX 3 - RECOMMENDED REDUCTIONS

### TOWN OF CALEDON 2024 OPERATING BUDGET

### 2024 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME PLANNING AND 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* \$2,198,689

**M - Service Delivery Efficiencies** (\$23,437)

17	Training/Development/Seminars	(\$12,250)
18	Uniforms/Protective Clothing	(\$3,625)
19	Printing and Advertising	(\$2,500)
20	Publications	(\$2,500)
21	Inspection Supplies	(\$1,500)
21	Office Supplies	(\$1,000)
22	Postage	(\$62)

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

23		
----	--	--

**P - Total Recommended Reductions** (\$23,437)

**Q 2024 Budget to be presented to Council for PLANNING AND DEVELOPMENT** \$2,175,252

(This figure should match to Column N of Appendix 1 - 2024 Operating Budget Template Summary)

**TOWN OF CALEDON**  
**2024 OPERATING BUDGET**

**SUMMARY OF 2024 CHANGES IN SERVICE LEVELS**

DEPARTMENT NAME PLANNING AND DEVELOPMENT

	<i>ITEM</i>	<i>2024 Net Cost/ (Revenue)</i>	<i># of Staff</i>	<i>One-time, Part Year, Annual</i>
<b>PROPOSED FUNDED CHANGES IN SERVICE LEVELS</b>				
24	CISL 2024-023 Plans Examiner The position is required to deliver services to achieve our corporate culture of service excellence	\$8,940	1.0	Annual
25	CISL 2024-024 Senior Policy Planner This position is required in order to provide needed capacity on the Strategic Policy Planning team	\$8,200	1.0	Annual
26	CISL 2024-025 Parks Planner The position is required in order to achieve many of the recommendations outlined in the Parks Plan and Recreation Master Plan	\$38,098	1.0	Annual
27	CISL 2024-026 Development Coordinator These position are required to assist in the development approval process	\$8,200	4.0	Annual
28	CISL 2024-028 Intermediate Planner, GIS The position is needed to provide critical needed support to the creation, maintenance and analysis of Planning and Engineering datasets	\$12,200	1.0	Annual
29	CISL 2024-029 Development Planner This position is required as there is expected to be a significant increase to the number of development applications	\$8,200	1.0	Annual
30	CISL 2024-030 Senior Environmental Planner This position is required to efficiently and effectively review the current 12 Secondary Plans	\$8,200	1.0	Annual
<b>TOTAL URGENT CHANGES IN SERVICE LEVELS</b>		<b>\$92,038</b>		
<b>PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS</b>				
31				
<b>TOTAL OTHER CHANGES IN SERVICE LEVELS</b>		<b>\$0</b>		
<b>GRAND TOTAL</b>		<b>\$92,038</b>		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-023 Plans Examiner		
<b>Department</b>	Building & Municipal Law Enforcement	<b>Division</b>	Building & Support Services
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

Being a subject matter expert dedicated to the network infrastructure will support the coverage of network emergencies. Document the issues of network outages and create a future redundancy plan based on the outage lessons learned. This position will focus more on planning and designing the required network infrastructure to support the growth model of the Town. Planning and execution of upgrades and maintenance of the current network infrastructure to ensure it aligns with the future network plans. Work as crucial contact for the public sector network with other partners to ensure the shared network installation and upgrade plans align with the Town's growth plan. This position will document all the current network processes and update the network connectivity diagram to support the growth plan.

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

The Ontario Building Code mandatory response timeframe for plans review activities is ten (10) business days for residential-type projects which constitute 80% of our workload. Presently Building Services Co-ordinators perform both administrative tasks and zoning plan reviews (which expand into other Applicable Laws, standards, and regulation reviews for clearance), and with the steady increase in building permit application volume and resubmission review cycles, this present way of work is not sustaining with respect to the rate of growth Caledon is experiencing.

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

From the responsibility and accountability level, daily when reviewing a building permit application to determine compliance or recognize when variances or By-law amendments are required. While the Zoning By-law may be very prescriptive in certain aspects, it is not always viable to achieve such prescriptive requirements or the By-law provisions may be subject to interpretation and it is up to the Plans Examiner to make the required assessment if they are satisfied that compliance has been met or not. To make this determination the Plans Examiners will rely upon their By-law knowledge, experience, and research into any relevant standards or draw upon the assistance of their colleagues and/or Supervisor. The Plans examiner may also engage with the applicant/design professional as they discuss a code requirement that is open to interpretation.

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

Caledon responds to clients' needs by the way we deliver services to achieve our corporate culture of service excellence. To ensure the Building Services Division has the capacity to facilitate change in the increase in workload, the recommendation is to introduce one (1) new dedicated Zoning, Plans Examination position to keep up with performing within the mandated plans review timeframe as set by the Ontario Building Code.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						650	7,550	650
<b>Total Tax Impact</b>						8,200		
<b>Expenditures</b>								
Plan Examiner	1			75,893	22,768	98,661		98,661
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						650	750	650
New Staff Technology							4,700	
Mobile Phones / Pagers						240	500	240

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-023 Plans Examiner			
<b>Department</b>	Building & Municipal Law Enforcement	<b>Division</b>	Building & Support Services	
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024	
<b>Expenditures</b>	<b>Total</b>	<b>1</b>	<b>99,551</b>	<b>8,050</b>
			<b>99,551</b>	

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Building Permit Stabilization Reserve						(98,901)	(500)	(98,901)
<b>Funding</b>						<b>(98,901)</b>	<b>(500)</b>	<b>(98,901)</b>

### Attributes

Attribute	Value	Comment
Department	014 Building & Municipal Law Enforcement Services	
Division	145 Building & Support Services	
Commissioner	Catherine McLean	
Requested By:	Mandy Tsang	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-024 Senior Policy Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Policy, Heritage & Design Svcs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

This position is recommended as part of a team to lead/project manage comprehensive integrated secondary planning project to establish a foundation for the development of the new community and employment areas to 2051. This position would also support ongoing completion of a new, modern Official Plan and policy reviews, preferably including expertise in mineral aggregate resource policies and planning.

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

Currently the Policy Planning team of the Strategic Policy Planning section consists of four Senior Planners, 2 Community Planners and an Intermediate Planner. The team leads the Official Plan Review, all land use policy reviews (i.e. Aggregates) and all Town-led secondary plans. Given the significant number of secondary plans to be completed over the next decade to plan for the build-out of the 2051 New Urban Area (between 10-12), all of which are complex projects involving multiple disciplines and studies, more staff resources are needed.

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

Should this position not be approved the Town will be unable to respond to the need to complete a significant number of secondary plans over the next decade, and will not be prepared to address the ongoing growth pressures experienced by the Town given its large 2051 New Urban Area.

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

It is recommended that the Senior Planner, Policy position be approved in order to provide needed capacity on the Strategic Policy Planning team to lead/project manage a series of secondary plans, as well as conduct ongoing policy reviews, including the update and performance monitoring of aggregate resource policies.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						650	7,550	650
<b>Total Tax Impact</b>						8,200		
<b>Expenditures</b>								
Senior Policy Planner	1			128,993	38,698	167,691		167,691
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						650	750	650
New Staff Technology							4,700	
<b>Expenditures Total</b>	<b>1</b>					<b>168,341</b>	<b>7,550</b>	<b>168,341</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-024 Senior Policy Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Policy, Heritage & Design Srvs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Development Approvals Stabilization						(167,691)		(167,691)
<b>Funding</b>						<b>(167,691)</b>		<b>(167,691)</b>
<b>Total</b>								

### Attributes

Attribute	Value	Comment
Department	020 Planning & Development	
Division	405 Policy, Heritage & Design Srvs	
Commissioner	Vacant	
Requested By:	Steve Burke	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-025 Parks Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Parks and Open Space
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### 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 natural parks development in existing and growth areas as identified in the Strategic Growth Direction and new Official Plan. Specifically, this position will update Parkland Dedication Bylaw, develop and implement a Parks Acquisition Strategy, Parks Retrofit Plan and Parks Amenities Service Levels. This position will also process Parkland Dedication calculations for Secondary Plans, Block Plans, Draft Plans, Site Plans and Building Permits. This position will work with internal and external partners in the development of a robust parkland system that achieves the service level recommendations of the Parks Plan and Parks and Recreation Master Plan.

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

The Province recently made changes to the Planning Act that will limit the Town's ability to meet its parkland service levels and required 60% of CIL of parkland to be annually allocated. A strategic approach to parkland acquisition and planning and development is required to ensure that current parkland service levels can be achieved within the existing legislative constraints. This requires a dedicated Parks Planner who will work with internal and external stakeholders and partners to maintain and improve existing parkland service levels. Currently, the Town does not have a Parks Planner. The current duties of the Parks Planners are shared between the Town's Landscape Architect and Manager of Parks and Natural Heritage.

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

Without a Parks Planner, the Town will fail to achieve many of the recommendations outlined in the Parks Plan and Parks and Recreation Master Plan. This will reduce the Town's provision of parkland and associated amenities. In addition, the absence of a Parks Planner is impacting the capacity of two existing positions, Landscape Architect and Manager of Parks and Natural Heritage, thus impacting services in other areas of the Town Greenland system. Finally this current service level limits the Town's ability to proactively acquiring parkland land to meet the future needs of Caledon residents.

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

Through the Parks Planner, the Town would ensure that development is planned and designed to meet its parkland service levels, deliver parkland amenities to existing and new residents. In addition, the Parks Planner would also increase the level of public awareness, partnerships and funding around parkland development and ensure strategy plans are successfully implemented through monitoring and adaptive management.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						30,548	7,550	30,548
<b>Total Tax Impact</b>						38,098		
<b>Expenditures</b>								
Parks Planner	1			114,991	34,497	149,488		149,488
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						650	750	650
New Staff Technology							4,700	
<b>Expenditures Total</b>	<b>1</b>					<b>150,138</b>	<b>7,550</b>	<b>150,138</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-025 Parks Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Parks and Open Space
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Development Approvals Stabilization						(119,590)		(119,590)
<b>Funding</b>						(119,590)		(119,590)
<b>Total</b>						(119,590)		(119,590)

### Attributes

Attribute	Value	Comment
Department	020 Planning & Development	
Division	380 Parks and Open Space	
Commissioner	Vacant	
Requested By:	Michael Hoy	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		



# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-026 Development Coordinator		
<b>Department</b>	Planning & Development	<b>Division</b>	Planning and Dev Review Svcs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

The Town's Development Section and Development and Design Section are requesting 2 permanent full-time Development Coordinators for each section, totalling 4 permanent full-time Development Coordinators. The Town currently has Development Planners with high file loads. These Planners are completing administrative tasks which could be supported by other staff, resulting in less time for Planners to complete critical planning work and higher salary payment for these tasks. These positions will assist in creating workload efficiencies within the Department through the downloading of administrative functions from other senior staff (Development Planners) to these positions, in lieu of requesting additional Development Planners.

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

The Town currently has 2 Development Coordinators which are primarily responsible for processing all Inquiry and Preliminary Pre-Application Review Committee (PARC) Meetings and issuing all street names and street numbers. In 2022, staff issued more than 2,000 municipal numbers. Between January and April 2023, there have been 51 Inquiry Meeting requests. Between September 2022 and April 2023, there have been 49 PARC regular applications and 60 PARC simple applications. These positions are at capacity in terms of workload and their job responsibilities include additional tasks that they cannot focus on.

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

With the Provincial direction to increase available housing, the ongoing Legislation changes and the Town's growth forecasts, the development approvals process is critical and methods to improve the process should be explored. Currently, the Town's Development Planners have high file loads and the Town is relying on external planning consultants to assist in processing applications. The existing Development Coordinators are also at capacity in terms of workload. Should this request not be supported, the Town's ability to process development applications expeditiously with the most cost-saving realization to the Town is at risk.

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

The Planning Department is requesting a total of 4 permanent full-time Development Coordinators in lieu of requesting Development Planners with higher salaries to increase efficiencies within the development approvals process and download administrative tasks from Development Planners allowing them to focus on key matters in the development approvals process. The request is fully funded by planning fees and will not have any impact on the tax base.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						2,600	30,200	2,600
<b>Total Tax Impact</b>						32,800		
<b>Expenditures</b>								
Development Coordinator	4			295,223	88,567	383,789		383,789
Furniture/Fixtures							8,400	
Maintenance Contracts - IT						2,600	3,000	2,600
New Staff Technology							18,800	
<b>Expenditures Total</b>	<b>4</b>					<b>386,389</b>	<b>30,200</b>	<b>386,389</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-026 Development Coordinator		
<b>Department</b>	Planning & Development	<b>Division</b>	Planning and Dev Review Srvs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Development Approvals Stabilization						(383,789)		(383,789)
<b>Funding</b>						<b>(383,789)</b>		<b>(383,789)</b>

### Attributes

Attribute	Value	Comment
Department	020 Planning & Development	
Division	225 Planning and Dev Review Srvs	
Commissioner	Vacant	
Requested By:	Stephanie McVittie	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-028 Intermediate Planner, GIS		
<b>Department</b>	Planning & Development	<b>Division</b>	Policy, Heritage & Design Svcs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

Conversion of a 12-month contract (with one 6-month extension) to a permanent full-time Intermediate Planner, GIS position to be 50:50 shared with Engineering Services. This position will support Planning in the creation, ongoing maintenance and analysis of critical planning datasets to plan for and monitor growth, including the Official Plan, Zoning By-law and secondary plan datasets. This position will also support Engineering in the creation, ongoing maintenance of critical datasets such as water and wastewater servicing infrastructure.

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

Currently, this position is a 6-month contract to augment the GIS capability of Planning and Engineering. The position has been critical in getting mapping completed for the Official Plan Review, while the existing GIS position is responsible for other critical Planning datasets and map creation. This position is also working with Engineering in the creation and maintenance of critical infrastructure datasets to prepare for planned growth.

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

GIS capability is critical to Planning for the creation, maintenance, and analysis of datasets essential to planning for growth, as well as to Engineering for the creation, maintenance and analysis of infrastructure datasets essential to infrastructure planning needed to service growth. If this position is not approved, both Planning and Engineering will need to rely on outside GIS capability to ensure ongoing creation and maintenance of critical datasets.

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

It is recommended that the existing contract position be converted to a full-time permanent position, shared 50:50 with Engineering, to provide critically needed support to the creation, maintenance and analysis of Planning and Engineering datasets for planning and monitoring future growth.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						4,649	7,550	4,649
<b>Total Tax Impact</b>						12,199		
<b>Expenditures</b>								
Intermediate Planner, GIS	1			94,558	28,367	122,925		122,925
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						650	750	650
New Staff Technology							4,700	
Training/Development/Seminars						4,000		4,000

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-028 Intermediate Planner, GIS			
<b>Department</b>	Planning & Development	<b>Division</b>	Policy, Heritage & Design Srvs	
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024	
<b>Expenditures</b>	<b>Total</b>	<b>1</b>	<b>127,575</b>	<b>7,550</b>
			<b>127,575</b>	

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Development Approvals Stabilization						(61,463)		(61,463)
Engineering Stabilization Reserve						(61,463)		(61,463)
<b>Funding</b>						<b>(122,926)</b>		<b>(122,926)</b>

### Attributes

Attribute	Value	Comment
Department	020 Planning & Development	
Division	405 Policy, Heritage & Design Srvs	
Commissioner	Vacant	
Requested By:	Steve Burke	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-029 Development Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Planning and Dev Review Svcs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Description

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

The Town's Development Section is requesting 1 new permanent full-time Senior Development Planner. Development 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, reducing fee refunds and possible appeals under the current legislation. The position will be fully by planning fees.

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

As of September 1, 2023, there were 4 Senior Development Planners within the Planning Department. In response to the departure of a Senior Development Planner in late September 2023, the vacant position was relocated to the Strategic Policy Direction and repurposed for a Senior Policy Planner for immediate retention to assist in Secondary Plans, while the Development Team increased the reliance on the external Planning Consultants. The Senior Development Planner headcount being requested is to return the staff compliment to pre-existing service levels.

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

If the request is not approved, the Town will need to continue to rely on external planning consultants and the processing of development will be negatively impacted. Where external planning consultants are utilized, there is still capacity demand on Town staff to manage those consultants and overall direction of the file. In addition, the Town is continuing to grow, the workload for Senior Development Planners is high with complex applications often time subject to appeals. Without this headcount, the Town's ability to deliver housing projects and development approvals within the legislation timelines will be negatively affected.

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

The Town's Development Section is requesting 1 new permanent full-time Senior Development Planner. Development 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, reducing fee refunds and possible appeals under the current legislation. The position will be fully by planning fees.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						650	7,550	650
<b>Total Tax Impact</b>						8,200		
<b>Expenditures</b>								
Senior Development Planner	1			128,993	38,698	167,691		167,691
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						650	750	650
New Staff Technology							4,700	
<b>Expenditures Total</b>	<b>1</b>					<b>168,341</b>	<b>7,550</b>	<b>168,341</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-029 Development Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Planning and Dev Review Srvs
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Funding</b>								
Development Approvals Stabilization						(167,691)		(167,691)
<b>Funding</b>						<b>(167,691)</b>		<b>(167,691)</b>
<b>Total</b>								

### Attributes

Attribute	Value	Comment
Department	020 Planning & Development	
Division	225 Planning and Dev Review Srvs	
Commissioner	Vacant	
Requested By:	Stephanie McVittie	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-030 Senior Environmental Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Parks and Open Space
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### 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 natural heritage protection and enhancement in existing and growth areas as identified in the Strategic Growth Direction and new Official Plan. Specifically, this position will develop a Natural Heritage Strategy that will ensure that impacts on our Natural Heritage System, are mitigated in accordance with Town-approved Sub-watershed Studies and implemented through Secondary Plans, Block Plans, Draft Plans, Site Plans and Building Permits. This position will also advise Sub-watershed Studies and support Secondary Plans and policies to ensure development is both growth-focused and sustainable. Also, this position would be responsible for developing and implementing a Tree Preservation Bylaw and Woodland Conservation Bylaw.

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

The Province recently downloaded the responsibility of natural heritage protection to local municipalities through changes to the Conservation Authority Act. To maintain the service levels in the development review process that was previously provided by the TRCA and CVC the Town needs to provide natural heritage review for Subwatershed Studies, Secondary Plans, Block Plans, Draft Plans, Site Plan, and Building Permits. In addition, with the impending Region of Peel dissolution will leave a gap in the Town's strategic natural heritage planning. Currently one dedicated staff member focused on these natural heritage reviews, this limited capacity hinders the Town's ability to strategically approach protecting natural heritage, enhancing existing natural heritage features and engaging community and partners to the importance of natural heritage protection.

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

Without a Senior Environmental Planner, the Town's capacity to efficiently and effectively review the current 12 Secondary Plans in review will be constrained. The Town risks losing the potential to strategically shape growth in an environmentally sustainable manner through sub-watershed planning and implementation strategies. Without additional staff capacity and a strategic approach to natural heritage protection the Town risks longer development approvals and deteriorating health and stability of the Town's natural heritage system, one of its key assets. The Town also risks not achieving the actions under its Strategic Plan's Environmental Leadership goal.

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

Through the Senior Environmental Planner, the Town would ensure that development is planned and designed to meet sub-watershed targets and development review timelines, minimize the impact on the natural environment, and public and private property. The Senior Environmental Planner would also increase the level of public awareness, partnerships and funding around natural heritage protection and enhancement and ensure strategy plans are successfully implemented through monitoring and adaptive management.

### Operating Impact

	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring \$	One Time \$	Annualized \$
<b>Net Tax Impact</b>						650	7,550	650
<b>Total Tax Impact</b>						8,200		
<b>Expenditures</b>								
Environmental Planner	1			104,411	31,323	135,734		135,734
Furniture/Fixtures							2,100	
Maintenance Contracts - IT						650	750	650
New Staff Technology							4,700	
<b>Expenditures Total</b>	<b>1</b>					<b>136,384</b>	<b>7,550</b>	<b>136,384</b>

# TOWN OF CALEDON

## Change in Service Level

<b>Request</b>	2024-030 Senior Environmental Planner		
<b>Department</b>	Planning & Development	<b>Division</b>	Parks and Open Space
<b>Version</b>	Department Submission - Pre	<b>Year</b>	2024

### Operating Impact

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

#### Funding

Development Approvals Stabilization (135,734) (135,734)

<b>Funding</b>	<b>Total</b>	(135,734)	(135,734)
----------------	--------------	-----------	-----------

### Attributes

Attribute	Value	Comment
Department	020 Planning & Development	
Division	380 Parks and Open Space	
Commissioner	Vacant	
Requested By:	Michael Hoy	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2024	
Is there legislative or regulatory requirements?		
Is there a safety requirement?		
Status	Funded	
Posted	Yes	
Alternatives Considered		
Implementation Plan		



# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE A TOWN WIDE ADMINISTRATION FEES

GENERAL								
	NSF Cheque	Per cheque	\$48.33	-	\$48.33	\$49.78	-	\$49.78
	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		\$52.53	-	\$52.53	\$54.11	-	\$54.11
	Each additional one quarter hour		\$15.76	-	\$15.76	\$16.23	-	\$16.23
MAPS								
Air Photos (digital reproduction)	8 1/2" x 11"		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
	8 1/2" x 14"							
	11" x 17"							
	24" x 36"		\$76.22	\$9.91	\$86.13	\$76.22	\$9.91	\$86.13
Development Map	36" x 48"		\$76.22	\$9.91	\$86.13	\$76.22	\$9.91	\$86.13
	24" x 36" Colour		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
Provincial Plan area map	11" x 17"		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
	24" x 36"		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
Registered Plan Map	24" x 36" Colour		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
Street guide/street name listing	Colour		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
Town of Caledon Maps	Town of Caledon Map - 11" x 17" Colour		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
Caledon Wall Map	Shows major settlement & roads network 33" x 46" Colour		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE A TOWN WIDE ADMINISTRATION FEES

MAPS								
Ward Maps	11" x 17" Colour		\$12.36	\$1.61	\$13.97	\$12.36	\$1.61	\$13.97
Zoning By-law Maps	8 1/2" x 11" - Black & White		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
	24" x 36" - Black & White		\$29.87	\$3.88	\$33.75	\$29.87	\$3.88	\$33.75
Official Plan Schedules	Colour 11" x 17"		\$12.36	\$1.61	\$13.97	\$12.36	\$1.61	\$13.97
Special mapping or other Services	\$61.80/hour (one hour minimum charge and 30 minute increments thereafter)		\$61.80/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 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE B BUILDING SERVICES

### BUILDING SERVICES

#### BUILDING INQUIRY FORM

Building Inquiry Form		\$94.55	\$12.29	\$106.85	\$97.39	\$12.66	\$110.05
-----------------------	--	---------	---------	----------	---------	---------	----------

#### COMPLIANCE LETTERS

Building Compliance Letter		\$130.27	\$16.94	\$147.21	\$134.18	\$17.44	\$151.63
----------------------------	--	----------	---------	----------	----------	---------	----------

#### FORTIFICATION BY-LAW

Fortification of Land Exemption Application	Process application (non-refundable)		\$787.95	-	\$787.95	\$811.59	-	\$811.59
---	--------------------------------------	--	----------	---	----------	----------	---	----------

#### GENERAL

NSF Cheque	Per cheque	\$48.33	-	\$48.33	\$49.78	-	\$49.78
------------	------------	---------	---	---------	---------	---	---------

#### POOL ENCLOSURES

Construction of a privately owned swimming pool		\$375.06	-	\$375.06	\$386.32	-	\$386.32
---	--	----------	---	----------	----------	---	----------

#### RESEARCH FEE

First hour		\$52.53	-	\$52.53	\$54.11	-	\$54.11
Each additional one quarter hour		\$15.76	-	\$15.76	\$16.23	-	\$16.23
First hour		\$52.53	-	\$52.53	\$54.11	-	\$54.11
Each additional one quarter hour		\$15.76	-	\$15.76	\$16.23	-	\$16.23

#### 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	\$31.52	-	\$31.52	\$32.46	-	\$32.46
			\$158 minimum		\$158 minimum	\$163 minimum		\$163 minimum
	Sign variance (non-refundable)		\$682.89	-	\$682.89	\$703.38	-	\$703.38
	To alter or repair a sign	flat fee	\$157.59	-	\$157.59	\$162.32	-	\$162.32
	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 ~~\$163.00~~ \$163.00, in addition unless stated otherwise.

The minimum permit fee for Groups A, B, D, E and F shall be ~~\$260.40~~ \$275.94, in addition unless stated otherwise.

For permits divided into partial permits, a ~~\$840.00~~ \$541.00 additional fee will be added for each partial permit, unless stated otherwise.

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE B BUILDING SERVICES

### (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	\$16.39	-	\$16.39	\$16.88	-	\$16.88
(b)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$267.90	-	\$267.90	\$275.94	-	\$275.94

#### Group B: Care, Care and Treatment or Detention Occupancies

(a)	Hospitals, nursing homes, care homes, etc.	per square meter	\$19.65	-	\$19.65	\$20.24	-	\$20.24
(b)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$267.90	-	\$267.90	\$275.94	-	\$275.94

#### Group C: Residential Occupancies

(a)	Detached, semis, townhouses, duplexes	per square meter	\$13.87	-	\$13.87	\$14.28	-	\$14.28
(b)	All other multiple unit residential buildings (apartments, etc.)	per square meter	\$12.71	-	\$12.71	\$13.09	-	\$13.09
(c)	Hotels, motels	per square meter	\$17.55	-	\$17.55	\$18.07	-	\$18.07
(d)	Addition (heated)	per square meter	\$11.64	-	\$11.64	\$11.99	-	\$11.99
(e)	Addition (unheated)	per square meter	\$11.02	-	\$11.02	\$11.35	-	\$11.35
(f)	Detached garage/shed/accessory building to detached, semis, townhouses, duplexes	per square meter	\$5.15	-	\$5.15	\$5.30	-	\$5.30
(g)	Finished Basements of detached, semis, townhouses, duplexes	per square meter	\$4.53	-	\$4.53	\$4.67	-	\$4.67
(h)	Issued repeats to detached, semis, townhouses, duplexes	per square meter	\$12.50	-	\$12.50	\$12.88	-	\$12.88
(i)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$157.59	-	\$157.59	\$162.32	-	\$162.32

#### Group D: Business and Personal Services Occupancies

(a)	Office buildings (shell)	per square meter	\$14.71	-	\$14.71	\$15.15	-	\$15.15
(b)	Office buildings (finished)	per square meter	\$17.65	-	\$17.65	\$18.18	-	\$18.18
(c)	Funeral homes, banks, medical clinics, fire halls, etc.	per square meter	\$17.65	-	\$17.65	\$18.18	-	\$18.18
(d)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$267.90	-	\$267.90	\$275.94	-	\$275.94

#### Group E: Mercantile Occupancies

(a)	Retail stores (shell/strip) plazas	per square meter	\$13.45	-	\$13.45	\$13.85	-	\$13.85
(b)	Retail stores (finished), supermarkets, department stores	per square meter	\$16.81	-	\$16.81	\$17.31	-	\$17.31
(c)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$267.90	-	\$267.90	\$275.94	-	\$275.94

#### Group F: Industrial Occupancies

(a)	Warehouses, factories (shell)( $<600$ sq.m)	per square meter	\$9.14	-	\$9.14	\$9.41	-	\$9.41
(b)	Warehouses, factories (single tenancy, finished)( $<600$ sq. m)	per square meter	\$10.51	-	\$10.51	\$10.82	-	\$10.82
(c)	Warehouses, factories (shell)( $>600$ sq.m)	per square meter	\$6.72	-	\$6.72	\$6.93	-	\$6.93
(d)	Warehouses, factories (single tenancy, finished)( $>600$ sq. m)	per square meter	\$7.46	-	\$7.46	\$7.68	-	\$7.68
(e)	Repair garages, car washes	per square meter	\$10.72	-	\$10.72	\$11.04	-	\$11.04
(f)	Canopies over gas pumps, outside storage, etc.	per square meter	\$4.94	-	\$4.94	\$5.09	-	\$5.09
(g)	Parking garages (underground & open air)	per square meter	\$6.72	-	\$6.72	\$6.93	-	\$6.93
(h)	Offices in warehouses or factories	per square meter	\$4.41	-	\$4.41	\$4.54	-	\$4.54
(i)	Farm Buildings	per square meter	\$1.58	-	\$1.58	\$1.62	-	\$1.62
(j)	Occupancy Permit (Per Stage of Occupancy)	Flat fee	\$267.90	-	\$267.90	\$275.94	-	\$275.94

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE B BUILDING SERVICES

### (A) Construction

#### Sewage Systems

(a)	New or replacement (includes bed replacement only)	flat fee	\$462.26	-	\$462.26	\$476.13	-	\$476.13
(b)	Repair (excludes bed replacement)	flat fee	\$231.13	-	\$231.13	\$238.07	-	\$238.07

#### Demolition

(a)	Any building including sewage systems	flat fee, per building and/or system	\$262.65	-	\$262.65	\$270.53	-	\$270.53
-----	---------------------------------------	--------------------------------------	----------	---	----------	----------	---	----------

#### Miscellaneous

(a)	Permanent tents, air supported structures	per square meter	\$4.52	-	\$4.52	\$4.65	-	\$4.65
(b)	Pedestrian bridges, crane runways, etc.	per square meter	\$3.05	-	\$3.05	\$3.14	-	\$3.14
(c)	Repair or re clad (per surface area)	per square meter	\$0.74	-	\$0.74	\$0.76	-	\$0.76
(d)	Ceiling (new or replacement)	per square meter	\$0.74	-	\$0.74	\$0.76	-	\$0.76
(e)	Balcony repairs	per square meter	\$1.58	-	\$1.58	\$1.62	-	\$1.62
(f)	Parking garage repairs	per square meter	\$2.31	-	\$2.31	\$2.38	-	\$2.38
(g)	Sprinklers	per square meter	\$0.79	-	\$0.79	\$0.81	-	\$0.81
(h)	Trailers or buildings on construction sites for Office or Sales purpose	per square meter	\$10.30	-	\$10.30	\$10.60	-	\$10.60

### (B) Alterations/Renovations

#### Interior alterations and partitioning and Change of Occupancy Classification

(a)	Group A: Assembly Occupancies	per square meter	\$4.41	-	\$4.41	\$4.54	-	\$4.54
(b)	Group B: Care, Care and Treatment or Detention Occupancies	per square meter	\$4.41	-	\$4.41	\$4.54	-	\$4.54
(c)	Group C: Residential Occupancies	per square meter	\$4.62	-	\$4.62	\$4.76	-	\$4.76
(d)	Group D: Business and Personal Services Occupancies	per square meter	\$4.62	-	\$4.62	\$4.76	-	\$4.76
(e)	Group E: Mercantile Occupancies	per square meter	\$4.41	-	\$4.41	\$4.54	-	\$4.54
(f)	Group F: Industrial Occupancies	per square meter	\$4.41	-	\$4.41	\$4.54	-	\$4.54
(g)	Group F: Industrial Occupancies (fit-out for warehousing space, racking, shelving, equipment or machinery placement only)	per square meter	\$0.788/m2 \$525 minimum	-	\$0.788/m2 \$525 minimum	\$0.812/m2 \$541 minimum	-	\$0.812/m2 \$541 minimum
(h)	Demising walls only (upgrade or new)	Each	\$525.30	-	\$525.30	\$541.06	-	\$541.06
(i)	Roof Replacement (Structural)	per square meter	\$4.62	-	\$4.62	\$4.76	-	\$4.76

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE B BUILDING SERVICES

### (C) Other Miscellaneous Work

(a)	New Portable Classrooms (per building group), Mobile Homes, etc.	Each	\$926.63	-	\$926.63	\$954.43	-	\$954.43
(b)	Moving or Relocating a Building on the Same Property (portable classrooms per building group, mobile homes per building, etc.)	Each	\$496.41	-	\$496.41	\$511.30	-	\$511.30
(c)	Temporary tents	Each	\$176.50	-	\$176.50	\$181.80	-	\$181.80
(d)	Communication and transmission towers	Each	\$297.85	-	\$297.85	\$306.78	-	\$306.78
(e)	Foundation for Tanks, Silos, Dust Collectors, etc.	Each	\$297.85	-	\$297.85	\$306.78	-	\$306.78
(f)	Solar Collectors for detached, semis, townhouses, duplexes	Each	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(g)	Solar Collectors (other)	Each	\$262.65	-	\$262.65	\$270.53	-	\$270.53
(h)	Fire alarms	Each	\$231.66	-	\$231.66	\$238.61	-	\$238.61
(i)	Electromagnetic locks	Each	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(j)	Decks, porches, basement walkout, etc. to detached, semis, townhouses, duplexes	Each	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(k)	Fireplaces, wood stoves, etc.	Each	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(l)	Window replacements (except for single dwelling)	Each	\$7.35	-	\$7.35	\$7.57	-	\$7.57
(m)	Underground and above ground storage tank	per tank	\$303.41	-	\$303.41	\$312.52	-	\$312.52
(n)	Balcony guard replacements	per lin. m.	\$1.89	-	\$1.89	\$1.95	-	\$1.95
(o)	Retaining walls	per lin. m.	\$9.98	-	\$9.98	\$10.28	-	\$10.28

### (D) Mechanical Components

#### Heating ventilation, air conditioning, etc. (work independent of building permit)

(a)	Group A: Assembly Occupancies	per square meter	\$1.00	-	\$1.00	\$1.03	-	\$1.03
(b)	Group B: Care, Care and Treatment or Detention Occupancies	per square meter	\$1.00	-	\$1.00	\$1.03	-	\$1.03
(c)	Group C: Residential Occupancies	per square meter	\$1.00	-	\$1.00	\$1.03	-	\$1.03
(d)	Group D: Business and Personal Services Occupancies	per square meter	\$1.00	-	\$1.00	\$1.03	-	\$1.03
(e)	Group E: Mercantile Occupancies	per square meter	\$1.00	-	\$1.00	\$1.03	-	\$1.03
(f)	Group F: Industrial Occupancies	per square meter	\$1.00	-	\$1.00	\$1.03	-	\$1.03

#### Miscellaneous

(a)	Commercial kitchen exhaust (including related make-up air)	Flat Fee Per Unit	\$283.66	-	\$283.66	\$292.17	-	\$292.17
(b)	Spray booth, dust collector, etc.	Flat Fee Per Unit	\$283.66	-	\$283.66	\$292.17	-	\$292.17
(c)	Furnace replacement	Flat Fee Per Unit	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(d)	Boiler replacement	Flat Fee Per Unit	\$297.85	-	\$297.85	\$306.78	-	\$306.78
(e)	Boiler replacement for detached, semis, townhouses, duplexes	Flat Fee Per Unit	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(f)	Minor alterations to mechanical systems (duct work only, space heater, exhaust fan, unit heater, etc.)	Flat Fee Per Unit	\$157.59	-	\$157.59	\$162.32	-	\$162.32

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
<del>Proposed Deletions</del>

## SCHEDULE B BUILDING SERVICES

### (E) Plumbing and Drain Components

(a)	Group A: Assembly Occupancies	Fee per Fixture	\$27.32	-	\$27.32	\$28.14	-	\$28.14
(b)	Group B: Care, Care and Treatment or Detention Occupancies	Fee per Fixture	\$27.32	-	\$27.32	\$28.14	-	\$28.14
(c)	Group C: Residential Occupancies	Fee per Fixture	\$28.68	-	\$28.68	\$29.54	-	\$29.54
(d)	Group D: Business and Personal Services Occupancies	Fee per Fixture	\$28.68	-	\$28.68	\$29.54	-	\$29.54
(e)	Group E: Mercantile Occupancies	Fee per Fixture	\$27.32	-	\$27.32	\$28.14	-	\$28.14
(f)	Group F: Industrial Occupancies	Fee per Fixture	\$27.32	-	\$27.32	\$28.14	-	\$28.14

### Miscellaneous

(a)	Inside sanitary and storm piping	per lin. m.	\$1.89	-	\$1.89	\$1.95	-	\$1.95
(b)	Outside water services, sanitary and storm piping** (when not included in complete building permit or permit for site services)	per lin. m.	\$5.15	-	\$5.15	\$5.30	-	\$5.30
(c)	Manholes, catch basins, interceptors, sumps, etc. (when not included in complete building permit or permit for site services)	Each	\$28.68	-	\$28.68	\$29.54	-	\$29.54
(d)	Site Services (for mechanical site services that serve more than one building)	Each building or block of units	\$262.65	-	\$262.65	\$270.53	-	\$270.53
(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>\$368.00</del> \$379.04		-	-	-	-	-	-

### (F) Other

(a)	Early Review of House Model Drawings	per square meter	\$13.87	-	\$13.87	\$14.28	-	\$14.28
(b)	Duplicate Sets of Drawing (counter)	per hour	\$94.03	-	\$94.03	\$96.85	-	\$96.85
(c)	Resubmission Review (per review stream, discretionary up to two resubmissions)	per hour	\$94.03	-	\$94.03	\$96.85	-	\$96.85
(d)		minimum	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(e)	Expedited Service (Fast track, etc.)	per hour	\$94.03	-	\$94.03	\$96.85	-	\$96.85
(f)		minimum	\$262.65	-	\$262.65	\$270.53	-	\$270.53
(g)	Material Change (revision)	per hour	\$94.03	-	\$94.03	\$96.85	-	\$96.85
(h)		minimum	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(i)	Alternative Solution (Each submission)	per hour	\$94.03	-	\$94.03	\$96.85	-	\$96.85
(j)		minimum	\$525.30	-	\$525.30	\$541.06	-	\$541.06
(k)	Change of Use (no construction proposed)	per hour (review and inspection)	\$94.03	-	\$94.03	\$96.85	-	\$96.85
(l)		minimum	\$262.65	-	\$262.65	\$270.53	-	\$270.53
(m)	Conditional/Phased Building Permit - New and/or Extension (in addition to permit fee, excluding cost of agreement)	flat fee	\$1,050.60	-	\$1,050.60	\$1,082.12	-	\$1,082.12
(n)	Transfer Building Permit (to new owner)	flat fee	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(o)	Repeat inspection (previous inspection not ready, discretionary up to two repeats)	flat fee	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(p)	Miscellaneous Inspections- ICI (resulting from a compliance letter, outstanding permits older than two years, etc.)	flat fee	\$262.65	-	\$262.65	\$270.53	-	\$270.53
(q)	Miscellaneous Inspections- Residential (resulting from a compliance letter, outstanding permits older than two years, etc.)	flat fee	\$157.59	-	\$157.59	\$162.32	-	\$162.32
(r)	Reactivate Dormant Permit by property owner request	minimum	\$315.18	-	\$315.18	\$324.64	-	\$324.64

## Town of Caledon 2024 Proposed User Fees By-law

**FEES BY-LAW (Effective Date: February 28, 2024)**

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
<del>Proposed Deletions</del>

### SCHEDULE B BUILDING SERVICES

**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 2024 Proposed User Fees By-law

**FEES BY-LAW (Effective Date: February 28, 2024)**

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

### SCHEDULE B BUILDING SERVICES

#### 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.

#### MINISTER'S ZONING ORDER (MZO) OR COMMUNITY INFRASTRUCTURE AND HOUSING ACCELERATOR (CIHA) APPLICATION

MZO or CIHA Applications	Any and all services performed for a MZO or CIHA application, request or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
--------------------------	--	--	---------------------------------------	-----	-----------	---------------------------------------	-----	-----------

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE C MUNICIPAL LAW ENFORCEMENT

### MUNICIPAL LAW ENFORCEMENT

#### LICENSES

##### ADULT BUSINESS

i) Operator Licence	New & Renewal	\$643.75	-	\$643.75	\$663.06	-	\$663.06
ii) Manager Licence	New & Renewal	\$103.00	-	\$103.00	\$106.09	-	\$106.09

##### FOOD AND REFRESHMENT VEHICLE BUSINESS

Operator	Operator Licence	New & Renewal	\$154.50	-	\$154.50	\$159.14	-	\$159.14
Attendant	Attendant Licence	New & Renewal	\$154.50	-	\$154.50	\$159.14	-	\$159.14
Owner	Mobile Food and Refreshment Vehicle Owner Licence	New & Renewal	\$257.50	-	\$257.50	\$265.23	-	\$265.23
	Stationary Food and Refreshment Vehicle Owner Licence	New & Renewal	\$257.50	-	\$257.50	\$265.23	-	\$265.23
	Special Event Food and Refreshment Vehicle Licence	New & Renewal	\$154.50	-	\$154.50	\$159.14	-	\$159.14

Other	Replacement fee for attendant's photo identification card		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Replacement fee for attendant, owner or operators' licence		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Replacement fee for owner's plate		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Registration of replacement vehicle (must be identical ownership)		\$309.00	-	\$309.00	\$318.27	-	\$318.27
	Change of information	per licence	\$30.90	-	\$30.90	\$31.83	-	\$31.83
	Missed or additional vehicle inspection		\$61.80	-	\$61.80	\$63.65	-	\$63.65
	Corporate search		\$61.80	-	\$61.80	\$63.65	-	\$63.65
	Business name search		\$61.80	-	\$61.80	\$63.65	-	\$63.65
	Late Renewal Fee (if inspection required)		\$51.50	-	\$51.50	\$53.05	-	\$53.05

##### TAXICAB OR LIMOUSINE LICENCES

Broker/Owner	Taxicab broker's licence	Original & Renewal	\$412.00	-	\$412.00	\$424.36	-	\$424.36
	Taxicab owner's licence	Original	\$437.75	-	\$437.75	\$450.88	-	\$450.88
	Taxicab owner's licence	Renewal	\$334.75	-	\$334.75	\$344.79	-	\$344.79
	Limousine owner's licence	Original	\$412.00	-	\$412.00	\$424.36	-	\$424.36
	Limousine owner's licence	Renewal	\$334.75	-	\$334.75	\$344.79	-	\$344.79
	Accessible taxicab licence	Original - 1st Vehicle	\$412.00	-	\$412.00	\$424.36	-	\$424.36
	Accessible taxicab licence	Original - Subsequent Vehicle	\$334.75	-	\$334.75	\$344.79	-	\$344.79
	Accessible taxicab licence	Renewal	\$334.75	-	\$334.75	\$344.79	-	\$344.79
Driver	Taxicab driver or limousine driver	Renewal	\$128.75	-	\$128.75	\$132.61	-	\$132.61
	Taxicab driver or limousine driver	New Licence	\$128.75	-	\$128.75	\$132.61	-	\$132.61

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE C MUNICIPAL LAW ENFORCEMENT

### TAXICAB OR LIMOUSINE LICENCES

Other	Replacement fee for driver's photo identification card		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Replacement fee for driver's or owner's licence		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Replacement fee for owner's plate		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Registration of replacement vehicle (must be identical ownership)		\$231.75	-	\$231.75	\$238.70	-	\$238.70
	Change of information	per licence	\$123.60	-	\$123.60	\$127.31	-	\$127.31
	Missed or additional vehicle inspection		\$61.80	-	\$61.80	\$63.65	-	\$63.65
	Corporate Search		\$30.90	-	\$30.90	\$31.83	-	\$31.83
	Business name search		\$30.90	-	\$30.90	\$31.83	-	\$31.83
	Late renewal fee (if inspection required)		\$51.50	-	\$51.50	\$53.05	-	\$53.05

### TOW TRUCK BUSINESS

	Operator Licence	New & Renewal	\$154.50	-	\$154.50	\$159.14	-	\$159.14
Owner	Initial licence first vehicle	Original	\$437.75	-	\$437.75	\$450.88	-	\$450.88
	Initial licence subsequent vehicle(s)	Original	\$412.00	-	\$412.00	\$424.36	-	\$424.36
Driver	New and Renewal	Original & Renewal	\$154.50	-	\$154.50	\$159.14	-	\$159.14
	Driver Licence – 2 year	New & Renewal	\$309.00	-	\$309.00	\$318.27	-	\$318.27
Other	Replacement fee for driver, owner or operator's licence		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Replacement fee for owner's plate		\$66.95	-	\$66.95	\$68.96	-	\$68.96
	Registration of replacement vehicle (must be identical ownership)		\$576.80	-	\$576.80	\$594.10	-	\$594.10
	Missed or additional vehicle inspection		\$61.80	-	\$61.80	\$63.65	-	\$63.65
	Late Renewal Fee (if inspection required)		\$51.50	-	\$51.50	\$53.05	-	\$53.05

### IMPOUND BUSINESS

	Operator Licence	New & Renewal	\$257.50	-	\$257.50	\$265.23	-	\$265.23
--	------------------	---------------	----------	---	----------	----------	---	----------

### DONATION BOX BUSINESS

	Initial Operator Licence	Per location	\$154.50	-	\$154.50	\$159.14	-	\$159.14
	Operator Licence Renewal	Per location	\$77.25	-	\$77.25	\$79.57	-	\$79.57
	Operator Licence Renewal for Charities that have a Charitable registration number issued by Canada Revenue Agency	Per location	\$36.05	-	\$36.05	\$37.13	-	\$37.13

### PARKING

	Process application for private property owners to administer parking enforcement		\$154.50	-	\$154.50	\$159.14	-	\$159.14
	To appoint Private Parking Enforcement Officer after application is approved		\$206.00	-	\$206.00	\$212.18	-	\$212.18

### PROPERTY COMPLIANCE - TOWN INITIATED

	Completion of work contained in an order, Notice to Comply, etc. and administration fee		Cost Recovery + 20% Admin.	Yes	Fee + HST	Cost Recovery + 20% 15% Admin.	Yes	Fee + HST
--	---	--	----------------------------	-----	-----------	--------------------------------	-----	-----------

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE C MUNICIPAL LAW ENFORCEMENT

<b>FILL BY-LAW</b>								
Fill permit application	i) Application process administration fee (non-refundable)	flat fee	\$525.30	-	\$525.30	\$541.06	-	\$541.06
	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 \$525.30 + \$2 per cubic meter	-	Flat Fee of \$525.30 + \$2 per cubic meter	Flat Fee of \$541.06 + \$2 per cubic meter	-	Flat Fee of \$541.06 + \$2 per cubic meter
	iii) Permit is submitted after on-site work has started (non-refundable)		\$206.00	-	\$206.00	\$212.18	-	\$212.18
<b>SIGN BY-LAW</b>								
Sign Permit Application	Process application for a mobile sign (30 day limit)		\$77.25	-	\$77.25	\$79.57	-	\$79.57
	Sign redemption fee	per sign, per day	\$66.95	-	\$66.95	\$68.96	-	\$68.96
<b>FENCE BY-LAW</b>								
Fence Variance Application	Process application (Non-refundable)		\$515.00	\$66.95	\$581.95	\$530.45	\$68.96	\$599.41
<b>WOODLANDS BY-LAW</b>								
	Process application		\$257.50	\$33.48	\$290.98	\$265.23	\$34.48	\$299.70
<b>APPLICATION FOR EXEMPTION FROM BY-LAW</b>								
	Process application (for By-laws without a variance or exemption provision (non-refundable)		\$643.75	\$83.69	\$727.44	\$663.06	\$86.20	\$749.26
<b>PRIVATE TRANSPORTATION COMPANY</b>								
	Licence	New & Renewal	\$2,575.00	-	\$2,575.00	\$2,652.25	-	\$2,652.25
	Per trip fee		\$ .21 per trip	-	\$ .21 per trip	\$ .22 per trip	-	\$ .22 per trip
<b>KENNEL BUSINESS</b>								
	Operator Licence	New & Renewal	\$257.50	-	\$257.50	\$265.23	-	\$265.23
<b>PET SHOP BUSINESS</b>								
	Operator Licence	New & Renewal	\$257.50	-	\$257.50	\$265.23	-	\$265.23
<b>TEMPORARY PATIO LICENCE</b>								
	Temporary Patio Licence		\$309.00	-	\$309.00	\$318.27	-	\$318.27

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D

### PLANNING

#### PLANNING & DEVELOPMENT

##### COMPLIANCE LETTERS

Planning and Zoning Compliance Letters			\$130.27	\$16.94	\$147.21	\$134.18	\$17.44	\$151.63
Heritage Designation and Cemetery Compliance Letter			\$130.27	\$16.94	\$147.21	\$134.18	\$17.44	\$151.63

##### LAND USE INQUIRY FORM

Planning Land Use Inquiry Form			\$130.27	\$16.94	\$147.21	\$134.18	\$17.44	\$151.63
--------------------------------	--	--	----------	---------	----------	----------	---------	----------

##### PEER REVIEW

Peer Review Administration Fee		15% Administration Fee	Yes	Fee + HST	15% Administration Fee	Yes	Fee + HST
Development Invoice Administration Fee		\$206.00	\$26.78	\$232.78	\$212.18	\$27.58	\$239.76

##### OFFICIAL PLAN AND ZONING BY-LAW

Copy of Official Plan	By Hard Copy	\$141.83	\$18.44	\$160.27	\$146.09	\$18.99	\$165.08
Copy of Official Plan	By CD	\$26.27	\$3.41	\$29.68	\$27.05	\$3.52	\$30.57
Annual subscription to Office Consolidation of the Official Plan (affected pages only)	By email	\$136.58	\$17.76	\$154.33	\$140.68	\$18.29	\$158.96
Annual subscription to Office Consolidation of the Official Plan (affected pages only)	By regular mail	\$173.35	\$22.54	\$195.88	\$178.55	\$23.21	\$201.76
Official Plan Schedules (Colour)	Per page	\$5.25	\$0.68	\$5.94	\$5.41	\$0.70	\$6.11
Copy of Comprehensive Zoning By-law	By Hard Copy	\$562.07	\$73.07	\$635.14	\$578.93	\$75.26	\$654.19
Copy of Zoning By-law	By CD	\$26.27	\$3.41	\$29.68	\$27.05	\$3.52	\$30.57
Annual subscription to amendments to the Comprehensive Zoning By-law	By email	\$139.73	\$18.16	\$157.89	\$143.92	\$18.71	\$162.63

##### NEC

Niagara Escarpment Plan Amendment		\$2,255.64	-	\$2,255.64	\$2,323.31	-	\$2,323.31
Niagara Escarpment Development permit application or renewal of application		\$409.73	-	\$409.73	\$422.03	-	\$422.03
Niagara Escarpment - Legal Searches		\$210.12	-	\$210.12	\$216.42	-	\$216.42

##### 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	\$515 + Fee	Yes	Fee + HST	\$530 + Fee	Yes	Fee + HST
Cost Recovery for advertising, signage and mailout of Public Meetings, Notices of Application, Regulation, Council or Committee Meetings related to or resulting from a MZO or CIHA application, request or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
Public Meeting for a MZO or CIHA, or development application related to or resulting from a MZO or CIHA application or regulation issued by the Province	Per Meeting	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST

##### MINISTER'S ZONING ORDER (MZO) OR COMMUNITY INFRASTRUCTURE AND HOUSING ACCELERATOR (CIHA) APPLICATION

MZO or CIHA Applications	Any and all services performed for a MZO or CIHA application, request or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
--------------------------	--	--	------------------------------------	-----	-----------	------------------------------------	-----	-----------

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D

### PLANNING

#### 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	\$309.00	\$40.17	\$349.17	\$318.27	\$41.38	\$359.65
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	\$2,060.00	\$267.80	\$2,327.80	\$2,121.80	\$275.83	\$2,397.63
Preliminary Meeting - Regular (MZO or CIHA, or development application related to or resulting from a MZO or CIHA application or regulation issued by the Province)	Per Meeting	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
Pre-Consultation Submission/Review - Oak Ridges Moraine Site Plan Applications - (Full and Scoped Streams), Site Plan Applications (Fast Track Stream)**	Per submission /review	\$515.00	\$66.95	\$581.95	\$530.45	\$68.96	\$599.41
Pre-Consultation Submission/Review - Oak Ridges Moraine Site Plan Applications Fast Track Stream**	Per submission /review				\$305.53	\$39.72	\$345.25
Pre-Consultation Submission/Review - Site Plan Application Full Stream**	Per submission /review	\$10,300 + \$0.68/m2 gross floor area	Yes	Fee + HST	\$10,609 + \$0.70/m2 gross floor area	Yes	Fee + HST
Pre-Consultation Submission/Review - Site Plan Application Full Stream (Complex)**	Per submission /review	\$20,600 + \$5,492.99/gross hectare	Yes	Fee + HST	\$21,218 + \$5,657.78/gross hectare	Yes	Fee + HST
Pre-Consultation Submission/Review - Site Plan Application Amendment Stream**	Per submission /review	\$5,150.00	\$669.50	\$5,819.50	\$5,304.50	\$689.59	\$5,994.09
Pre-Consultation Submission/Review - Site Plan Application Scoped Stream**	Per submission /review	\$2,060.00	\$267.80	\$2,327.80	\$2,121.80	\$275.83	\$2,397.63
Pre-Consultation Submission/Review - Zoning By-law Amendment (including Temporary Use)**	Per submission /review	\$8,240.00	\$1,071.20	\$9,311.20	\$8,487.20	\$1,103.34	\$9,590.54
Pre-Consultation Submission/Review - Zoning By-law Amendment ( Lifting of Holding Symbol) and Block Plans**	Per submission /review	\$4,120.00	\$535.60	\$4,655.60	\$4,243.60	\$551.67	\$4,795.27
Pre-Consultation Submission/Review - Official Plan Amendment**	Per submission /review	\$20,600.00	\$2,678.00	\$23,278.00	\$21,218.00	\$2,758.34	\$23,976.34
Pre-Consultation Submission/Review - Draft Plans of Subdivision (Residential Other Than Palgrave Estates)**	Per submission /review	\$20,600 + \$432.60/unit	Yes	Fee + HST	\$21,218 + \$445.58/unit	Yes	Fee + HST
Pre-Consultation Submission/Review - Draft Plans of Subdivision (Palgrave Estates)**	Per submission /review	\$41,200 + \$432.60/unit	Yes	Fee + HST	\$42,436 + \$445.58/unit	Yes	Fee + HST
Pre-Consultation Submission/Review - Draft Plans of Subdivision (Other)**	Per submission /review	\$20,600 + \$3,090/gross ha	Yes	Fee + HST	\$21,218 + \$3,182.70/gross ha	Yes	Fee + HST
Pre-Consultation Submission/Review - Draft Plans of Condominium**	Per submission /review	\$10,300 + \$30.90/unit	Yes	Fee + HST	\$10,609 + \$31.83/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
Pre-Consultation Submission/Review - MZO or CIHA, or development application related to or resulting from a MZO or CIHA application or regulation issued by the Province	Per submission /review	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	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		\$6,997.00	-	\$6,997.00	\$7,206.91	-	\$7,206.91
(b)	Scoped Stream		\$6,399.20	-	\$6,399.20	\$6,591.18	-	\$6,591.18
(c)	Intermediate Stream		\$3,246.35	-	\$3,246.35	\$3,343.74	-	\$3,343.74
(d)	Fast Track Stream		\$338.29	-	\$338.29	\$348.44	-	\$348.44
(e)	A telecommunication application related to or resulting from a MZO or CIHA application or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	-	Full Cost Recovery + 20% Admin Fee	Full Cost Recovery + 20% Admin Fee	-	Full Cost Recovery + 20% Admin Fee

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D

### PLANNING

#### SITE PLAN APPLICATIONS

2.	(a)	Full Stream Site Plan Application <sup>1</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$5,150.00 plus \$0.34/m2 gross floor area (GFA)	Yes	Fee + HST	\$5,304.50 plus \$0.35/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	\$16,845.10 plus \$1.26/m2 gross floor area (GFA) to maximum fee of \$29,000	\$322.53	\$17,167.63 plus \$1.26/m2 gross floor area (GFA) to maximum fee of \$29,000
		Recirculation Fee (for each subsequent site plan recirculation after the 3rd)***		\$1,092.62	-	\$1,092.62	\$1,125.40	-	\$1,125.40
	(b)	Full Stream (Complex) <sup>1</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$10,300.00 plus \$5,492.99/gross hectare	Yes	Fee + HST	\$10,609.00 plus \$5,657.78/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	\$35,164.41 plus \$5,492.99/gross hectare	\$322.53	\$35,486.94 plus \$5,492.99/gross hectare
		Recirculation Fee (for each subsequent site plan recirculation after the 3rd)***		\$1,092.62	-	\$1,092.62	\$1,125.40	-	\$1,125.40

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

SITE PLAN APPLICATIONS								
2. (c)	Amendment Stream <sup>1</sup> (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees)		\$5,150.00	Yes	Fee + HST	\$5,304.50	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	\$7,227.92	\$322.53	\$7,550.45
	Recirculation Fee for Amendment Stream (for each subsequent site plan recirculation after the 3rd)***	Each	\$257.50	-	\$257.50	\$265.23	-	\$265.23
(d)	Scoped Stream		\$2,060.00	-	\$2,060.00	\$2,121.80	-	\$2,121.80
	Scoped Stream***		\$3,141.60	-	\$3,141.60	\$3,235.85	-	\$3,235.85
	Recirculation Fee for Scoped Stream (for each subsequent site plan recirculation after the 3rd)***	Each	\$206.00	-	\$206.00	\$212.18	-	\$212.18
(e)	Fast Track Stream		\$257.50	-	\$257.50	\$265.23	-	\$265.23
	Fast Track Stream***		\$450.00	-	\$450.00	\$463.50	-	\$463.50
	Recirculation Fee for Fast Track Stream (for each subsequent site plan recirculation after the 3rd)***	Each	\$103.00	-	\$103.00	\$106.09	-	\$106.09
(f)	Fast Track Stream - No Circulation***		\$103.00	-	\$103.00	\$106.09	-	\$106.09
(g)	Site Plan Agreement, including amendments to executed or registered site plan agreements.		\$1,470.84 plus costs	Yes	Fee + HST	\$1,514.97 plus costs	Yes	Fee + HST
(h)	Additional undertaking or amendment to executed undertaking		\$1,082.12 plus costs	Yes	Fee + HST	\$1,114.58 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.		\$2,363.85 plus costs	Yes	Fee + HST	\$2,434.77 plus costs	Yes	Fee + HST
(j)	Grading or Servicing Agreement*		\$5,568.18 plus costs	Yes	Fee + HST	\$5,735.23 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



# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

SITE PLAN APPLICATIONS									
2.	(l)	Appeal to Local Planning Appeal Tribunal		\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	\$226.17 plus cost recovery	-	\$226.17 plus cost recovery
	(m)	Annual carrying fee for inactive files (non-ORM)		\$1,693.57	-	\$1,693.57	\$1,744.37	-	\$1,744.37
	(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
	(p)	A site plan application related to or resulting from a MZO or CIHA application or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	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

### OAK RIDGES MORaine (ORM) SITE PLAN APPLICATION

3.	(a)	(i) ORM Full***		\$836.58	-	\$836.58	\$861.68	-	\$861.68
		(i) ORM Full		\$552.68	-	\$552.68	\$569.26	-	\$569.26
	(b)	(ii) ORM Scoped***		\$571.38	-	\$571.38	\$588.53	-	\$588.53
		(ii) ORM Scoped		\$279.52	-	\$279.52	\$287.91	-	\$287.91
	(c)	(iii) ORM Fast Track***		\$412.26	-	\$412.26	\$424.63	-	\$424.63
		(iii) ORM Fast Track		\$115.63	-	\$115.63	\$119.10	-	\$119.10
	(d)	(iv) ORM Fast Track Stream - No Circulation		\$51.50	-	\$51.50	\$53.05	-	\$53.05
	(e)	(v) Recirculation Fee for All Streams (for each subsequent oak ridges moraine site plan recirculation after the 3rd)***	Each	\$51.50	-	\$51.50	\$53.05	-	\$53.05
	(f)	(vi) Annual carrying fee for inactive files (ORM)		\$273.16	-	\$273.16	\$281.35	-	\$281.35
	(g)	Appeal to Ontario Land Tribunal		\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	\$226.17 plus cost recovery	-	\$226.17 plus cost recovery

\*\*\*applies to applications submitted on or before August 30, 2022

# Town of Caledon 2024 Proposed User Fees By-law

## FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

OFFICIAL PLAN AMENDMENT APPLICATIONS								
4.	(a)	Minor Official Plan Amendment Application***		\$17,436.17	-	\$17,436.17	\$17,959.25	\$17,959.25
		Minor Official Plan Amendment Application		\$15,450.00	-	\$15,450.00	\$15,913.50	\$15,913.50
(b)		Major Official Plan Amendment Application***		\$33,578.69	-	\$33,578.69	\$34,586.05	\$34,586.05
		Major Official Plan Amendment Application		\$15,450.00	-	\$15,450.00	\$15,913.50	\$15,913.50
		Official Plan Amendment (including Secondary Plan and/or Block Plan) related to or resulting from a MZO or CIHA application or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Fee + HST
		Block Plan		\$4,120.00	-	\$4,120.00	\$4,243.60	\$4,243.60
(c)		Appeal to Local Planning Appeal Tribunal		\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	\$226.17 plus cost recovery	\$226.17 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		\$3,090.00	-	\$3,090.00	\$3,182.70	\$3,182.70
(f)		Recirculation Fee (for each subsequent Official Plan Amendment recirculation after the 3rd)***		\$1,639.99	-	\$1,639.99	\$1,689.19	\$1,689.19

\*\*\*applies to applications submitted on or before August 30, 2022

## 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	\$794.55 plus cost of advertising or posting on property together with required circulation	\$794.55 plus cost of advertising or posting on property together with required circulation
	(b)	Temporary Use Application***		\$13,378.61	-	\$13,378.61	\$13,779.96	\$13,779.96
		Temporary Use Application		\$8,240.00	-	\$8,240.00	\$8,487.20	\$8,487.20

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

ZONING BY-LAW AMENDMENT APPLICATIONS								
5.	(b)	Temporary Use Application Extension***		\$13,378.61	-	\$13,378.61	\$13,779.96	\$13,779.96
		Temporary Use Application Extension		\$8,240.00	-	\$8,240.00	\$8,487.20	\$8,487.20
	(c)	Minor Zoning By-law Amendment Application***		\$13,378.61	-	\$13,378.61	\$13,779.96	\$13,779.96
		Minor Zoning By-law Amendment Application		\$8,240.00	-	\$8,240.00	\$8,487.20	\$8,487.20
	(d)	Major Zoning By-law Amendment Application***		\$17,781.95	-	\$17,781.95	\$18,315.40	\$18,315.40
		Major Zoning By-law Amendment Application		\$10,300.00	-	\$10,300.00	\$10,609.00	\$10,609.00
	(e)	Aggregate Application		Full cost recovery	-	Full cost recovery	Full cost recovery	Full cost recovery
	(f)	Minister's Zoning Order (MZO) Application, Request to Council or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Fee + HST
	(g)	Community Infrastructure and Housing Accelerator (CIHA) Application, Request to Council or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Fee + HST

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

### ZONING BY-LAW AMENDMENT APPLICATIONS

5.	(h)	Removal of Holding (H) Zone***		\$6,372.23	-	\$6,372.23	\$6,563.39	-	\$6,563.39
		Removal of Holding (H) Zone		\$2,443.40	-	\$2,443.40	\$2,516.70	-	\$2,516.70
	(i)	Annual Carrying Fee for Inactive files		\$2,060.00	-	\$2,060.00	\$2,121.80	-	\$2,121.80
	(j)	Appeal to Local Planning Appeal Tribunal		\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	\$226.17 plus cost recovery	-	\$226.17 plus cost recovery
	(k)	Zoning Certificate		\$309.00	-	\$309.00	\$318.27	-	\$318.27
	(l)	Application to establish a Legal Non-Conforming Use		\$2,371.96	-	\$2,371.96	\$2,443.12	-	\$2,443.12
	(m)	Recirculation Fee (for each subsequent Rezoning recirculation after the 3rd)***		\$1,639.99	-	\$1,639.99	\$1,689.19	-	\$1,689.19
	(n)	A Zoning By-law Amendment application (including Temporary Use or Lifting of Hold) related to or resulting from a MZO or CIHA application or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST

\*\*\*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	\$31,961.90 plus \$649.93 per unit	\$2,825.98	\$34,787.88 plus \$649.93 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.		\$10,300.00 plus \$216.30 per unit	Yes	Fee + HST	\$10,609.00 plus \$222.79 per unit	Yes	Fee + HST

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

### SUBDIVISION APPLICATIONS

6. (a)	(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	\$59,973.00 plus \$649.93 per unit	\$2,825.98	\$62,798.98 plus \$649.93 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.		\$18,773.00 plus \$216.30 per unit	Yes	Fee + HST	\$19,336.19 plus \$222.79 per unit	Yes	Fee + HST
(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	\$31,961.90 plus \$5,602.17 per gross hectare	\$2,825.98	\$34,787.88 plus \$5,602.17 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.		\$11,361.90 plus \$2,512.17 per gross hectare	Yes	Fee + HST	\$11,702.76 plus \$2,587.54 per gross hectare	Yes	Fee + HST
(c)	Draft Plan of Subdivision application (including extension of draft approval and/or reinstatement of draft approval) related to or resulting from a MZO or CIHA application or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

### SUBDIVISION APPLICATIONS

6. (d)	Plus additional fees, if applicable:							
	(i) Revisions requiring re-circulation		\$5,791.96	-	\$5,791.96	\$5,965.72	-	\$5,965.72
	(ii) Registration of each phase of a plan		\$7,501.28	-	\$7,501.28	\$7,726.32	-	\$7,726.32
	(iii) Extension of draft plan approval		\$5,791.96	-	\$5,791.96	\$5,965.72	-	\$5,965.72
	(iv) Revised draft approval plan requiring re-circulation		\$6,557.85	-	\$6,557.85	\$6,754.58	-	\$6,754.58
	(v) Appeal of plan to Local Planning Appeal Tribunal		\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	\$226.17 plus cost recovery	-	\$226.17 plus cost recovery
(e)	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
(f)	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
(g)	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
(h)	Amendment to any registered agreement or fully executed agreement*		\$2,253.64 plus costs	Yes	Fee + HST	\$2,321.25 plus costs	Yes	Fee + HST
(i)	Each Subdivision Agreement/Grading Agreement/Preservicing Agreement/Development Agreement except otherwise noted *		\$5,683.54 plus costs	Yes	Fee + HST	\$5,854.05 plus costs	Yes	Fee + HST
(j)	Review and/or preparation of documents related to the registration of Subdivisions and Condominiums including additional phases except otherwise noted		\$3,214.63 plus costs	Yes	Fee + HST	\$3,311.07 plus costs	Yes	Fee + HST
(k)	Additional Development Agreement		\$5,683.54 plus costs	Yes	Fee + HST	\$5,854.05 plus costs	Yes	Fee + HST
(l)	Additional charge per agreement or amendment for a non-standard subdivision, development, grading or preservicing agreement or amendment.		\$2,411.23 plus costs	\$313.46	\$2,724.69 plus costs	\$2,483.57 plus costs	\$322.86	\$2,806.43 plus costs
(m)	Reinstatement of Draft Plan Approval		\$20,600.00	Yes	Fee + HST	\$21,218.00	Yes	Fee + HST
(n)	Annual Carrying fee for inactive files		\$1,692.52	-	\$1,692.52	\$1,743.29	-	\$1,743.29
(o)	Landscape Resubmission Fee (for each submission after the 3rd submission)		\$3,214.84	-	\$3,214.84	\$3,311.28	-	\$3,311.28
(p)	Engineering Resubmission Fee (for each submission after the 3rd submission)		\$3,183.42	-	\$3,183.42	\$3,278.92	-	\$3,278.92
(q)	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

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.

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D PLANNING

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	\$23,080.31 plus \$53.56 per unit	\$434.79	\$23,515.10 plus \$53.56 per unit
	Plan of Condominium Application <sup>1</sup> (includes legal review)		\$12,780.31 plus \$22.66 per unit	Yes	Fee + HST	\$13,163.72 plus \$23.34 per unit	Yes	Fee + HST
	Plan of Condominium - Exemption Application <sup>1</sup> (includes legal review)		\$8,240.00 plus \$22.66 per unit	Yes	Fee + HST	\$8,487.20 plus \$23.34 per unit	Yes	Fee + HST
(b)	Plus additional fees, if applicable:							
	(i) Revisions requiring re-circulation		\$6,557.85	-	\$6,557.85	\$6,754.58	-	\$6,754.58
	(ii) Registration of each phase of a plan		\$1,661.00	-	\$1,661.00	\$1,710.83	-	\$1,710.83
	(iii) Extension of draft approval		\$5,791.96	-	\$5,791.96	\$5,965.72	-	\$5,965.72
	(iv) Revised draft approval plan requiring re-circulation		\$5,791.96	-	\$5,791.96	\$5,965.72	-	\$5,965.72
	(v) Appeal of plan to Local Planning Appeal Tribunal		\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	\$226.17 plus cost recovery	-	\$226.17 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		\$1,659.95	-	\$1,659.95	\$1,709.75	-	\$1,709.75
(g)	Draft Plan of Condominium application (including extension of draft approval) related to or resulting from a MZO or CIHA application or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST

<sup>1</sup> HST not applicable on whole fee

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE D

### PLANNING

#### 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>		\$6,434.61 plus \$53.56 per unit	\$149.90	\$6,584.51 plus \$53.56 per unit	\$6,627.66 plus \$55.17 per unit	\$154.39	\$6,782.05 plus \$55.17 per unit
	(b)	Extension of part lot control by-law		\$1,601.85	\$208.24	\$1,810.09	\$1,649.90	\$214.49	\$1,864.39
	(c)	Repeal of part lot control by-law and/or deletion of restrictions		\$1,601.85	\$208.24	\$1,810.09	\$1,649.90	\$214.49	\$1,864.39
	(d)	Additional by-law/restriction		\$535.60 plus costs*	Yes	Fee + HST	\$551.67 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 *		\$998.07 plus costs*	Yes	\$998.07 plus costs + HST	\$1,028.01 plus costs*	Yes	\$1,028.01 plus costs + HST
	(b)	Legal documentation regarding lifting of .03 m reserve for a private purpose *		\$577.83 plus costs*	Yes	\$577.83 plus costs + HST	\$595.17 plus costs*	Yes	\$595.17 plus costs + HST

\* "Plus Costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)



# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE E FIRE AND EMERGENCY SERVICES

### FIRE & EMERGENCY SERVICES

REPORTS										
Fire Report				\$90.64	\$11.78	\$102.42	\$93.36	\$12.14	\$105.50	
File Search Letter				\$90.64	\$11.78	\$102.42	\$93.36	\$12.14	\$105.50	
Posting of Licenses - Assembly occupancies	Where no alcoholic beverages are served			\$188.49	\$24.50	\$212.99	\$194.14	\$25.24	\$219.38	
	Where alcoholic beverages are served			\$277.07	\$36.02	\$313.09	\$285.38	\$37.10	\$322.48	
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>				\$196.73	\$25.57	\$222.30	\$202.63	\$26.34	\$228.97
	ii) for every additional 10,000 sq. ft. or 929 m <sup>2</sup> part thereof				\$107.12	\$13.93	\$121.05	\$110.33	\$14.34	\$124.68
Residential/Commercial	Multiple occupancy complex									
	i) Base inspection				\$196.73	\$25.57	\$222.30	\$202.63	\$26.34	\$228.97
	ii) Plus each tenant or occupancy up to 10,000 sq. ft. or 929m <sup>2</sup>				\$107.12	\$13.93	\$121.05	\$110.33	\$14.34	\$124.68
	iii) Plus tenant or occupancy over 10,000 sq. ft. or 929m <sup>2</sup>				\$107.12	\$13.93	\$121.05	\$110.33	\$14.34	\$124.68
Residential/apartment or Condominium buildings	i) Base inspection				\$196.73	\$25.57	\$222.30	\$202.63	\$26.34	\$228.97
	ii) Plus each tenant, occupancy or apartment				\$98.88	\$12.85	\$111.73	\$101.85	\$13.24	\$115.09
Office Commercial	i) Base inspection				\$196.73	\$25.57	\$222.30	\$202.63	\$26.34	\$228.97
	ii) Plus each single tenant or occupancy over 10,000 sq. ft. or 929 m <sup>2</sup>				\$106.09	\$13.79	\$119.88	\$109.27	\$14.21	\$123.48
	iii) Plus tenant or occupancy over 10,000 sq. ft. or 929m <sup>2</sup>				\$106.09	\$13.79	\$119.88	\$109.27	\$14.21	\$123.48
Tent or Marquee	Where Fire Code inspection is mandated				\$196.73	\$25.57	\$222.30	\$202.63	\$26.34	\$228.97
Portable Classroom	Per class				\$107.12	\$13.93	\$121.05	\$110.33	\$14.34	\$124.68
Daycare/nursery school	i) First inspection				\$277.07	\$36.02	\$313.09	\$285.38	\$37.10	\$322.48
	ii) Each subsequent inspection				\$98.88	\$12.85	\$111.73	\$101.85	\$13.24	\$115.09
Liquor Licence	i) First inspection				\$277.07	\$36.02	\$313.09	\$285.38	\$37.10	\$322.48
	ii) Plus each subsequent inspection				\$129.78	\$16.87	\$146.65	\$133.67	\$17.38	\$151.05
Refer to Schedule C for Liquor Licence fees										
Inspection of any building for the purpose of tenants	i) First hour				\$210.12	\$27.32	\$237.44	\$216.42	\$28.14	\$244.56
	ii) Plus staff research time after first hour		Per hour		\$89.61	\$11.65	\$101.26	\$92.30	\$12.00	\$104.30
Any inspection performed in association with the purchase or sale or with potential purchase or sale of property										
	i) First inspection				\$299.73	\$38.96	\$338.69	\$308.72	\$40.13	\$348.86
	ii) Each subsequent inspection				\$98.88	\$12.85	\$111.73	\$101.85	\$13.24	\$115.09

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
<del>Proposed Deletions</del>

## SCHEDULE E FIRE AND EMERGENCY SERVICES

### INSPECTIONS (in excess of Fire Code Requirements)

Inspections of Marijuana Grow Operations			\$671.56	\$87.30	\$758.86	\$691.71	\$89.92	\$781.63
Unsafe Buildings	Boarding or barricading of unsafe buildings pursuant to the Fire Code							
	i) Per hour		\$189.52	\$24.64	\$214.16	\$195.21	\$25.38	\$220.58
	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		\$255.44	\$33.21	\$288.65	\$263.10	\$34.20	\$297.31
	v) Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST
Inspection of Dry Hydrant			\$445.99	\$57.98	\$503.97	\$459.37	\$59.72	\$519.09

### 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:		\$1,486.29	-	\$1,486.29	\$691.71 per hour per vehicle	-	\$691.71 per hour per vehicle
	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 hour per vehicle		\$335.78	-	\$335.78	\$345.85	-	\$345.85
	Each additional piece of apparatus after the first three pieces of apparatus per hour		\$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		\$671.56	-	\$671.56	\$691.71	-	\$691.71
	ii) Plus any clean-up costs		+ costs	-	Costs no applicable tax	+ costs	-	Costs no applicable tax
	Add - For each additional 30 minute period or part thereof per vehicle					\$345.85	-	\$345.85
	iii) Plus administration fee		15%	Yes	Fee + HST	15%	Yes	Fee + HST
Hazardous Material spill clean up	i) Per vehicle per hour		\$671.56	-	\$671.56	\$691.71	-	\$691.71
	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
	Add - For each additional 30 minute period or part thereof per vehicle					\$345.85	-	\$345.85

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE E FIRE AND EMERGENCY SERVICES

### EMERGENCY RESPONSES

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		\$671.56	-	\$671.56	\$691.71	-	\$691.71
	i) First 2 hours Per hour or each part thereof		\$335.78	-	\$335.78	\$345.85	-	\$345.85
	ii) For each additional 30 minute period or part thereof		15%	Yes	Fee + HST	15%	Yes	Fee + HST
	iii) Plus administration fee							
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		\$1,486.29	-	\$1,486.29	\$691.71 per hour per vehicle	-	\$691.71 per hour per vehicle
	Per apparatus dispatched - for each additional one-half hour or part thereof		\$335.78	-	\$335.78	\$345.85	-	\$345.85
	For each additional piece of apparatus dispatched (after the first 3 pieces of apparatus) per hour per apparatus or part thereof		\$671.56	-	\$671.56	\$691.71	-	\$691.71
	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
Fire Response for Non-permitted Uses	The property owner shall pay for emergency responses resulting from activity contrary to the permitted uses for the property anywhere in the Town of Caledon							
	Initial response (up to 3 pieces of apparatus) for the first 2 hours		\$1,486.29	-	\$1,486.29	\$691.71 per hour per vehicle	-	\$691.71 per hour per vehicle
	Per apparatus dispatched - for each additional one-half hour or part thereof		\$335.78	-	\$335.78	\$345.85	-	\$345.85
	For each additional piece of apparatus dispatched (after the first 3 pieces of apparatus) per hour per apparatus or part thereof		\$671.56	-	\$671.56	\$691.71	-	\$691.71
	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

### SPECIAL EVENTS

Attendance of firefighter or fire vehicle requested at special events	Per day	\$321.36	\$41.78	\$363.14	\$331.00	\$43.03	\$374.03
---	---------	----------	---------	----------	----------	---------	----------

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
<del>Proposed Deletions</del>

## SCHEDULE E FIRE AND EMERGENCY SERVICES

### OPEN AIR BURN PERMITS

Burn Permit	Residential - Open Air Burning (minimum 1/2 acre lot)		\$44.29	-	\$44.29	\$45.62	-	\$45.62
	Contractors		\$239.99	-	\$239.99	\$247.19	-	\$247.19
	Construction Site		\$619.03	-	\$619.03	\$637.60	-	\$637.60
	Recreational Burn Permits		\$26.78	-	\$26.78	\$27.58	-	\$27.58
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.		\$671.56	-	\$671.56	\$691.71	-	\$691.71

### 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		\$127.72	\$16.60	\$144.32	\$131.55	\$17.10	\$148.65

### REVIEW AND APPROVAL PROPANE RISK & SAFETY MANAGEMENT PLANS (RSMP)

Level 1 RSMP Existing Small Propane Facility		\$283.25	\$36.82	\$320.07	\$291.75	\$37.93	\$329.67
Level 1 RSMP New / Modified Small Propane Facility		\$567.53	\$73.78	\$641.31	\$584.56	\$75.99	\$660.55
Level 2 RSMP Existing Medium and Large Propane Facilities		\$2,553.37	\$331.94	\$2,885.31	\$2,629.97	\$341.90	\$2,971.87
Level 2 RSMP New / Modified Medium and Large Propane Facilities		\$2,836.62	\$368.76	\$3,205.38	\$2,921.72	\$379.82	\$3,301.54

### FIREWORKS BY-LAW

Application for a permit to discharge display fireworks or special effects pyrotechnic		\$633.45	-	\$633.45	\$652.45	-	\$652.45
Application for a permit to discharge consumer fireworks for community public events		\$154.50	-	\$154.50	\$159.14	-	\$159.14

### MINISTER'S ZONING ORDER (MZO) OR COMMUNITY INFRASTRUCTURE AND HOUSING ACCELERATOR (CIHA) APPLICATION

MZO or CIHA Applications	Any and all services performed for a MZO or CIHA application, request or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
--------------------------	--	--	---------------------------------------	-----	-----------	---------------------------------------	-----	-----------

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE F COMMUNITY SERVICES

### 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	Cost Recovery	Yes	Cost + HST
	Caledon Trailway stone bench on limestone screenings with acrylic plaque		Cost Recovery	Yes	Cost + HST	Cost Recovery \$2,000.00	Yes	Cost + HST
	Tree		Cost Recovery	Yes	Cost + HST	Cost Recovery \$700.00	Yes	Cost + HST

#### FILMING RATES

Filming Rates	Full day Film Rate		\$4,305.00/ per day	Yes	Fee + HST	\$4,434.15/ per day	Yes	Fee + HST
	Set up/ Dismantle Films		\$2,152.50/ per day	Yes	Fee + HST	\$2,217.08/ per day	Yes	Fee + HST

### PARKS AND RECREATION

#### PARK RENTAL DEPOSIT

Park Rental Deposit	Park rental deposit					\$500.00	No	\$500.00
---------------------	---------------------	--	--	--	--	----------	----	----------

#### 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
--	--	--	-----------	-----	-----------	-----------	-----	-----------

#### 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

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE F COMMUNITY SERVICES

### POOL RENTALS

	Private/hours - ranges depending on services required							
	i) Resident / hour (Cost of two lifeguards for a rental)		\$52.72 - \$129.15	Yes	Fee + HST	\$54.30 - \$133.02	Yes	Fee + HST
	ii) Non-resident/Commercial / hour (Cost of two lifeguards for a rental)		\$63.77 - \$150.40	Yes	Fee + HST	\$65.68 - \$154.91	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$37.20 - \$74.42	Yes	Fee + HST	\$38.31 - \$76.65	Yes	Fee + HST
	iv) Affiliate Rate (effective August 4, 2023 2024 to April 12, 2024 2025) / hour		\$37.20 - \$74.42	Yes	Fee + HST	\$38.31 - \$76.65	Yes	Fee + HST
	Additional deck supervisor for a rental					\$26.00	Yes	Fee + HST
	Individual pool swim lane rental	per lane / per hour	\$24.65	Yes	Fee + HST	\$25.38	Yes	Fee + HST

### ARENA RENTALS

	Fees vary depending on prime time, non-prime, summer and last minute							
	i) Resident / hour		\$104.69 - \$246.10	Yes	Fee + HST	\$107.83 - \$253.48	Yes	Fee + HST
	ii) Non-resident/Commercial / hour		\$153.11 - \$278.38	Yes	Fee + HST	\$157.70 - \$286.73	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$89.32 - \$170.23	Yes	Fee + HST	\$91.99 - \$175.33	Yes	Fee + HST
	iv) Affiliate Rate (effective August 4, 2023 2024 to April 12, 2024 2025) / hour		\$89.32 - \$170.23	Yes	Fee + HST	\$91.99 - \$175.33	Yes	Fee + HST
	iv) Small Group / hour		\$43.78 - \$75.05	Yes	Fee + HST	\$45.09 - \$77.30	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

### FLOOR RENTALS

	Floor Rental / hour		\$65.71 - \$112.64	Yes	Fee + HST	\$67.68 - \$116.01	Yes	Fee + HST
	Floor Rental / Booking		\$525.68 - \$750.97	Yes	Fee + HST	\$541.45 - \$773.49	Yes	Fee + HST

### GYMNASIUM RENTALS

	Fees vary based on half or whole gym							
	i) Resident / hour		\$75.42 - \$150.85	Yes	Fee + HST	\$77.68 - \$155.37	Yes	Fee + HST
	ii) Non-resident/Commercial / hour		\$90.51 - \$181.02	Yes	Fee + HST	\$93.22 - \$186.45	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$52.81 - \$105.60	Yes	Fee + HST	\$54.39 - \$108.76	Yes	Fee + HST

# Town of Caledon 2024 Proposed User Fees By-law

## FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

### SCHEDULE F COMMUNITY SERVICES

#### GYMNASIUM RENTALS

Facility Amenities	i) Additional Staff	per hour	\$16.88	Yes	Fee + HST	\$17.38	Yes	Fee + HST
	ii) Additional Staff - STAT Holiday	per hour	\$60.11	Yes	Fee + HST	\$61.91	Yes	Fee + HST
	iii) Additional Staff - LIFEGUARD	per hour	\$22.19	Yes	Fee + HST	\$22.85	Yes	Fee + HST
	iv) Additional Staff - <del>PARTY</del> INSTRUCTOR	per hour	\$54.65	Yes	Fee + HST	\$56.28	Yes	Fee + HST
	v) <del>Fitness</del> Day Rate - School Group (15)	per booking	\$41.83 - \$157.60	Yes	Fee + HST	\$43.08 - \$162.32	Yes	Fee + HST
	vi) <del>Fitness</del> Day Rate - Additional Student	per booking	\$2.80 - \$10.51	Yes	Fee + HST	\$2.81 - \$10.82	Yes	Fee + HST
	vii) Coffee and/or Tea Service - Large	per urn	\$43.72	Yes	Fee + HST	\$45.03	Yes	Fee + HST
	- Small	per urn	\$27.33	Yes	Fee + HST	\$28.14	Yes	Fee + HST
	viii) Kitchen Fee	per booking	\$27.33 - \$80.37	Yes	Fee + HST	\$28.14 - \$82.78	Yes	Fee + HST
	ix) Audio Equipment Rental	per booking	\$42.86	Yes	Fee + HST	\$44.14	Yes	Fee + HST
	x) Sport Equipment Rental	per booking	\$26.79	Yes	Fee + HST	\$27.59	Yes	Fee + HST
	xi) Kitchen Fee <del>Hourly Rate</del>	per hour	\$18.10	Yes	Fee + HST	\$18.64	Yes	Fee + HST

#### HALL AND ROOM RENTALS

	Community Centres - Rooms/ Lounges/ Lobbies are available to accommodate groups of various sizes							
	i) Resident / hour		\$12.07 - \$84.50	Yes	Fee + HST	\$12.43 - \$87.03	Yes	Fee + HST
	ii) Non-resident/Commercial / hour		\$32.78 - \$101.38	Yes	Fee + HST	\$33.76 - \$104.42	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit / hour		\$16.03 - \$59.14	Yes	Fee + HST	\$16.51 - \$60.91	Yes	Fee + HST
	Room Rental / Booking		\$218.61 - \$675.95	Yes	Fee + HST	\$225.16 - \$696.22	Yes	Fee + HST
	Security deposit/damage deposit		\$53.58 - \$267.90	No	Fee	\$55.18 - \$275.93	No	Fee
Holiday Rental Fee	i) Resident / Booking		\$528.26	Yes	Fee + HST	\$544.10	Yes	Fee + HST
	ii) Non-resident/Commercial / Booking		\$687.97	Yes	Fee + HST	\$708.60	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.		\$191.92 - \$399.37	Yes	Fee + HST	\$197.67 - \$411.35	Yes	Fee + HST
--	---	--	---------------------	-----	-----------	---------------------	-----	-----------

#### CELEBRATE WITH US - PARTY PACKAGES

	Fees vary depending on drop-in activity type, time of the activity, cost to participate and supervision requirements.		\$185.40 - \$391.40	Yes	Fee + HST	\$190.96 - \$403.14	Yes	Fee + HST
--	---	--	---------------------	-----	-----------	---------------------	-----	-----------

#### STORAGE/LEASE

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	<del>Community office space rental</del> Community/ organization/ for profit space rentals/ commercial	per sq ft.	\$5.00-\$25.00	Yes	Fee + HST	\$1.00 - \$40.00	Yes	Fee + HST

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE F COMMUNITY SERVICES

### 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			\$4.18 - \$23.39	Yes	Fee + HST	\$4.30 - \$24.09	Yes	Fee + HST
	ii) Non-resident/Commercial			\$4.90 - \$28.05	Yes	Fee + HST	\$5.04 - \$28.89	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit			\$2.91 - \$16.37	Yes	Fee + HST	\$2.92 - \$16.86	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			\$1.60 - \$20.96	Yes	Fee + HST	\$1.60 - \$21.58	Yes	Fee + HST
	ii) Non-resident/Commercial			\$1.94 - \$25.25	Yes	Fee + HST	\$1.95 - \$26.00	Yes	Fee + HST
	iii) Subsidized/Not-For-Profit			\$1.11 - \$14.72	Yes	Fee + HST	\$1.11 - \$15.16	Yes	Fee + HST
Tennis Facilities Rental	2 courts - Per season use (not including portalets)			\$655.35 - \$1,333.56	Yes	Fee + HST	\$675.01 - \$1,373.56	Yes	Fee + HST
	4 courts - Per season use (not including portalets)			\$1,183.14 - \$2,366.28	Yes	Fee + HST	\$1,218.63 - \$2,437.26	Yes	Fee + HST
Bocce Court Rental	Per court - Per season use			\$208.03	Yes	Fee + HST	\$214.27	Yes	Fee + HST
	Outdoor Court per hour			\$22.44	Yes	Fee + HST	\$23.11	Yes	Fee + HST
	Indoor Court per hour			\$22.44 - \$38.46	Yes	Fee + HST	\$23.11 - \$39.61	Yes	Fee + HST
Outdoor Fitness	Per Time Slot - Resident			\$6.52 - \$14.24	Yes	Fee + HST	\$6.71 - \$14.66	Yes	Fee + HST
	Per Time Slot - Non-Resident/Commercial			\$7.81 - \$17.07	Yes	Fee + HST	\$8.04 - \$17.58	Yes	Fee + HST
Picnic Rentals	Full Day - Resident			\$100.65 - \$280.38	Yes	Fee + HST	\$103.66 - \$288.79	Yes	Fee + HST
	Full Day - Non-Resident/Commercial			\$120.78 - \$336.46	Yes	Fee + HST	\$124.40 - \$346.55	Yes	Fee + HST
	Hourly - Resident	per hour		\$12.58 - \$35.05	Yes	Fee + HST	\$12.95 - \$36.10	Yes	Fee + HST
	Hourly - Non-Resident/Commercial	per hour		\$15.10 - \$42.07	Yes	Fee + HST	\$15.55 - \$43.33	Yes	Fee + HST
	Subsidized/ Not-for-profit Picnic Rate			\$70.46 - \$196.27	Yes	Fee + HST	\$72.57 - \$202.15	Yes	Fee + HST
Artificial Turf Field Rental	Artificial Turf field rentals hourly rates			\$68.54 - \$117.50	Yes	Fee + HST	\$68.54 - \$117.50	Yes	Fee + HST
	Artificial Turf field rentals half day rates			\$239.90 - \$411.26	Yes	Fee + HST	\$239.90 - \$411.26	Yes	Fee + HST
	Artificial Turf field rentals full day rates			\$582.62 - \$998.78	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	\$155.75 - \$265.25	Yes	Fee + HST
Beach Volleyball	Resident	Per time slot		\$5.67	Yes	Fee + HST	\$5.84	Yes	Fee + HST
	Non-Resident/Commercial	Per time slot		\$6.80	Yes	Fee + HST	\$7.00	Yes	Fee + HST
Wedding Photos	Wedding photos			\$56.77	Yes	Fee + HST	\$58.47	Yes	Fee + HST



# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE F COMMUNITY SERVICES

### OUTDOOR RENTALS

#### SPORT AND PASSIVE PARK RENTALS - PLUS PARK AMENITIES

Parking Lot	Subsidized/Not-For-Profit / Booking	Per time slot	\$285.98	Yes	Fee + HST	\$285.98	Yes	Fee + HST
	Commercial / Booking	Per time slot	\$857.95	Yes	Fee + HST	\$857.95	Yes	Fee + HST
	Food Trucks in Town owned parking lot					\$100.00/ per parking spot, minimum 3 spots	Yes	Fee + HST
Bandshell Rental	Resident		\$37.77 - \$549.36	Yes	Fee + HST	\$37.77 - \$549.36	Yes	Fee + HST
	Non-Resident/ Commerical		\$51.50 - \$659.23	Yes	Fee + HST	\$51.50 - \$659.23	Yes	Fee + HST
	Subsidized		\$26.09 - \$284.55	Yes	Fee + HST	\$26.09 - \$284.55	Yes	Fee + HST
Farmers Market	Category A / Booking	Per time slot	\$85.28	Yes	Fee + HST	\$85.28	Yes	Fee + HST
	Category B / Booking	Per time slot	\$59.69	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	\$10,000.00	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

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE F COMMUNITY SERVICES

### OUTDOOR RENTALS

#### SPORT AND PASSIVE PARK RENTALS - PLUS PARK AMENITIES

Park Amenities	i) <b>Cones Barricades (10 per load) with other deliveries; or</b>	10 per load	\$44.39	Yes	Fee + HST	\$45.72	Yes	Fee + HST
	ii) Barricades per load if ordered separately - delivery	10 per load	\$139.43	Yes	Fee + HST	\$153.37	Yes	Fee + HST
	iii) Beer garden (staff set-up)		\$615.49	Yes	Fee + HST	\$633.95	Yes	Fee + HST
	iii) Extra picnic tables (7 per load) - delivery fee (maximum one load)	7 per load	\$161.31	Yes	Fee + HST	\$177.44	Yes	Fee + HST
	iv) Portolet (regular or deluxe) / Handwash Stations		Cost Recovery + Admin.	Yes	Fee + HST	Cost Recovery + Admin.	Yes	Fee + HST
	v) Lights - Ball Diamond	Baseball/hr	\$18.33	Yes	Fee + HST	\$18.87	Yes	Fee + HST
	- Soccer Field	Soccer/hr	\$22.95	Yes	Fee + HST	\$23.63	Yes	Fee + HST
	vi) Event support (for tournaments and large events)							
	- First day	per day	\$136.66	Yes	Fee + HST	\$150.32	Yes	Fee + HST
	- Each additional day	per day	\$101.57	Yes	Fee + HST	\$111.72	Yes	Fee + HST
	viii) Hourly onsite event support (minimum 3 hours)	per hour	\$141.97	Yes	Fee + HST	\$156.16	Yes	Fee + HST
	ix) One time additional washroom clean up Townwide/ Use of washrooms only (Caledon Fairgrounds)		\$35.62	Yes	Fee + HST	\$39.18	Yes	Fee + HST
	x) Use of snack bar (where available)		\$28.98	Yes	Fee + HST	\$31.87	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
Park Clean Up Oct. 1 - Apr. 30	Events taking place outside the warm season					\$400.00	Yes	Fee + HST
Parks Clean Up Fee	Parks Clean up fee for large events/ Permitted fireworks 100 people		\$283.94	Yes	Fee + HST	\$312.33	Yes	Fee + HST
	Parks clean up fee for large events/ Permitted fireworks 500 people					\$624.66	Yes	Fee + HST
	Parks clean up fee for large events/ Permitted fireworks 1000+ people					\$1,249.32	Yes	Fee + HST
	Parks clean up fee for large events/ Permitted fireworks 2000 people (waste bin maybe required)					\$400/ rental	Yes	Fee + HST

### COMMUNITY PROGRAMS

#### AQUATICS

Drop In Public Swim	Ranges depending on age, type of activity and length of program		\$2.70 - \$10.18	Yes	Fee + HST	\$3.00 - \$14.00	Yes	Fee + HST
Swim Lessons	Swim kids - Leaders courses Leadership workbooks/materials	(No taxes for ages 14 years & under)	\$55.37 - \$327.91	Yes	Fee + HST	\$55.27 - \$337.74	Yes	Fee + HST
3% increase in fees. Effective September 1, 2023 2024 - August 31, 2024 2025								

#### ARENAS

Public Skating	Rates vary based on age and family size, includes shinny and ticket ice		\$2.70 - \$7.67	Yes	Fee + HST	\$3.00 - \$8.50	Yes	Fee + HST
Skating Lessons	Learn to Skate	(No taxes for ages 14 years & under)	\$51.89 - \$213.25	Yes	Fee + HST	\$51.89 - \$219.64	Yes	Fee + HST
3% increase in fees. Effective September 1, 2023 2024 - August 31, 2024 2025								

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE F COMMUNITY SERVICES

COMMUNITY PROGRAMS CAMPS								
Various weekly camps	Ages 14 and under		\$43.72 - \$412.52	No	Fee	\$43.72 - \$450.00	No	Fee
3% increase in fees. Effective September 1, 2023 2024 - August 31, 2024 2025	Ages 15 and over		\$43.72 - \$412.52	Yes	Fee + HST	\$43.72 - \$450.00	Yes	Fee + HST
Extended camp fees	Ages 13 and under		\$3.00 - \$54.66	No	Fee	\$3.01 - \$56.29	No	Fee
3% increase in fees. Effective September 1, 2023 2024 - August 31, 2024 2025								
Support Worker fees	Support Worker Fees		\$96.88 - \$658.75	No	Fee	\$21.87 - \$962.28	No	Fee
3% increase in fees. Effective September 1, 2023 2024 - August 31, 2024 2025								
FITNESS & LIFESTYLE								
Memberships	Memberships		\$23.43 - \$604.32	Yes	Fee + HST	\$6.22 - \$650.00	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		\$16.08	Yes	Fee + HST	\$16.08	Yes	Fee + HST
	Membership Card Replacement		\$5.36	Yes	Fee + HST	\$5.36	Yes	Fee + HST
	Medical Holds and Withdrawal Fee		\$26.79	Yes, when applicable	Fee + HST when applicable	\$26.79	Yes, when applicable	Fee + HST when applicable
Drop-In Pay-as-You-Go / Services	Drop In Programs Fitness/Gymnasium/Youth Centre		\$2.70 - \$12.55	Yes	Fee + HST	\$3.00 - \$14.00	Yes	Fee + HST
	Childminding		\$1.91 - \$907.70	Yes	Fee + HST	\$6.65 - \$8.95	Yes	Fee + HST
	Personal Training		\$20.05 - \$3,559.21	Yes	Fee + HST	\$20.65 - \$3,665.98	Yes	Fee + HST
	Snoezelen		\$5.10 - \$435.93	Yes	Fee + HST	\$5.25	Yes	Fee + HST
	Equipment Rental		\$2.03 - \$5.10	Yes	Fee + HST	\$2.04 - \$5.25	Yes	Fee + HST
Youth fieldhouse orientation	Youth Fieldhouse Orientation		\$20.81 - \$21.90	Yes	Fee + HST	\$20.81 - \$22.55	Yes	Fee + HST
Staff supported rental (dry land/ school play days) Special Event	Special Event		\$6.00 - \$7,500.00	No	Fee	\$6.00 - \$7,500.00	No	Fee

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE F COMMUNITY SERVICES

### COMMUNITY PROGRAMS FITNESS & LIFESTYLE

Registered Program Fees	Pre-registered Programs		\$2.52 - \$351.20	(When applicable)	Fee + HST (HST where applicable)	\$2.52 - \$361.73	(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
3% increase in fees. Effective September 1, 2023 2024 - August 31, 2024 2025	Refund Fee		\$16.08 - \$53.60	(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			
	Registration > Caledon 55+ Games > Non-Resident		\$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
Change to room rental	Ice rentals with less than 14 days notice		No refund	No	No refund	No refund	No	No refund

### POINT OF SALE CONCESSIONS

Point of Sale Items	Point of Sale Items		\$0.25 - \$75.00	Yes	Fee + HST	\$0.25 - \$75.00	Yes	Fee + HST
---------------------	---------------------	--	------------------	-----	-----------	------------------	-----	-----------

### ADVERTISING

Brochure Facility Advertising	Brochure Advertising Sales -- using Recreation Assets		\$169.79 - \$130,050	Yes	Fee + HST	\$169.79 - \$130,050 \$1,300.50	Yes	Fee + HST
Facility Brochure Advertising	Brochure Advertising Sales using Recreation Assets		\$169.79 - \$3,559.50	Yes	Fee + HST	\$169.79 - \$3,559.50	Yes	Fee + HST

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE G CORPORATE SERVICES

### LEGAL SERVICES

#### AGREEMENTS

Any Type of agreement <sup>1</sup>	Standard: - easement/lease/license/other	+ Costs	\$1,532.41	\$199.21	\$1,731.62	\$1,578.38	\$205.19	\$1,783.57
	Non-Standard: - easement/lease/license/other	+ Costs	\$3,991.75	\$518.93	\$4,510.68	\$4,111.51	\$534.50	\$4,646.01
<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	\$5,793.13	\$753.11	\$6,546.24	\$5,966.93	\$775.70	\$6,742.63
	Non-Standard Development charge credit agreement, front-ending financing agreement or other funding agreement	+ Costs	\$8,252.48	\$1,072.82	\$9,325.31	\$8,500.06	\$1,105.01	\$9,605.07
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	\$144.67	\$18.81	\$163.47	\$149.01	\$19.37	\$168.38
Municipal Access Agreement	Municipal Access Agreement		\$5,150.00	\$669.50	\$5,819.50	\$5,304.50	\$689.59	\$5,994.09

#### MISCELLANEOUS

Teraview Document	Preparation of any Teraview document, including a legal document for conveyancing purposes not otherwise listed herein	+ Costs	\$567.95	\$73.83	\$641.79	\$584.99	\$76.05	\$661.04
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.		\$133.95	-	\$133.95	\$137.97	-	\$137.97
Subsequent Disclosure Package	Subsequent copy of Disclosure Package for POA related offences		\$21.43	\$2.79	\$24.22	\$22.08	\$2.87	\$24.95
Consent	Consent to Transfer/Charge or Release		\$107.12 plus costs*	Yes	Fee + HST	\$110.33 plus costs*	Yes	Fee + HST
	Consent to Transfer/Charge or Release (within 2 business days, subjected to availability)		\$187.46 plus costs*	Yes	Fee + HST	\$193.08 plus costs*	Yes	Fee + HST
	Undertaking Required		\$107.12 plus costs*	Yes	Fee + HST	\$110.33 plus costs*	Yes	Fee + HST
Heritage Property Tax Rebate Program	Heritage Tax Rebate Program Easement Agreement preparation		\$210.12	\$27.32	\$237.44	\$216.42	\$28.14	\$244.56

\* "Plus Costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

#### MINISTER'S ZONING ORDER (MZO) OR COMMUNITY INFRASTRUCTURE AND HOUSING ACCELERATOR (CIHA) APPLICATION

MZO or CIHA Applications	Any and all services performed for a MZO or CIHA application, request or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
--------------------------	--	--	------------------------------------	-----	-----------	------------------------------------	-----	-----------

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE G CORPORATE SERVICES

### REPORTS AND BY-LAWS

Assumption By-law	Assumption By-law	+ Costs	\$278.73	\$36.23	\$314.96	\$287.09	\$37.32	\$324.41
Reports and By-Laws	Preparation of reports and by-law for a private purpose or interest	+ Costs	\$1,060.25	\$137.83	\$1,198.09	\$1,092.06	\$141.97	\$1,234.03
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*	\$546.52	\$71.05	\$617.57	\$562.92	\$73.18	\$636.10
----------------	---	----------	----------	---------	----------	----------	---------	----------

\* "Costs" include but are not limited to the cost of an appraisal report, letter of opinion and cost of a reference plan.

### PROVINCIAL OFFENCES ADMINISTRATION

Fine	Defaulted Provincial Offences fine collection administration Fee		\$30.00	-	\$30.00	\$30.00	-	\$30.00
Processing Fee	Payment Card Surcharge Fee		\$5.00	-	\$5.00	\$5.00	-	\$5.00

### APPEAL HEARING TRIBUNAL

	Non-refundable filing fee for an Appeal		\$206.00	-	\$206.00	\$212.18	-	\$212.18
	Non-refundable filing fee for a Property Standards Appeal		\$206.00	-	\$206.00	\$212.18	-	\$212.18

### COMMITTEE OF ADJUSTMENT

(a)	i) Minor variance application - Industrial/Commercial/Mixed Use		\$2,128.81	-	\$2,128.81	\$2,192.67	-	\$2,192.67
	ii) Minor Variance application – Industrial/Commercial/Mixed Use (Application where variance is sought for existing structure(s) not in keeping with Zoning-By-Law)		\$2,557.45	-	\$2,557.45	\$2,634.17	-	\$2,634.17
(b)	i) Minor Variance application – All other types		\$1,254.71	-	\$1,254.71	\$1,292.35	-	\$1,292.35
	ii) Minor Variance application - All other types (Application where variance is sought for existing structure(s) not in keeping with Zoning-By-law)		\$1,485.84	-	\$1,485.84	\$1,530.41	-	\$1,530.41
(c)	Consent application or Validation certificate		\$4,601.92	-	\$4,601.92	\$4,739.98	-	\$4,739.98
(d)	Request to Change Condition(s) of Provisional Consent							
	(i) Change of Conditions requiring Notification		\$1,313.25	-	\$1,313.25	\$1,352.65	-	\$1,352.65
	(ii) Change of Condition(s) not requiring Notification		\$327.79	-	\$327.79	\$337.60	-	\$337.60
(e)	Consent or Validation Certificate issuance Fee		\$808.21	-	\$808.21	\$832.46	-	\$832.46
(f)	Deferral of application		\$258.45	-	\$258.45	\$266.20	-	\$266.20
(g)	Appeal to Local Planning Appeal Tribunal		\$219.58 plus cost recovery	-	\$219.58 plus cost recovery	\$226.17 plus cost recovery	-	\$226.17 plus cost recovery
(h)	A Consent, Validation Certificate and/or Minor Variance application related to or resulting from a MZO or CIHA application or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	-	Full Cost Recovery + 20% Admin Fee	Full Cost Recovery + 20% Admin Fee	-	Full Cost Recovery + 20% Admin Fee

If an agreement is required see Legal Services Fees Section above

Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

SCHEDULE G  
CORPORATE SERVICES

LIQUOR LICENCE

	Permanent Liquor Licence Fee <i>(includes inspection fees)</i> <sup>1</sup>		\$570.62	\$25.98	\$596.60	\$587.74	\$26.76	\$614.50
	Liquor Licence Extension <i>(includes inspection fees)</i> <sup>1</sup>		\$284.28	\$16.87	\$301.15	\$292.81	\$17.38	\$310.19
	Special Occasion Permits		\$154.50	-	\$154.50	\$159.14	-	\$159.14
	Special Occasion Permit - Municipal Designation Request (initial request)		\$206.00	-	\$206.00	\$212.18	-	\$212.18
	Special Occasion Permit - Municipal Designation Request (subsequent requests)		\$154.50	-	\$154.50	\$159.14	-	\$159.14

\*Exempted for events at Town owned facilities and / or groups approved by Community Services  
<sup>1</sup> HST not applicable on whole fee

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
<del>Proposed Deletions</del>

## SCHEDULE H ANIMAL SERVICES

ANIMAL SHELTER									
Redemption Fees - Cats	Cats - on each occasion		\$20.60	\$2.68	\$23.28	\$21.22	\$2.76	\$23.98	
	In addition to above for each day or part thereof during which the cat remains at shelter		\$5.15	\$0.67	\$5.82	\$5.30	\$0.69	\$5.99	
Adoption Fees	Senior Dog (8+ years)		\$103.00	\$13.39	\$116.39	\$106.09	\$13.79	\$119.88	
	Senior Cat (8+ years)		\$30.90	\$4.02	\$34.92	\$31.83	\$4.14	\$35.97	
	Dog - spayed/neutered, vaccinated		\$206.00	\$26.78	\$232.78	\$212.18	\$27.58	\$239.76	
	Cat - spayed/neutered, vaccinated		\$108.15	\$14.06	\$122.21	\$111.39	\$14.48	\$125.87	
	Puppies - under 6 months (not spayed/neutered)		\$154.50	\$20.09	\$174.59	\$159.14	\$20.69	\$179.83	
	Kittens - not spayed/neutered due to age, vaccinated		\$77.25	\$10.04	\$87.29	\$79.57	\$10.34	\$89.91	
	Other small animals		\$10.30	\$1.34	\$11.64	\$25.00	\$3.25	\$28.25	
	Puppies - under 6months, spayed/neutered, vaccinated					\$257.00	\$33.41	\$290.41	
	Kittens - under 4months, spayed/neutered, vaccinated					\$135.00	\$17.55	\$152.55	
	Rabbit - spayed/neutered, microchipped					\$50.00	\$6.50	\$56.50	
	Exotic - bird, other					\$100.00	\$13.00	\$113.00	
Surrender Fees	Surrendering dog for subsequent adoption to new owner where dog is spayed or neutered and vaccinated		\$55.62	\$7.23	\$62.85	\$57.29	\$7.45	\$64.74	
	Surrendering cat for subsequent adoption to new owner where cat is spayed or neutered and vaccinated		\$27.81	\$3.62	\$31.43	\$28.64	\$3.72	\$32.36	
	Surrendering dog for subsequent adoption to new owner where dog is not spayed or neutered and vaccinated		\$103.00	\$13.39	\$116.39	\$106.09	\$13.79	\$119.88	
	Surrendering cat for subsequent adoption to new owner where cat is not spayed or neutered and vaccinated		\$51.50	\$6.70	\$58.20	\$53.05	\$6.90	\$59.95	
Other Fees	Microchip Implantation		\$22.78	\$2.96	\$25.75	\$23.89	\$3.11	\$27.00	
	Rabies Vaccination		\$22.78	\$2.96	\$25.75	\$23.89	\$3.11	\$27.00	
	Personalized Pet Identification Tag service		\$13.67	\$1.78	\$15.44	\$14.08	\$1.83	\$15.91	



# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE H ANIMAL SERVICES

ANIMAL SHELTER									
Redemption Fees - Dogs	i) Dog without identification including owner contact information			\$103.00	\$13.39	\$116.39	\$106.09	\$13.79	\$119.88
	ii) Dog without up-to-date identification			\$103.00	\$13.39	\$116.39	\$106.09	\$13.79	\$119.88
	iii) Dog with valid identification first redemption			\$25.75	\$3.35	\$29.10	\$26.52	\$3.45	\$29.97
	iv) Dog with valid identification each subsequent redemption			\$51.50	\$6.70	\$58.20	\$53.05	\$6.90	\$59.95
	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)			\$20.60	\$2.68	\$23.28	\$35.00	\$4.55	\$39.55
	Where dog has been quarantined at shelter								
	i) First day of quarantine			\$60.77	\$7.90	\$68.67	\$62.59	\$8.14	\$70.73
	ii) For each subsequent day of the quarantine period			\$23.69	\$3.08	\$26.77	\$40.00	\$5.20	\$45.20
	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			\$82.40	\$10.71	\$93.11	\$84.87	\$11.03	\$95.90
Disposal of Animal	Small Animal (rabbit, ferret, kitten, etc.)			\$20.60	\$2.68	\$23.28	\$21.22	\$2.76	\$23.98
	Cat / Small Dog Disposal - Less than 20 lbs.			\$30.90	\$4.02	\$34.92	\$31.83	\$4.14	\$35.97
	Dog Disposal - Medium (20-50 lbs.)			\$51.50	\$6.70	\$58.20	\$53.05	\$6.90	\$59.94
	Dog Disposal - Large (50 + lbs.)			\$77.25	\$10.04	\$87.29	\$79.57	\$10.34	\$89.91
	Dog Disposal - X Large (100 + lbs.)			\$103.00	\$13.39	\$116.39	\$106.09	\$13.79	\$119.88
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)			\$360.50	\$46.87	\$407.37	\$371.32	\$48.27	\$419.59

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE I

### CUSTOMER SERVICE & COMMUNICATIONS

#### LOTTERIES

			3% of prize value	-	3% of prize value	3% of prize value	-	3% of prize value
--	--	--	-------------------	---	-------------------	-------------------	---	-------------------

#### CERTIFYING AND COMMISSIONING

	Burial Permit		\$25.75	-	\$25.75	\$26.52	-	\$26.52
	Certifying of document - 1 to 3 documents	Resident of Town of Caledon	\$30.90	\$4.02	\$34.92	\$31.83	\$4.14	\$35.97
	Certifying of document - 4 documents or more	Resident of Town of Caledon	\$52.53	\$6.83	\$59.36	\$54.11	\$7.03	\$61.14
	Commissioning document - 1 to 3 documents	Resident of Town of Caledon	\$30.90	\$4.02	\$34.92	\$31.83	\$4.14	\$35.97
	Commissioning document - 4 document or more	Resident of Town of Caledon	\$52.53	\$6.83	\$59.36	\$54.11	\$7.03	\$61.14

#### MARRIAGE

	Marriage licence		\$154.50	-	\$154.50	\$159.14	-	\$159.14
	Replacement marriage licence		\$51.50	-	\$51.50	\$53.05	-	\$53.05
	Replacement marriage licence (for reasons related to the pandemic) - Waived		-	-	-	-	-	-
	Civil marriage ceremony	In Town Hall	\$309.00	\$40.17	\$349.17			

#### ECONOMIC DEVELOPMENT

MZO or CIHA Applications	Any and all services performed for a MZO or CIHA application, request or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
--------------------------	--	--	---------------------------------------	-----	-----------	---------------------------------------	-----	-----------

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE J

### FINANCE

#### TAX COLLECTION

Arrear Notice - for each notice done 3 times a year (does not apply to first annual arrears notice)		\$6.00	-	\$6.00	\$8.00	-	\$8.00
Final Notice before tax sale registration		\$25.00	-	\$25.00	\$35.00	-	\$35.00
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	\$150.00	-	\$150.00
Tax registration administration fee		\$300.00	-	\$300.00	\$350.00	-	\$350.00
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
---------------------	------------------	---------	--------	---------	---------	--------	---------

MZO or CIHA Applications	Any and all services performed for a MZO or CIHA application, request or regulation issued by the Province	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST
--------------------------	--	------------------------------------	-----	-----------	------------------------------------	-----	-----------

#### 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 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE K OPERATIONS

OPERATIONS								
Snow clearing on Unassumed roads		per lane km minimum charge 1/4 km	\$2,575.00	\$334.75	\$2,909.75	\$2,967.50	\$385.77	\$3,353.27
Culvert applications	i) Application fee		\$3,862.50	-	\$3,862.50	\$4,122.50	-	\$4,122.50
	ii) Rush fee for processing of applications submitted with less than 2 business days notice		\$4,439.30	-	\$4,439.30	\$4,699.30	-	\$4,699.30
	iii) Rush fee if permit application is received after on-site work has started if no prior permit obtained for culvert installation		\$5,016.10	-	\$5,016.10	\$5,852.90	-	\$5,852.90
Road closure permits	i) Intermittent stoppage permit	per day	\$401.70	-	\$401.70	\$413.76	-	\$413.76
	ii) Rush fee (in addition to permit fee) for intermittent stoppage applications submitted with less than 2 business days notice	per day	\$484.10	-	\$484.10	\$498.63	-	\$498.63
	iii) Additional fee if no prior permit obtained for intermittent road stoppage	per day	\$566.50	-	\$566.50	\$583.50	-	\$583.50
	iv) Full closure permit	per day	\$772.50	-	\$772.50	\$795.68	-	\$795.68
	v) Rush fee (in addition to permit fee) for full closure applications submitted with less than 2 business days notice	per day	\$1,019.70	-	\$1,019.70	\$1,050.30	-	\$1,050.30
	vi) Additional fee if no prior permit obtained for full road closure	per day	\$1,266.90	-	\$1,266.90	\$1,304.91	-	\$1,304.91
Right of Way Occupancy Permit	i) Right of way occupancy permit (soft scape)		\$113.56	-	\$113.56	\$116.97	-	\$116.97
	ii) Right of way occupancy permit (hard scape)		\$309.00	-	\$309.00	\$318.27	-	\$318.27
	iii) Rush fee (in addition to permit fee) for right of way occupancy applications submitted with less than 2 business days notice		\$406.85	-	\$406.85	\$419.06	-	\$419.06
	iv) Additional fee if no prior permit obtained for right of way occupancy		\$504.70	-	\$504.70	\$519.85	-	\$519.85
Encroachment Permit	Encroachment Permit Application Fee (non-refundable)		\$515.00	-	\$515.00	\$530.45	-	\$530.45
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)	initial cost				\$500.00	-	\$500.00
		per load per lane km	\$2.06	-	\$2.06	\$2.12	-	\$2.12
Municipal Numbering By-law	Purchase of a municipal number		\$51.50	-	\$51.50	\$53.05	-	\$53.05
	Purchase of a pole		\$51.50	\$6.70	\$58.20	\$53.05	\$6.90	\$59.95
	Installation only		\$309.00	\$40.17	\$349.17	\$318.27	\$41.38	\$359.65
	Address numbering alterations resulting from a development plan change	per unit	\$257.50	-	\$257.50	\$265.23	-	\$265.23

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
<del>Proposed Deletions</del>

## SCHEDULE K

### OPERATIONS

OPERATIONS								
Public Utilities Securities	Collection of Securities under the Municipal Access Agreement	total	\$25,750.00	-	\$25,750.00	\$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		\$360.50	-	\$360.50	\$360.50	-	\$360.50
	ii) Removal of sign and installation of replacement sign		\$360.50	-	\$360.50	\$360.50	-	\$360.50
	iii) Installation of sign		\$360.50	-	\$360.50	\$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
Windrow Fee	Fee for eligible windrow clearing service		\$200.00	\$26.00	\$226.00	\$200.00	\$26.00	\$226.00

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE L ENGINEERING SERVICES

ENGINEERING								
Copies of Engineering drawings		per drawing	\$154.50	\$20.09	\$174.59	\$159.14	\$20.69	\$179.83
Benchmark	Horizontal & Vertical	per plan (horizontal & vertical)	\$2,836.62	\$368.76	\$3,205.38	\$2,921.72	\$379.82	\$3,301.54
Engineering Drawing Management		per km of road Minimum of \$330	\$556.82	\$72.39	\$629.20	\$573.52	\$74.56	\$648.08
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		\$1,500.00	-	\$1,500.00	\$1,545.00	-	\$1,545.00
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	\$2,060 plus costs*	Yes	\$2,060 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)		\$130.27	\$16.94	\$147.21	\$134.18	\$17.44	\$151.62
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.							

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE L ENGINEERING SERVICES

ENGINEERING								
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.							
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.		\$473.80 plus \$0.515 per m after 300m	-	\$473.80 plus \$0.515 per m after 300m	\$488 plus \$0.53 per m after 300m	-	\$488 plus \$0.53 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	\$535.81	\$69.65	\$605.46	\$551.88	\$71.74	\$623.62
Inspection Fee	Engineering Inspection for Partial Assumptions	Per assumption	\$5,358.06	\$696.55	\$6,054.61	\$5,518.80	\$717.44	\$6,236.24

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE L ENGINEERING SERVICES

TRAFFIC OPERATIONS								
Traffic Data Requests	Turning Movement Count - per intersection		\$378.22	-	\$378.22	\$389.56	-	\$389.56
	Average Annual Daily Traffic - per location per year (if data has already been collected)		\$29.42	-	\$29.42	\$30.30	-	\$30.30
	Average Annual Daily Traffic - per location per year (if data has not already been collected)		\$178.60	-	\$178.60	\$183.96	-	\$183.96
	Signal Timing - per intersection		\$57.81	-	\$57.81	\$59.55	-	\$59.55
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
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)		\$2.06	-	\$2.06	\$2.12	-	\$2.12
	Youth (ages 13-19)		\$2.63	-	\$2.63	\$2.71	-	\$2.71
	Senior (ages 65 or older)		\$1.03	-	\$1.03	\$1.06	-	\$1.06
	Adults and all other riders		\$4.12	-	\$4.12	\$4.24	-	\$4.24
ENGINEERING REVIEW								
(a)	Lot Grading Approval - Review (this includes 2 site inspections)		\$463.50	-	\$463.50	\$477.41	-	\$477.41
(b)	Lot Grading Approval - Additional Inspections	Each	\$154.50	-	\$154.50	\$159.14	-	\$159.14
MINISTER'S ZONING ORDER (MZO) OR COMMUNITY INFRASTRUCTURE AND HOUSING ACCELERATOR (CIHA) APPLICATION								
MZO or CIHA Applications	Any and all services performed for a MZO or CIHA application, request or regulation issued by the Province		Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST	Full Cost Recovery + 20% Admin Fee	Yes	Fee + HST



Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
<del>Proposed Deletions</del>

SCHEDULE M  
CORPORATE STRATEGY & INNOVATION

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
	Electric Vehicle Charging Fee (Level 2 charging stations)	Per hour				\$0.88 per hour \$4.45 per hour after 4 hours	Yes	Fee + HST

# Town of Caledon 2024 Proposed User Fees By-law

FEES BY-LAW (Effective Date: February 28, 2024)

2023 Fee (Excl. Taxes)	HST	Total Fee	2024 Fee (Excl. Taxes)	HST	Total Fee
---------------------------	-----	-----------	---------------------------	-----	-----------

Proposed New Changes
Proposed Deletions

## SCHEDULE N LIBRARY

### LIBRARY SERVICES

#### CIRCULATION - FINES

	Replacement library cards		\$3.00	-	\$3.00	\$3.00	-	\$3.00
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
	Printing - large format	Per linear foot				\$1.77	\$0.23	\$2.00
	Maker supplies - buttons	Per button				\$0.44	\$0.06	\$0.50
	Maker supplies - vinyl (Cricut)	Per sheet				\$0.88	\$0.12	\$1.00
	Maker supplies - wood (Glowforge)	Per half sheet				\$2.65	\$0.35	\$3.00
	Maker supplies - hardboard (Glowforge)	Per half sheet				\$0.88	\$0.12	\$1.00
	Maker supplies - acrylic (Glowforge)	Per sheet				\$6.19	\$0.81	\$7.00

#### PROGRAMS

Workshops	Other programs		Fee based on cost recovery	-	Fee	Fee based on cost recovery	-	Fee
-----------	----------------	--	----------------------------	---	-----	----------------------------	---	-----

#### ADMINISTRATIVE

	Service charge for invoice / lost item processing fee		\$3.00	-	\$3.00	\$3.00	-	\$3.00
	NSF Cheque	Per cheque	\$48.33	-	\$48.33	\$49.78	-	\$49.78