



ANNUAL BUDGET

FISCAL YEAR 2022

VOLUME 1 OPERATING

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

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Proposed 2022 Budget Overview

Attached is a binder containing Town of Caledon's Senior Leadership Team's proposed 2022 budget. The first section of the binder contains the proposed operating budget including background information about the Town, the Town's budget process, financial policies, proposed new/change in service levels/staffing and operating budget changes by department. The second section of the binder contains information on capital projects proposed to be funded and unfunded capital projects requested but are beyond the Town's budget funding envelope.

HIGHLIGHTS

Following a September report to Council to establish a 4% target for the 2022 budget, staff went back to re-examine key projects and goals for 2022. In addition, 2022 assessment growth came in higher than originally anticipated. As a result, the Town's proposed property tax increase has been reduced from a target of 4% to 2.65%; which when combined with the proposed Region and Education portions of the property tax bill is an estimated 1.89% increase overall.

PROPOSED OPERATING BUDGET

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

The Operating Budget is developed in several stages:

- 1) **Base Operating Budget** – starting with the \$114.6 million budget approved in 2021, adjustments are made to reflect cost increases required to maintain the same level of service. Adjustments in the base does not include any new staff. All new full-time staff requests are approved by Council, annually, via the Service Level Change requests (described below)
- 2) **Unavoidable Budget Increases** – Operating items approved by Council in 2021 or previous years that have a 2022 impact.
- 3) **Service Level Changes** – improvements in service levels, new staff related to growth, better customer service, and new programs / initiatives.

For the 2022 budget, Staff were directed to prepare the Town's budget with a target 2022 property tax increase of 4%. After several months of working on the 2022 budget, staff recommends an operating budget that includes the following:

- 1) Base Operating Budget comprised of:
 - a. Unavoidable Budget Increases: \$2,150,732 (2.85% Tax Increase) – items previously approved by Council that have a 2022 budget impact.
 - b. A projected increase in the operating budget including expenses and revenues is \$1,167,094 (or 1.55% tax increase). This incorporates projected inflationary, existing service level/staff, utilities budgetary impacts, which is offset by efficiency reductions, increase in revenue volumes, new fees and fee increases.
- 2) Assessment growth, which is mainly incremental tax revenue from new homes and business, has been calculated at \$3,551,604 (or 4.5% tax decrease) which will be allocated this year only due to the pandemic 100% to Operating to help offset the 2022 budget pressures. In previous years prior to the pandemic, assessment growth would be allocated 50% to operating and 50% to capital to ensure we are growing our investment into the Town's infrastructure to keep it in a state of good repair. For the 2022 budget, reserves have been utilized to assist with funding the Town's infrastructure needs.
- 3) Service Level Changes – changes in service levels and additional staffing related to growth and new or enhanced programs/service levels proposed by the Senior Leadership Team total \$2,465,239 (or 3.12% tax increase) and support the objectives in the Council Work plan.

Proposed 2022 Budget Overview

PROPOSED CAPITAL BUDGET

The Town's capital budget is comprised of purchases/construction of tangible capital assets, such as Fire and Emergency services vehicles, and one-time expenditures such as specific studies. Funding for the capital budget comes from several sources and the total proposed 2022 Capital investment is \$118 million. One of the main sources of funding is Tax Levy Funding.

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

Given the budget pressures in this year's budget, staff are recommending maintaining tax funded capital at the same level as 2021. That is, there is no proposed change to this year's tax funded capital program. The use of reserve funds and debentures will be utilized to fund the 2022 capital program.

Throughout the binder, there are service level change requests (operating) and capital requests recommended for funding by the Senior Leadership Team and requests that were considered but cannot be funded due to the proposed budget impacts. The requests, where there is insufficient funding, are summarized in "Unfunded" capital and "Unfunded" service level change summaries and are generally marked as Unfunded to indicate that the project was proposed but currently not moving forward for 2022.

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 2022 budget. An online survey was conducted to obtain public input on the 2022 budget and a budget basics video on the Town's budget website can be found at www.caledon.ca/budget. This allows for the public to provide feedback on the proposed 2022 budget prior to Council budget consideration. The proposed budget schedule is shown below.

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

September 22, 2021: Online Budget Survey Opens

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

October 12, 2021: Online Budget Survey Closes

November 9, 2021: Proposed Budget Released

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

November 16, 2021: 2022 Proposed Budget Presentations

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

December 07, 2021: General Committee Meeting - 2022 Proposed Budget Deliberations

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

Proposed 2022 Budget Overview

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

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

2022 Proposed Budget:

| | 2022 Increase | Assessment Growth | 2022 Net Increase |
|--------------------------------|---------------|-------------------|-------------------|
| 2022 Proposed Operating Budget | \$5,783,065 | (\$3,551,604) | \$2,231,461 |
| 2022 Proposed Capital Budget | \$0 | \$0 | \$0 |
| Overall Budget Increase | \$5,783,065 | (\$3,551,604) | \$2,231,461 |

The proposed 2022 Budget at a net increase of \$2,094,756 equates to a 2.65% tax increase (Town's portion only). The Town recommends the continuation of a broadband levy of approximately \$300,000, indexed to the growth of the tax base, separate from the general Town tax levy. Altogether the impact of the proposed 2022 Budget to a typical residential taxpayer is projected to be \$99.79 per year as follows:

| Typical 2021 Assessment of \$657,000* | 2022 Property Tax Bill | Estimated 2022 Property Tax Bill | Estimated \$ Change | Estimated % Change |
|---------------------------------------|------------------------|----------------------------------|---------------------|--------------------|
| Town | 2,467.06 | 2,536.82 | 69.76 | 2.83% |
| Broadband Levy | 10.05 | 10.05 | - | 0.00% |
| Region** | 1,808.00 | 1,842.31 | 34.31 | 1.90% |
| School Board*** | 1,005.21 | 1,005.21 | - | 0.00% |
| Total | 5,290.32 | 5,394.39 | 104.07 | 1.97% |

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

**The Regional rates are assumed until the Region of Peel's budget is passed

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

2022 OPERATING BUDGET

The first section of this binder contains the following proposed Budget information as at November 9, 2021:

A) INTRODUCTION - TOWN OF CALEDON 2022 PRELIMINARY BUDGET

- 1) Welcome to the Town of Caledon
- 2) Town of Caledon Organizational Chart & Headcount Information
- 3) Overview of Budget Processes and Policies
- 4) 2022 Proposed Operating Budget Expenditures
- 5) 2022 Proposed Operating Budget Revenues
- 6) Major Revenue Sources and Trends
- 7) Reserves and Reserve Funds (projected as of December 31, 2022)
- 8) Town of Caledon Debt and Long-Term Debt Limit
- 9) Appendix A – 2018-2022 Council Work Plan

B) PROPOSED OPERATING BUDGET CHANGES BY DEPARTMENT

- 1) Departmental Business Plans outlining Division Information, Achievements and Departmental Priorities
- 2) Appendix 1 – 2022 Overall base operating budget summary for the department
- 3) Appendix 2 – 2022 Unavoidable Budget Increases / (Decreases)
- 4) Appendix 3 – 2022 Recommended Budget Reductions
- 5) Appendix 4 - Summary of 2022 Service Level Changes (Urgent/Unfunded)
- 6) Appendix 5- Detailed pages of all proposed Service Level Changes needs for the department. Funded Service Level changes are on the white pages and Unfunded service level changes are on the pink pages

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 2022 service level changes in one section should refer to the Change in Service Levels Tab. This tab contains:

- A summary of "2022 Proposed Operating Budget – Funded Service Level Changes"
- A summary of "2022 Proposed Operating Budget – Unfunded Service Level Changes"

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

- Funded Service Level Changes – White pages
- Unfunded Service Level Changes – Pink Pages

D) PROPOSED 2022 FEES

Details of the Proposed 2022 Fees with the comparative 2021 council approved Fees are included in this section to highlight the new fees and the fee increases that are being proposed for 2022. Revenues related to the proposed fees have been incorporated into the proposed 2022 budget.

Welcome to Caledon



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

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

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

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

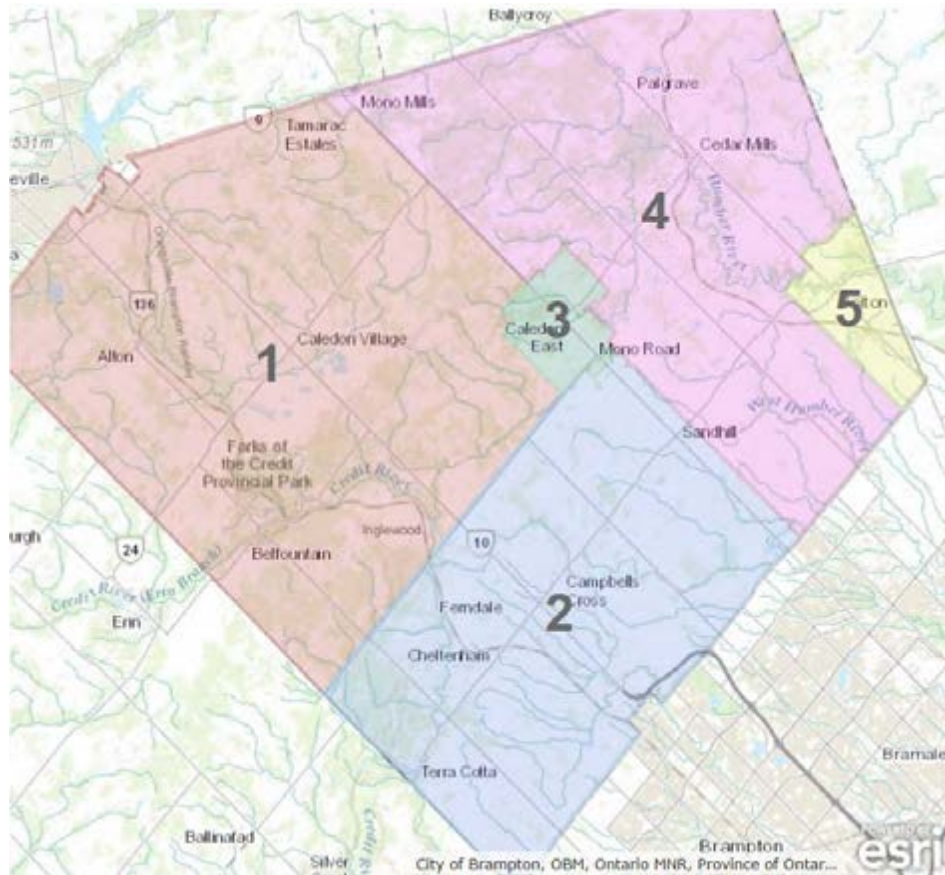
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

A vibrant community of 75,270 residents, Caledon benefits from its strategic location in the Greater Toronto Area (GTA). The GTA's population of over five million people continues to grow, and there are over 135 million people within a 500-mile radius of Caledon. This translates to an abundant, diversified and skilled labour force.



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

Welcome to Caledon



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

Welcome to Caledon



Ward 1
Ian Sinclair



Ward 1
Lynn Kiernan



Ward 2
Johanna Downey



Ward 2
Christina Early



Ward 3 & 4
Jennifer Innis



Ward 3 & 4
Nick deBoer



Ward 5
Annette Groves



Ward 5
Tony Rosa

Welcome to Caledon

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

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

Lifestyle - The Best of All Worlds

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

- **Housing Options**

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

- **Shopping**

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

- **Schools**

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

- **Healthcare**

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

- **Arts and Lifestyle**

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

Excellent Infrastructure and Location

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

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

The Natural Course of Business

Caledon is home to Husky Injection Molding Systems, Amazon, UPS, Mars Canada, Sardo Foods, Cambria, DuPont Pioneer, The Beer Store, AFA Forest Products and Verdi Alliance to name just a few. These are just some of the 9,075 prosperous businesses registered in Caledon according to the 2019 Canadian Business Counts.

Welcome to Caledon

Green Development Program

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

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



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

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

Roads

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

Rail

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

Air

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

Welcome to Caledon

Town of Caledon Corporate Structure

On October 29, 2020, the Town of the Caledon completed a corporate restructure known as Reimagine Caledon. The new structure will help the organization meet Council's priorities of economic development, customer service and innovation. Previously broad departments led by General Managers were re-organized to smaller departments with Directors that are experts in the departments that they lead. The goal of the shift to the Director leadership model is to provide better support to the CAO as the Town builds the foundation to grow. The public, Council, and the CAO have greater connection to every area across the organization, and Directors and Managers now have more opportunities to ensure teams are focused and can act quickly to move the vision forward.



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

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

The Town of Caledon's 2021 budget is divided into the following areas:

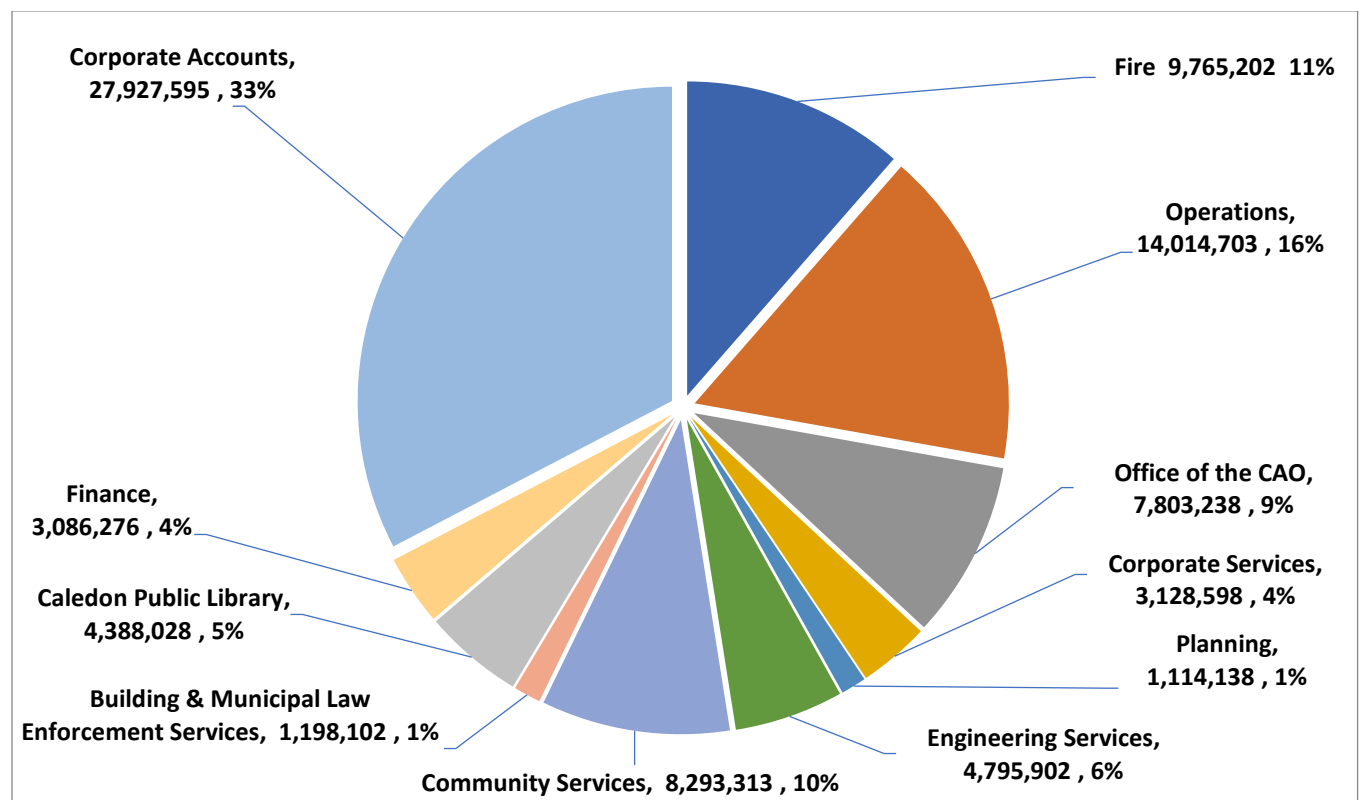
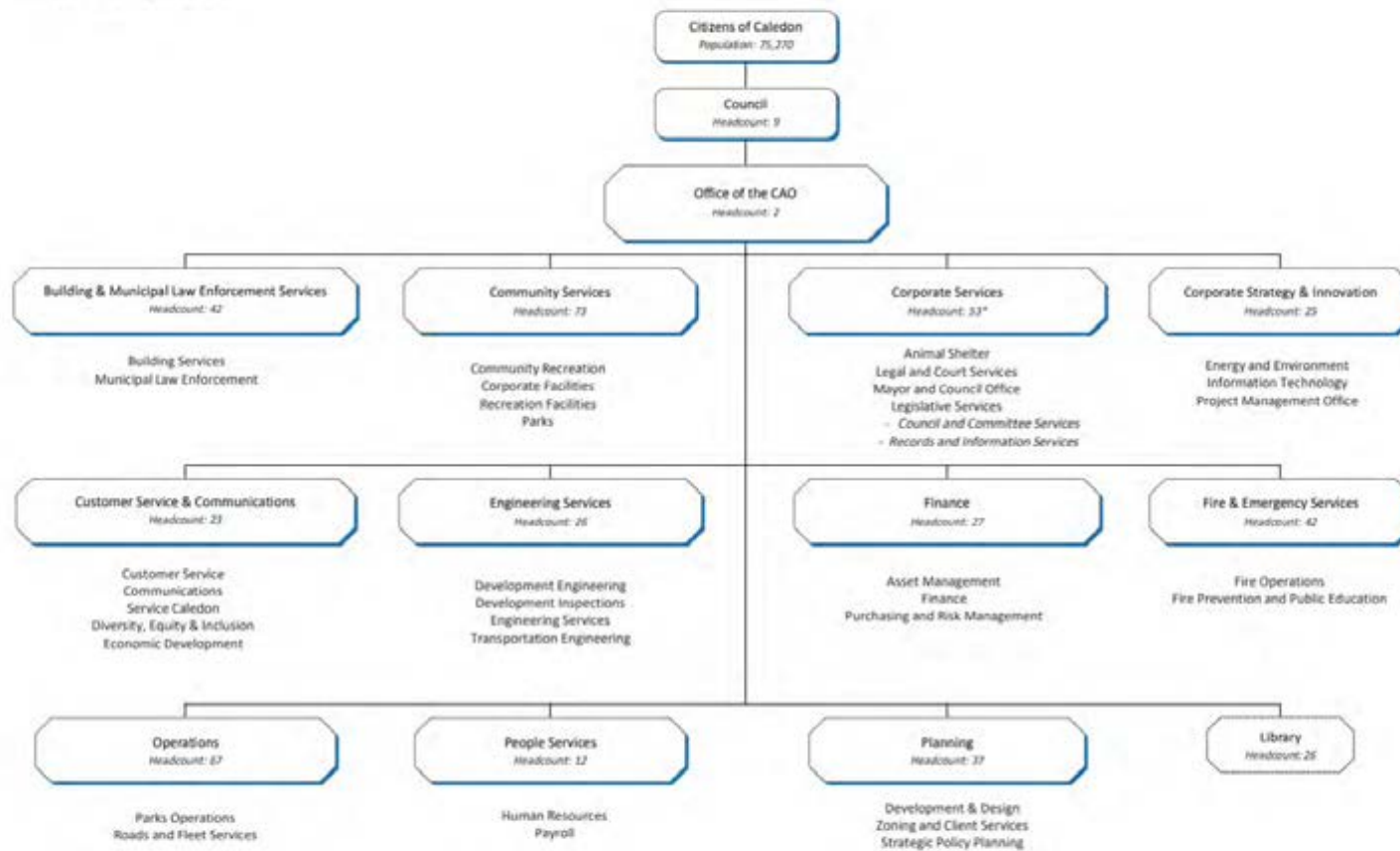


Chart is based on the 2021 Net Budget per Department and excludes Taxation Revenue.



Town of Caledon Organizational Chart



Total 2021 Approved Headcount 455 (includes two (2) full-time positions for knowledge transfer of retirees - Population taken from the Peel Data Centre (2020 population))
Police Services are provided contractually through the Ontario Provincial Police and are not shown above
* Corporate Services Headcount includes Mayor and Council headcount

November 2021

Town of Caledon Permanent Full-Time Headcount

| DEPARTMENT | 2020 Approved | 2021 Approved | 2022 Proposed |
|--|----------------------|----------------------|----------------------|
| Building & Municipal Law Enforcement Services | 37 | 42 | 44 |
| Director, Building Services/CBO | 1 | 1 | 1 |
| Building Services | 23 | 26 | 27 |
| Municipal Law Enforcement | 13 | 15 | 16 |
| Community Services | 67 | 73 | 77 |
| Director, Community Services | 1 | 1 | 1 |
| Admin Coordinator, Community Services | 1 | 1 | 1 |
| Community Recreation | 25 | 26 | 29 |
| Corporate Facilities | 12 | 13 | 14 |
| Community Facilities | 28 | 28 | 28 |
| Parks and Open Spaces | 0 | 4 | 4 |
| Corporate Services | 51 | 53 | 54 |
| Director, Corporate Services/Town Clerk | 1 | 1 | 1 |
| Legislative Coordinator | 1 | 1 | 1 |
| Animal Shelter | 3 | 3 | 3 |
| Legal & Court Services | 26 | 28 | 29 |
| Mayor & Council Office- | | | |
| Elected | 10 | 10 | 10 |
| Staff | 2 | 2 | 2 |
| Legislative Services - | | | |
| Council and Committee Services | 3 | 3 | 3 |
| Records and Information Services | 5 | 5 | 5 |
| Engineering Services | 23 | 26 | 30 |
| Director, Engineering Services | 1 | 1 | 1 |
| Admin Coordinator, Engineering Services | 1 | 1 | 1 |
| Development Engineering | 6 | 7 | 9 |
| Development Inspection | 5 | 5 | 5 |
| Engineering Services | 6 | 6 | 8 |
| Transportation Engineering | 4 | 6 | 6 |
| Finance | 26 | 27 | 31 |
| Director, Finance/CFO | 1 | 1 | 1 |
| Administrative Assistant, Finance | 1 | 1 | 1 |
| Asset Management | 2 | 3 | 3 |
| Finance | 15 | 15 | 19 |
| Purchasing & Risk Management | 7 | 7 | 7 |
| Fire & Emergency Services | 36 | 42 | 48 |
| Fire Chief | 1 | 1 | 1 |
| Administration, Fire | 4 | 4 | 2 |
| Support Services | 4 | 4 | 6 |
| Fire Operations | 27 | 33 | 39 |

| DEPARTMENT | 2020 Approved | 2021 Approved | 2022 Proposed |
|--|---------------|---------------|---------------|
| Library | 25 | 26 | 28 |
| CEO / Chief Librarian | 1 | 1 | 1 |
| Director | 0 | 0 | 1 |
| Administrative Assistant-Library | 1 | 1 | 1 |
| Library-Public Services | 9 | 9 | 9 |
| Library-Information Services | 5 | 5 | 5 |
| Library-Information Technology | 2 | 3 | 3 |
| Library-Youth Services | 4 | 4 | 4 |
| Communications & Community Development | 3 | 3 | 4 |
| Operations | 60 | 67 | 73 |
| Director, Operations | 1 | 1 | 1 |
| Administration, Operations | 3 | 3 | 4 |
| Parks - Operations | 13 | 17 | 17 |
| Road Operations & Fleet | 43 | 46 | 51 |
| Planning | 30 | 37 | 42 |
| Chief Planner/Director | 1 | 1 | 1 |
| Coordinator, Planning | 1 | 1 | 1 |
| Development Review | 9 | 13 | 16 |
| Planning Services | 11 | 11 | 12 |
| Policy, Heritage & Design | 8 | 11 | 12 |
| Office of the CAO | 2 | 2 | 2 |
| Chief Administrative Officer | 1 | 1 | 1 |
| Executive Office Administrator | 1 | 1 | 1 |
| Corporate Strategy & Innovation | 24 | 25 | 28 |
| Director, Corporate Strategy & Innovation | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 |
| Energy & Environment | 3 | 3 | 4 |
| Information Technology | 13 | 13 | 14 |
| Project Management | 6 | 7 | 8 |
| Customer Service & Communications | 22 | 23 | 26 |
| Director, Customer Service & Communication | 1 | 1 | 1 |
| Adult 55+, Diversity, Equity and Inclusion | 1 | 1 | 1 |
| Communications | 4 | 5 | 6 |
| Service Caledon | 6 | 6 | 8 |
| Customer Service - Recreation | 5 | 5 | 5 |
| Economic Development | 5 | 5 | 5 |
| People Services | 12 | 12 | 14 |
| Director, Human Resources | 1 | 1 | 1 |
| Human Resources | 9 | 9 | 11 |
| Payroll | 2 | 2 | 2 |
| Total Headcount | 415 | 455 | 497 |

Welcome to Caledon

1) Building & Municipal Law Enforcement Services Department

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

2) Caledon Public Library

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



3) Community Services Department

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

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

4) Corporate Services Department

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

Welcome to Caledon

5) Corporate Strategy & Innovation

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

6) Customer Service and Communications

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

7) Engineering Services

The department is responsible for the design and construction of Town-owned infrastructure. Town-owned infrastructure includes roads, storm water management infrastructure (ditches, culverts, storm sewer and storm water management facilities), bridges (vehicle and pedestrian) and culverts, sidewalks, and streetlights. It is also responsible for the planning and design of traffic operations and proactively strategize improvements for all modes of transportation. Its four divisions are Development Engineering, Development Inspection and Transportation Engineering.

8) Finance Department

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

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

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

Welcome to Caledon

9) Fire Department

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

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



10) Operations Department

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

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

Parks Operations ensures all parks and trails are developed and maintained to enrich the quality of life in Caledon through creative partnerships with the community, protection and enhancement of the natural environment to meet Council directives and approved service levels. It also ensures public safety regarding parks, sports fields and their amenities and public safety regarding sidewalk winter control in accordance with Council directed and approved service levels.



Welcome to Caledon



11) People Services Department

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

12) Planning Department

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

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

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

Overview of Budget Processes and Policies

BUDGET INFLUENCES

As noted in the budget schedule section, work on the Town's budget began in the Spring of 2021. For the 2022 budget, staff were directed to follow the 2018-2022 Council Work Plan in identifying priorities to be funded in this year's budget. The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the Council Work Plan's goals and objectives.

The Town of Caledon's annual budgets are further influenced by various long-term plans, Town policies, and external environmental factors. The following pages outline the guidelines and specific budget pressures that have shaped the 2022 budget.

Caledon Council Work Plan (CWP)

With the Council inauguration on December 4, 2018, the new Council developed a Council Work Plan (CWP) for the December 2018 to November 2022 term of Council. The goal for developing and implementing the CWP is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The new CWP is a major influence to budgets and is outlined in Appendix A. The Council Work Plan (2018-2022) identifies the following 4 priority areas listed below:

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

The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the CWP's objectives. Specifically, the departmental business plans include a section for departments to outline their 2022 departmental priorities, goals and initiatives; how the initiatives/goals are funded and how the initiatives/goals help achieve the actions, goals, and objectives of the CWP.

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

BUDGET IMPACTS

Base Annual Operating Budget Impacts

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

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

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

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

Overview of Budget Processes and Policies

Unavoidable Budget Changes

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

Recommended Budget Reductions

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

Short-term Inflationary Factors

Each year major items are reviewed and data is gathered on factors that could potentially influence the next year's budget. Short-term inflationary factors, such as rate changes for Town purchases, are projected and communicated to cost centre managers for incorporate into the 2022 budget, if applicable

Budget Assumptions

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

Overview of Budget Processes and Policies

Insurance = 18% increase on 2021 Actuals

Utilities:

Natural Gas = 9% rate increase

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

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

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

Staff made adjustments to volume changes first based on a 3-year historical average of consumption and accounting for building expansions and efficiencies, and then the rate increase was applied to 2021 actual and projected costs.

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2021, new improved energy efficient equipment replacements in 2021 that will lower consumption/utility volumes in 2022, facility expansions or major renovations. Items that impact utility budget forecasts are the weather, generating capacity, political and regulatory environment (i.e. federal or provincial level changes) and the economy. Staff were also provided with a utility worksheet that was prepared by the Town's Energy and Environment team using consumption history from the energy management software to project future costs. The projections for 2022 were based on budget recommendations provided by the Town's energy markets consultant and a 3-year average volume consumption adjusted for known anomalies such as severe weather, equipment issues or changes to hours of operations.

Impact of the Pandemic

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

Overview of Budget Processes and Policies

Impact of COVID-19 Pandemic on 2022 Budget

| Department | Description | Budgeted approved draws for COVID Expenditures |
|--|--|--|
| Library | Operating supplies for COVID | 3,200 |
| Fire & Emergency Services | PPE/cleaning and Clean Air Systems | 132,000 |
| Customer Service & Communications | Part time wages for greeter position at Service Caledon to coordinate appointments and complete active screening | - |
| Corporate Accounts | Softphones for the remaining users to work remotely | 40,000 |
| Corporate Accounts | Continued Webex for online Council meetings | 36,000 |
| Corporate Accounts | Continued Hotspot lending for staff to work remotely | 24,000 |
| Corporate Accounts | Additional funding for Municipal Agriculture and Community Grants Program | 50,000 |
| Community Services | Caledon Yards additional cleanings | 36,018 |
| Community Services | Increase facility maintenance wages for Covid cleaning and support safety measures | 207,424 |
| Community Services | Increase operating supplies for Covid cleaning, PPE requirements and support safety measures at recreation centres | 90,000 |
| Operations | Additional Vehicle Cleaning and Sanitization for Yard Fleet | 40,000 |
| Building and Municipal Law Enforcement | Additional Vehicle Cleaning and Sanitization for Building and Municipal Law Vehicles | - |
| Office of the CAO - Economic Development | Marketing Coordinator (1 yr contract) to assist the Economic Development team with marketing and promotion needs to assist local businesses and promote tourism during the pandemic. | 69,728 |
| Community Services | Enhanced cleaning at Town Hall - casual wages | 66,444 |
| Corporate Strategy and Innovation | COVID-19 changed the need for workplaces and their employees to be resilient to external events such as pandemics, where the spaces can react to the needs of the people to keep business running. This project is to work with a consultant to create options for Caledon's future workplace to allow us to be resilient and support our staff effectively. | 200,000 |
| Town-Wide Corporate Accounts | Masks/PPE | 140,000 |
| 2022 Commitments from Reserves | | 1,134,814 |

Overview of Budget Processes and Policies

It is expected there will be an impact from the pandemic on Town Revenues in 2022 in particular Recreation and Parks user fees, Provincial Offences Fine Revenue and Penalty and Interest on Property taxes due to the Town's COVID-19 Tax deferral and Pre-authorized Payment plans being offered. Staff will endeavor to mitigate these budget impacts as much as possible and will continue to update Council in 2022 on the impact the pandemic has had on the Town budget. The Tax Funded Operating Contingency Reserve has a current balance of \$6.8 million (as of October 2021) to assist with funding these budget pressures.

Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

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

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

Unavoidable Budget Increase/(Budget Decrease) to be Included in the 2022 Base Operating Budget

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2022 BASE OPERATING BUDGET

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

Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2022 BASE OPERATING BUDGET (continued)

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

Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2022 BASE OPERATING BUDGET (continued)

| Department | Description | Annualized Amount (\$) |
|---|---|------------------------|
| Annualized Salaries and Benefits | | 930,749.00 |
| Building and Municipal Law Enforcement Services | Annualized costs of two (2) additional Officers to help increase the response capacity and help facilitate timely resolution of service requests and compliance with Municipal By-laws. - 2021 Cisl-36 | 99,764.00 |
| Caledon Public Library | Annualized costs of Coordinator - Information Technology, within the Library's IT Department - 2021 Cisl-17 | 29,848.00 |
| Community Services | Annualized costs of Conversion of Facility Maintenance staff at Town hall Campus related to the expansion of CECC - 2021 Cisl-30 | 9,644.00 |
| Community Services | Annualized costs of Operating budget impact associated with capital project to complete the John Clarkson Park Ice Track to operate the ice track. - 2021 Cisl-31 | 28,959.00 |
| Community Services | Annualized costs of Operations Coordinator - Bolton Family to meet the increasing need for additional operational support - 2021 Cisl-33 | 49,883.00 |
| Community Services | Annualized costs of conversion of Aquatic Casual Wages to two (2) Full-Time positions as per Staff Report 2021-0309 | 32,070.00 |
| Corporate Services | Annualized costs of Supervisor, Prosecutions with experience to manage the more complex Part III files as well as provide leadership for advancing the Town's response to new technological opportunities. - 2021 Cisl-05 | 92,336.00 |
| Corporate Services | Annualized costs of Implementation of Automated Speed Enforcement on Town Roads Program - 2021 Cisl-43 | 35,011.00 |
| Corporate Strategy & Innovation | Annualized costs of Capital Project Coordinator - 2021 Cisl-01 | 33,256.00 |
| Corporate Strategy & Innovation | Annualized costs of Contract Project Manager, Facilities - 2021 Cisl-02 | 50,953.00 |
| Corporate Strategy & Innovation | Annualized costs of IT Student to manage increased demand for IT service - 2021 Cisl-04 | 12,413.00 |
| Corporate Strategy & Innovation | Annualized costs recovery from Capital project for Capital Project Coordinator - 2021 Cisl-01 | (8,314.00) |
| Corporate Strategy & Innovation | Annualized costs recovery from Capital project for Contract Project Manager, Facilities - 2021 Cisl-02 | (25,476.00) |
| Customer Service and Communications | Annualized costs of Manager, Communications - 2021 Cisl-08 | 31,394.00 |
| Engineering Services | Annualized costs of Senior Project Manager, Structures - 2021 Cisl-16 | 11,314.00 |
| Finance | Annualized costs of additional analyst for core Town assets to address a shortfall in staff resources - 2021 Cisl-19 | 37,311.00 |
| Fire and Emergency Services | Annualized costs of Funding for a dedicated Incident Command System to be utilized across the Town during emergency operations to provide for firefighter safety and efficiency on the fireground. - 2021 Cisl-25 | 24,533.00 |
| Fire and Emergency Services | Annualized costs of Assistant Deputy Fire Chief per the recommendation in the Fire Master Plan Interim Report - 2021 Cisl-28 | 70,163.00 |
| Fire and Emergency Services | Annualized costs of Full-Time Firefighters (5) for the Valleywood Fire Station per the recommendation in the Fire Master Plan Interim Report - 2021 Cisl-29 | 214,613.00 |

Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2022 BASE OPERATING BUDGET (continued)

| Department | Description | Annualized Amount (\$) |
|---|---|------------------------|
| Operations | Annualized costs of Operator 1 in Roads to operate Tandem Axle Plow Truck - 2021 CISL-20 | 35,679.00 |
| Operations | Annualized costs of Conversion of Temporary Full time Staff to Regular Full time in Roads to improve staff retention in Roads and Parks due to the seasonal nature of work, effective April 2021 - 2021 CISL-24 | 9,674.00 |
| Planning | Annualized costs of full-time permanent Senior Planner, Urban Design within Policy, Heritage and Design Section - 2021 CISL-38 | 30,779.00 |
| Planning | Annualized costs of full-time permanent Intermediate Planner, Policy. - 2021 CISL-39 | 24,942.00 |
| Annualized Services | | 214,327.00 |
| Building and Municipal Law Enforcement Services | Annualized Operating costs of two (2) additional Officers to help increase the response capacity and help facilitate timely resolution of service requests and compliance with Municipal By-laws. - 2021 CISL-36 | 1,775.00 |
| Caledon Public Library | Annualized Operating costs of Coordinator - Information Technology, within the Library's IT Department - 2021 CISL-17 | 380.00 |
| Caledon Public Library | Annualized Operating costs of Expanded Digital Library Resources to support the Library's efforts to grow its digital collections to meet the needs of the Town's growing community. - 2021 CISL-18 | 4,500.00 |
| Community Services | Annualized Operating costs of Operating budget impact associated with capital project to complete the John Clarkson Park Ice Track to operate the ice track. - 2021 CISL-31 | 27,600.00 |
| Community Services | Annualized Operating costs of Operations Coordinator - Bolton Family to meet the increasing need for additional operational support - 2021 CISL-33 | 440.00 |
| Corporate Accounts | Annualized maintenance costs and telephone service for the Implementation of 311 Program - 2021 CISL-07 | 5,750.00 |
| Corporate Services | Annualized Operating revenue of Implementation of Automated Speed Enforcement on Town Roads Program - 2021 CISL-43 | (80,000.00) |
| Customer Service and Communications | Annualized Operating costs of Manager, Communications - 2021 CISL-08 | 2,175.00 |
| Engineering Services | Annualized Operating costs Senior Project Manager, Structures - 2021 CISL-16 | 40.00 |
| Engineering Services | Annualized Operating costs of Implementation of Automated Speed Enforcement on Town Roads Program - 2021 CISL-43 | 133,000.00 |
| Finance | Annualized Operating costs of additional analyst for core Town assets to address a shortfall in staff resources - 2021 CISL-19 | 1,000.00 |
| Fire and Emergency Services | Annualized Operating costs of Funding for a dedicated Incident Command System to be utilized across the Town during emergency operations to provide for firefighter safety and efficiency on the fireground. - 2021 CISL-25 | 16,667.00 |
| Fire and Emergency Services | Annualized Operating costs of Assistant Deputy Fire Chief per the recommendation in the Fire Master Plan Interim Report - 2021 CISL-28 | (4,000.00) |
| Operations | Annualized Operating costs of Contracting out Winter Parking Lot Plowing/Maintenance for Facilities currently performed in-house - 2021 CISL-48 | 105,000.00 |

Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2022 BASE OPERATING BUDGET (continued)

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

BUDGET PROCESS

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

The budget templates provided to the departments include the following:

Overview of Budget Processes and Policies

Operating Budget Template

The Operating Budget worksheet is intended to develop the Town's Base Operating Budget in a focused, transparent and understandable manner. The worksheet is pre-populated with 2020 actuals, 2020 budget, current year 2021 budget which is considered the base budget, as well as 2021 year-to-date actual figures. Columns are also provided for departments to account for the annual budget impacts mentioned on the previous page, e.g. unavoidable budget increases/decreases and recommended budget reductions. Since all increases/decreases to the 2022 budget are consistently entered into specific columns, communication of operating budget pressures facing the Town, overall, and specific to departments is consistent and easy to understand.

Each departmental business plan includes a summary of the base operating budget and proposed 2022 Budget.

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

TOWN OF CALEDON

2022 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

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

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

Change in Service Levels Template

Increase in service levels, additional staffing, or new programs that are not part of the base operating budget from the previous year are documented on the 2022 Service Level Changes template. The Senior Leadership Team (SLT) reviews all service level change requests and then categorizes the requests between Urgent Service Level changes and Other Service Level changes. All proposed service level changes are presented for Council consideration, however, given other budget pressures only Urgent Service Level changes are recommended to be approved by Council. Other Service Level changes are presented for Council review and consideration for inclusion in the budget should there be sufficient funds. Council, upon reviewing all service level changes, may direct staff to move a submission from the funded list to the unfunded service level change list or vice versa.

Below is a sample of the form used by staff:

Overview of Budget Processes and Policies

| TOWN OF CALEDON | | | | | | | | | |
|--|--------|--------|------|-----------|------------|-----------------|-------------|---------------|---|
| Change in Service Level | | | | | | | | | |
| Request | | | | | | | | | |
| Department | | | | | Division | | | | |
| Version | | | | | Year | | | | |
| Description | | | | | | | | | |
| I. Executive Summary - Overview of Proposal (How/ Why) | | | | | | | | | |
| | | | | | | | | | |
| II. Background - Current Service Level (Describe the existing level of service provided) | | | | | | | | | |
| | | | | | | | | | |
| III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?) | | | | | | | | | |
| | | | | | | | | | |
| IV. Recommendation - Proposed Service Level Impact | | | | | | | | | |
| | | | | | | | | | |
| Operating Impact | | | | | | | | | |
| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ | |
| Net Tax Impact | | | | | | | - | - | - |
| Total Tax Impact | | | | | | | - | | |
| Expenditures | | | | | | | | | |
| Operating Supplies | | | | | | | | | |
| Expenditures Total | | | | | | | | | |
| Funding | | | | | | | | | |
| Reserve Fund To Revenue | | | | | | | | | |
| Funding Total | | | | | | | | | |

Overview of Budget Processes and Policies

| TOWN OF CALEDON | | | |
|--|-------|----------|--|
| Change in Service Level | | | |
| Request | | | |
| Department | | Division | |
| Version | | Year | |
| Attributes | | | |
| Attribute | Value | Comment | |
| Department | | | |
| Division | | | |
| Director | | | |
| Requested By: | | | |
| Council Work Plan Priority | | | |
| General Location | | | |
| Is there related capital | | | |
| Budget Year Submitted | | | |
| Is there legislative or regulatory requirements? | | | |
| Status | | | |
| Alternatives Considered | | | |
| Implementation Plan | | | |

Fee By-law Template

A Town-wide user fees review was conducted in 2015 to better align fees with the Town's cost associated with each fee. The objective was to set fees at a level that recovers direct (e.g. labour time, copies, courier costs and materials) and indirect costs (e.g. training, mileage, and other costs associated with the department). The review excluded Parks and Recreation, Library Services and Building Services. For Recreation a subsidy level calculation and benchmarking was conducted. Further, Building Services Division fees were reviewed to ensure full cost recovery including corporate overhead costs, as required by the Ontario *Building Code Act*. The *Building Code Act* requires that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act. All fees were then further reviewed by staff for any needed adjustment as part of the 2022 budget process.

The revenue impact of fee rate increases are calculated by multiplying the new rates by an annual average occurrence or volume of each fee from the past two years. Departments include the revenue impact of fee rate increases or decreases in the Operating Budget template under the heading (Column O – Fee Rate Increases). User fees allow for the Town to recover costs directly from the clients/users requesting and benefiting from the Town services rather than recovering from all taxpayers via property taxes.

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

Recreation

In 2017, a Tax Subsidy of 47% was approved for the Recreation Department based on comparing budgeted expenses to revenues and benchmarking with other municipalities. This means that 53% of the Recreation division's costs are recovered by user fees (i.e., users of recreation facilities and programs) and the balance, 47% is subsidized by property taxpayers. This subsidy allows the Recreation Department the flexibility to cover any increases in expenses by reducing expenses in other areas, finding efficiencies within the budget or by increasing fees to maintain an overall tax subsidy of 47%. With the effects of the pandemic, the annualization of additional headcounts and facilities, inflationary affects mainly due to insurance and contracted services, the recreation subsidy in the 2022 budget is 54.9% before factoring in the proposed changes in service level contained in this budget.

Overview of Budget Processes and Policies

Due to the pandemic, Staff recommend the recreation subsidy be suspended since 2022 Recreation activities are uncertain due to the pandemic and recreation revenues are still affected. Staff will re-assess the Recreation Subsidy level once the pandemic has ended and operations have returned to normal.

Headcount Information

Departments are provided with the current year (2021) employee information to be reviewed for the 2022 budget consisting of the following details:

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

This year, the Town's Capital budget template was updated to include greater detail regarding project management, such as project milestones, to reflect a high-level project charter. In addition, the Capital Budget Template it is identified if there will be a future operating budget impact upon completion of the capital project. The 2022 Capital budget will result in the estimated future unavoidable operating budget impact for 2023 as follows:

Overview of Budget Processes and Policies

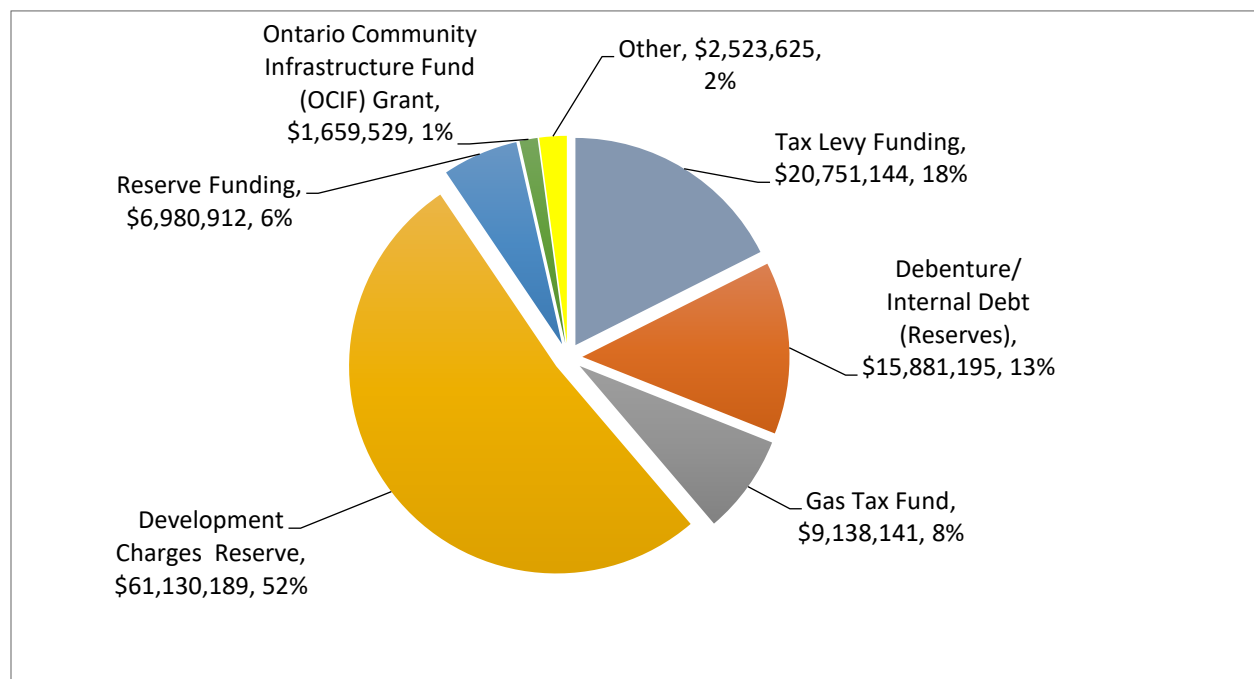
2023 Projected Unavoidable Operating Budget Increases/ (Decreases) related to Proposed 2022 Capital Projects

| Projects | Project Details | Expense Type | 2023 - \$ |
|----------|--|--|--------------|
| 17-071 | Rotary Place (Bolton) - Seniors Centre Expansion | Operating Cost: utilities, insurance and maintenance | 75,000 |
| 17-071 | Rotary Place (Bolton) - Seniors Centre Expansion | Salary and Benefits | 29,000 |
| 18-036 | Caledon East Community Complex | Debt Repayment | 425,000 |
| 20-035 | Design Expansion Palgrave, Mono Mills and Alton | Insurance | 10,500 |
| 21-030 | Palgrave, Mono Mills and Alton Fire Station Expansions | Operating Cost: utilities and insurance | 10,500 |
| 21-104 | Fire Training Facility | Operating Cost: utilities, insurance and maintenance | 24,000 |
| 21-130 | Old Bolton Fire Hall Reno | Operating Cost: utilities, insurance and maintenance | 183,000 |
| 22-020 | Library IT Equipment | Software Subscription | 10,500 |
| 22-027 | Library Print Management and Wireless Printing Services | License and Maintenance Cost, offset by revenue | 4,400 |
| 22-036 | Artificial Turf and Dome - Mayfield | Operating Cost; utilities, insurance and maintenance | 260,000 |
| 22-039 | Cycling Program | Maintenance | 20,000 |
| 22-072 | IT - Application Upgrades and Enhancements | License and Maintenance Cost | 115,620 |
| 22-087 | Outdoor Active Recreation Infrastructure Caledon East | Maintenance | 17,500 |
| 22-088 | Dennison Park Washroom Building | Utilities and Maintenance | 17,500 |
| 22-089 | Johnson Sports Park | Utilities and Maintenance | 17,500 |
| 22-090 | Mayfield West II - Community Park | Utilities and Maintenance | 110,000 |
| 22-101 | Vehicle for Supervisor Off Campus Facilities | Fuel, maintenance and insurance | 9,500 |
| 22-118 | Fire Inspector Vehicle | Fuel, maintenance and insurance | 9,500 |
| 22-136 | Mayfield West I Southfields Community Park | Utilities and Maintenance | 110,000 |
| 22-048 | Roads Rehabilitation Construction Program (Debt) | Debenture | 315,000 |
| 22-049 | Bridge and Culvert Construction Program | Debenture | 415,000 |
| 22-051 | Castlederg Sideroad Reconstruction | Debenture | 150,000 |
| 22-056 | Stormsewer Lining in Bolton | Debenture | 59,000 |
| 20-033 | Works Yard 1 and 2 Strategic Growth Plan | Internal Debt | 291,043 |
| 21-024 | Salt Dome Replacement | Internal Debt | 36,500 |
| 22-059 | Recreation - Large Equipment Replacement | Internal Debt | 10,000 |
| 22-063 | Albion Bolton Union Community Centre - Arena Flooring Replacement | Internal Debt | 20,000 |
| 22-069 | Caledon Centre for Recreation and Wellness - Road Sign Replacement | Internal Debt | 10,000 |
| 22-070 | Caledon Centre for Recreation and Wellness - HVAC Replacement - Multiple Units | Internal Debt | 35,000 |
| 22-116 | Hose replacement, High Rise and Large Facility | Internal Debt | 9,000 |
| 22-119 | Firefighting Equipment Upgrades | Internal Debt | 12,500 |
| | Medical Equipment/Defibrillator Unit - Replacement | Internal Debt | |
| Total | | | \$ 2,822,063 |

Overview of Budget Processes and Policies

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

| Tax Levy Funding | Debenture/ Internal Debt (Reserves) | Gas Tax Fund | Development Charges Reserve | Reserve Funding | Ontario Community Infrastructure Fund (OCIF) Grant | Other | Total |
|------------------|---|--------------|--------------------------------|-----------------|--|-------------|---------------|
| \$20,751,144 | \$15,881,195 | \$9,138,141 | \$61,130,189 | \$6,980,912 | \$1,659,529 | \$2,523,625 | \$118,064,735 |



Overview of Budget Processes and Policies

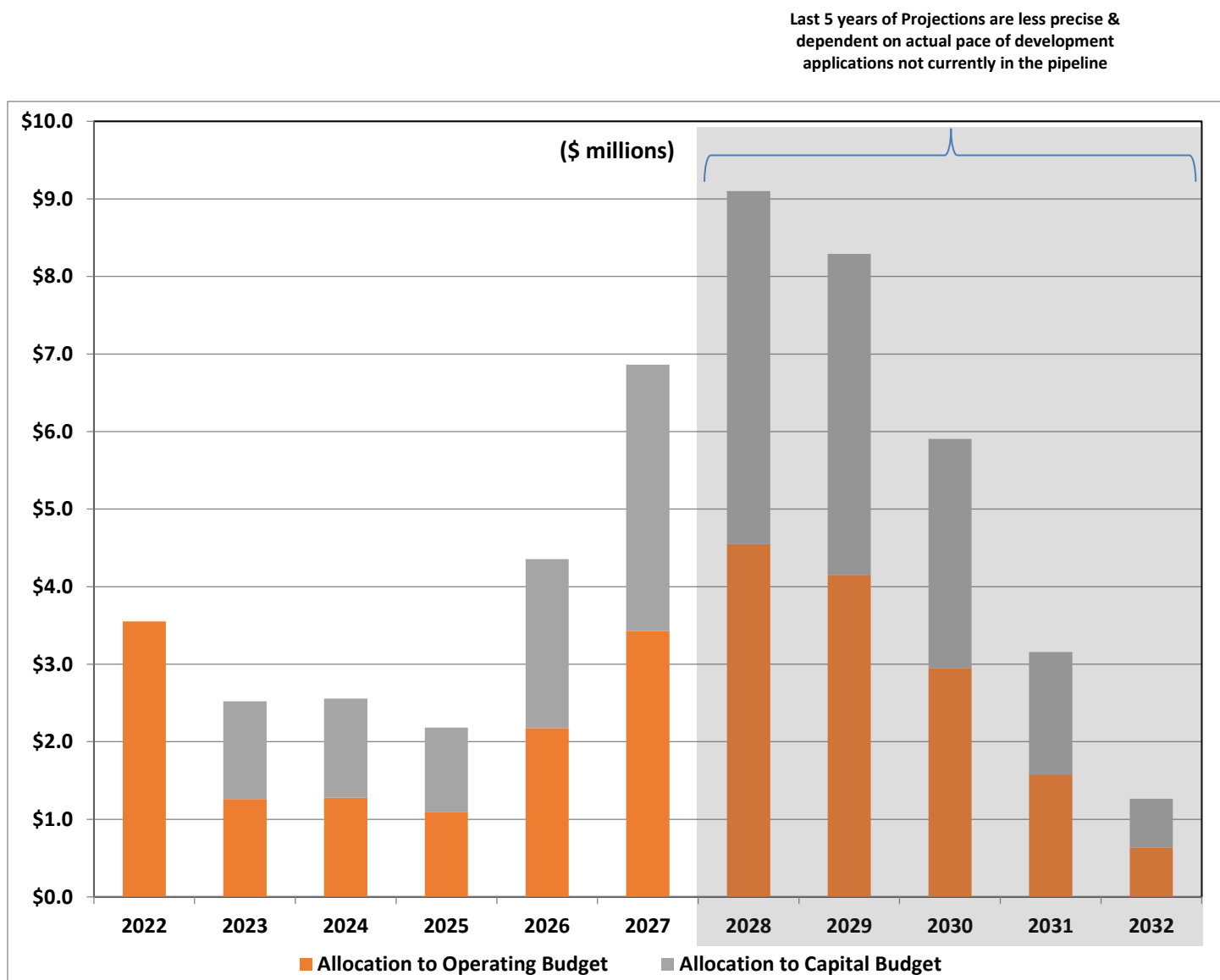
In 2012, as the Town began long-term planning of capital expenditures and tax funding to support the increased annual expenditures, Council approved the following commitment to increase the Town's tax funded capital program (a sustainable source to fund capital):

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

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



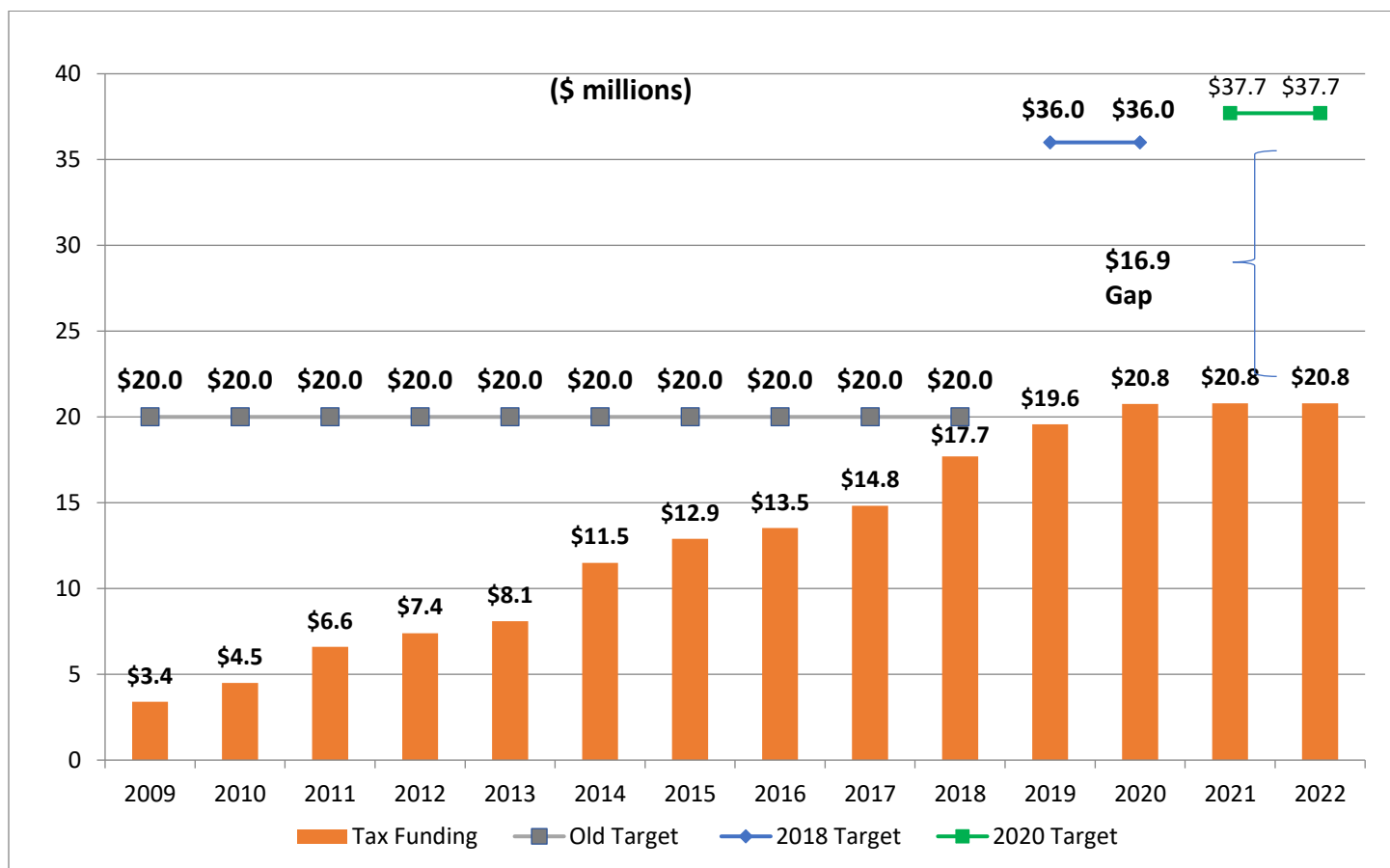
Overview of Budget Processes and Policies

The Town is working towards bridging the gap between the Tax Funded Capital Program and a new target of \$37.7 million for the renewal and reinvestment of existing infrastructure (based on recent work on the Town's Asset Management Plan). The below chart shows the history of the tax funded capital program and the Town's goal for funding capital infrastructure.

In 2008 / 2009 the Town's Tax funded capital program was \$3.4 million and the Town amortization was \$20 million. At the time, no Asset Management Plan existed so amortization was used as a proxy for the amount of sustainable funding the Town should set aside for infrastructure repairs, maintenance and replacement. A goal of bringing the Town's tax funded capital program to \$20 million was established. As the Town's capital asset management program grew, a new Asset Management Plan (AMP) target of \$37.7 million has been identified as the Average Annual Investment Required to maintain the Town's infrastructure.

As noted above, the previous target was established using amortization as a proxy at the time. However, amortization is based on historical cost of assets and the future cost to replace an asset (such as a bridge) will cost more than what the Town paid for it more than 50 years ago. The recent AMP work looks at assets, asset conditions, asset life cycles and projects future costs of replacement. The target projection is \$37.7 million annually but this will be refined as the Town continues to complete the AMP per provincial regulations.

As the Town continues to work towards a comprehensive AMP, the Average Annual Investment Required will be refined, and the infrastructure gap will be quantified with the goal of creating a long-term strategy to fund the gap. This strategy will continue to look at best practices to maintain assets using a proactive approach to avoid the large costly repairs that can occur when assets need to be completely replaced vs maintained. The cost of the growth assets will also eventually be incorporated into the Asset Management plan along with levels of service.



Overview of Budget Processes and Policies

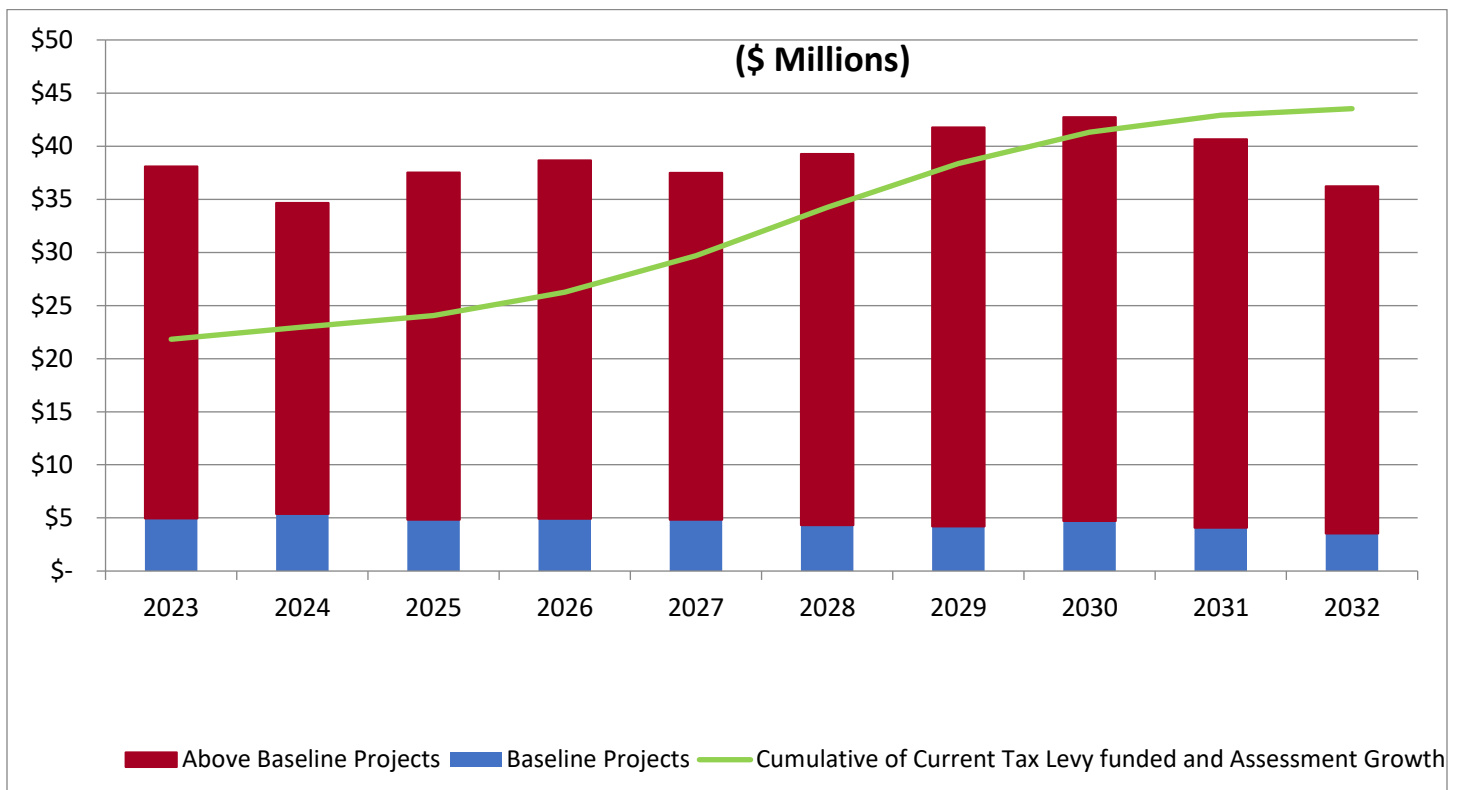
10-Year Capital Forecast Template

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

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

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

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



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

- capital projects were moved to different years based on projected funding;
- baseline projects were reduced to accommodate large dollar above baseline projects in a particular year (e.g. regular repairs and maintenance for a department was reduced in a year where there was also a requirement to construct a new facility that year);
- projects were split into phases to be funded over several years.
- The capital asset replacement reserve fund was used to fund important projects focused on replacing existing infrastructure in years there was not sufficient tax funding available.

Overview of Budget Processes and Policies

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

2022 Budget Timelines

In June the 2022 Operating and Capital templates were available on our budget software with a final deadline for input by departments set for September 10, 2021. Over a period of four weeks the budgets requests were reviewed by the Chief Financial Officer, the Treasurer and departmental Directors to obtain an understanding of the budgetary requirements/requests. At these budget review meetings, adjustments were discussed based on funding projections and clarifications about the requests, trends, and other factors.

Following all budget adjustments, a consolidated summary was prepared by the Finance Division for review by the Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Treasurer and the Senior Leadership Team to suggest additional strategies for the 2022 Operating Budget and other recommended target reductions.

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

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

September 22, 2021: Online Budget Survey Opens

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

October 12, 2021: Online Budget Survey Closes

November 10, 2021: Proposed Budget Released

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

November 16, 2021: 2022 Proposed Budget Presentations

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

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

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

A virtual Town Council meeting is scheduled for November 16, 2021. At that meeting Town staff will provide Council with an overview of the Operating and Capital Budgets, including increases or changes to service levels (new services, additional service levels, and additional staff) that were recommended to be funded. Online engagement for the 2022 Budget continues throughout November until December 3, 2021 with the launch of an online budget question and answer portal where the public can ask staff questions regarding the 2022 budget. Budget deliberations will be held at the General Committee meeting on December 7 with the finalization and approval of the 2022 Budget expected at the Council meeting scheduled for December 14, 2021

Communications and Engagement in the 2022 Budget Process

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

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

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

Overview of Budget Processes and Policies

BUDGET ROLES AND RESPONSIBILITIES

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

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

Overview of Budget Processes and Policies

BUDGET POLICIES ON AMENDMENTS AFTER ADOPTION

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

Increase to Capital Budgets

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

Increase to Operating Budgets

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

Overview of Budget Processes and Policies

BUDGET ACCOUNTING POLICY

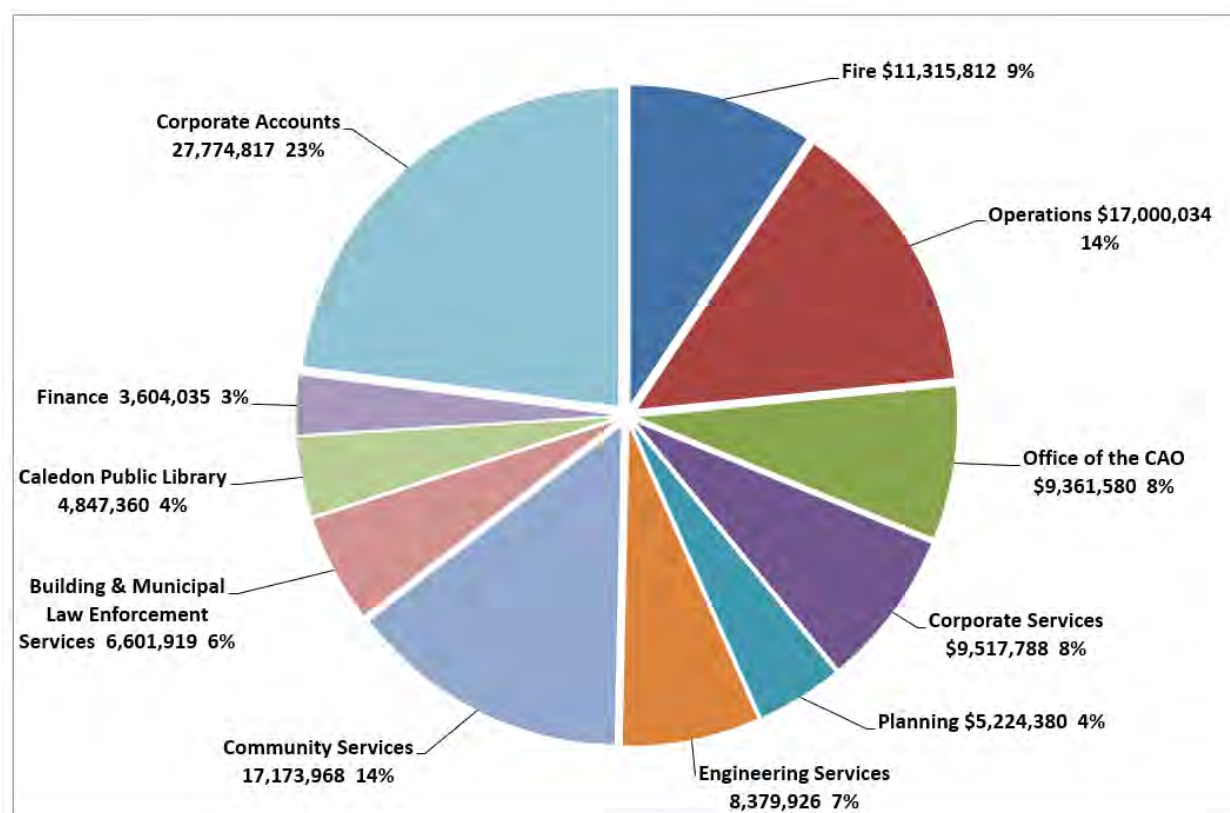
As in prior years, the Town of Caledon's 2022 Budget was completed on the fund basis of accounting. However, per *Ontario Regulation 284-09*, the Town of Caledon must disclose the impact on the 2022 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2022 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2022 Operating Budget.

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

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

2022 Operating Budget

Expenditures by Department*



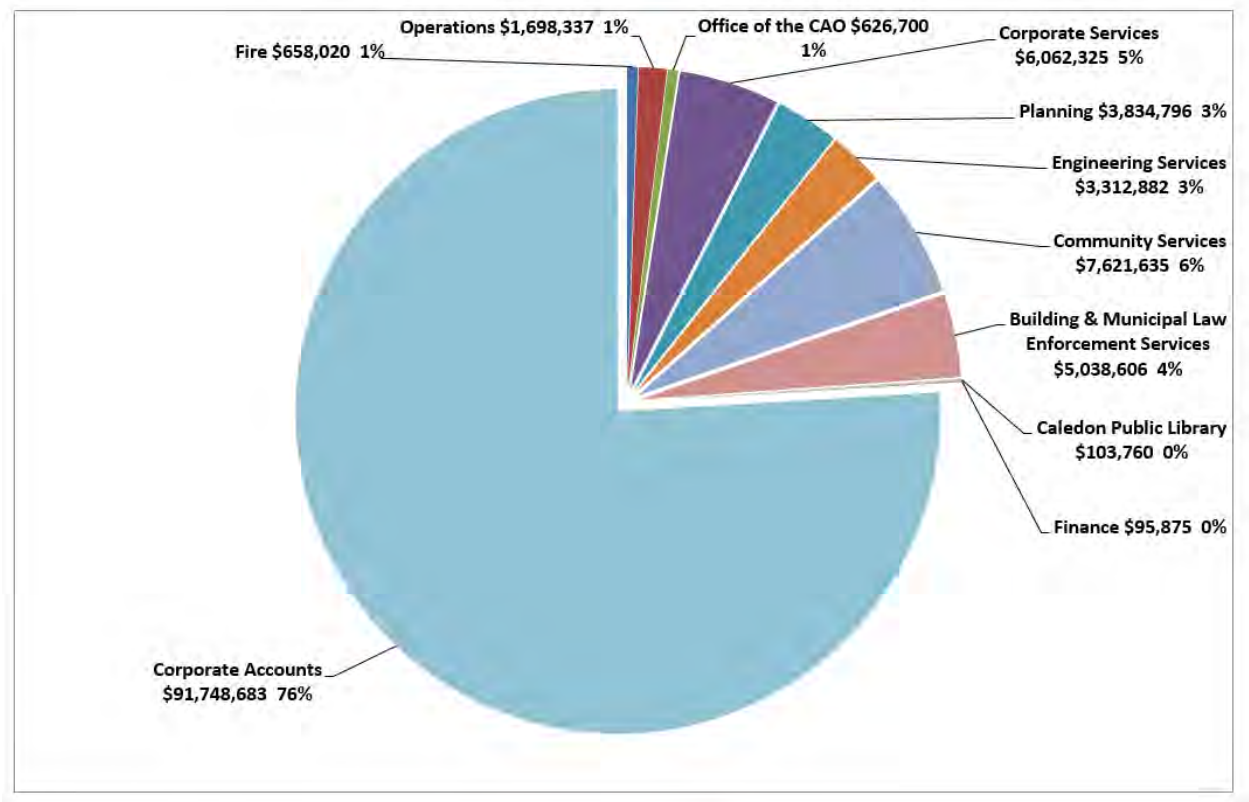
Expenditures by Category

| | 2020 Approved Budget | 2021 Approved Budget | 2022 Proposed Budget |
|---------------------------------|----------------------|----------------------|----------------------|
| Salaries, Wages & Benefits | 52,037,613 | 54,774,970 | 61,380,682 |
| Transfer to Reserves/Capital | 24,072,895 | 27,198,304 | 25,655,013 |
| Services and Rents | 9,283,282 | 11,258,434 | 11,826,811 |
| Materials, Equipment & Supplies | 5,662,506 | 6,569,835 | 6,861,485 |
| Utilities | 2,794,566 | 2,983,773 | 2,907,281 |
| Other | 10,550,127 | 12,033,591 | 12,170,347 |
| Expenditures Total | \$104,400,989 | \$114,818,907 | \$120,801,619 |

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

2022 Operating Budget

Revenues by Department*



| Revenue By Source | 2020 Approved Budget | 2021 Approved Budget | 2022 Proposed Budget |
|------------------------|----------------------|----------------------|----------------------|
| Tax Revenue | 74,818,785 | 77,578,376 | 83,724,966 |
| Fines and Penalties | 5,680,539 | 6,366,911 | 6,428,813 |
| User Fees/Rentals | 14,680,593 | 19,304,011 | 16,908,732 |
| Transfer from Reserves | 272,059 | 2,565,285 | 4,298,390 |
| Interest | 3,915,143 | 3,915,143 | 4,020,143 |
| Grants | 976,602 | 974,939 | 993,287 |
| Sales | 206,465 | 206,465 | 216,465 |
| Other | 3,850,803 | 3,907,777 | 4,210,823 |
| Revenue Total | \$104,400,989 | \$114,818,907 | \$120,801,619 |

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

Major Revenue Sources and Trends

Tax Revenue - \$83,724,966

This is the largest funding source for the Town of Caledon and it funds both operating and capital expenditures. The funding requirements of the Town are determined through the budget process and the tax rate is set on these requirements. The tax rate is determined by dividing the funding requirement by the property assessment base. The assessment base for 2022 is projected to increase by approximately 4.0%. The estimated projection added to the tax base is \$3,471,286 of assessment growth which will fund the Town's operating program. The proposed 2022 Budget requires an additional \$2.1 million of funding to balance the budget. This includes change in service levels for new services, new service levels or new staffing and additional capital funding sources.

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

Fines and Penalties - \$6,428,813

There are two types of fines and penalties collected by the Town:

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

User Fees/Rentals - \$16,908,732

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

Transfer from Reserves - \$4,298,390

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

Interest - \$4,020,143

Proactive cash management and investment strategies will continue to be used in 2022 to maintain or increase Interest revenue included in the Operating Budget. Incremental interest earned from higher cash balances in recent years related to obligatory reserve funds are allocated to those reserve funds.

Major Revenue Sources and Trends

Grants - \$993,287

A significant portion of this revenue comes from the Ontario Municipal Partnership Fund (OMPF) which is an annual unconditional grant from the Province of Ontario, for assisting rural communities in providing services to their citizens. Other large grants received by the Town from various agencies are for Library services for accessibility purposes; *Provincial Offences Act* for bilingual purposes; and recreational grants for programs offered. Trends for grants are difficult to predict as the programs being offered could be stopped by the originating body at any time. The Town budgets for grants annually and will adjust based on Federal/Provincial notification of new grants, grant increases or cancellation/reduction in grant programs.

Sales - \$216,465

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

Other – \$4,210,823

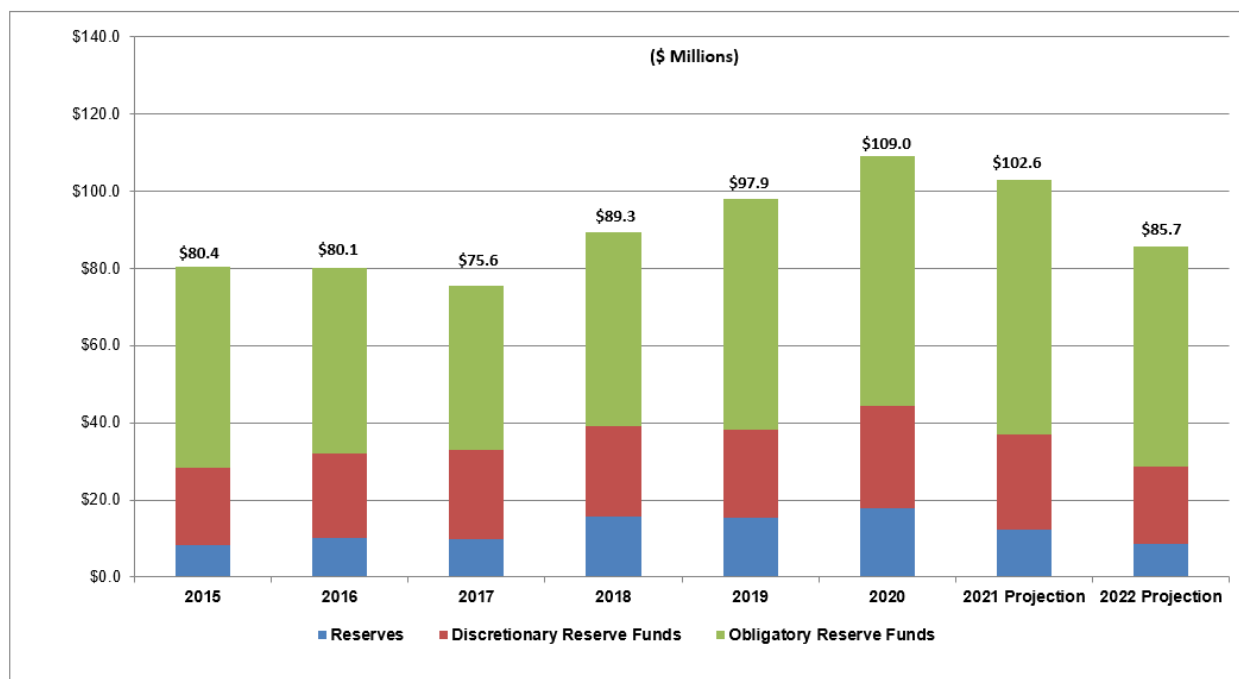
A significant portion of this funding comes from internal charges for work performed for other departments or divisions within the Corporation of the Town of Caledon. These internal recoveries include charges for capital and full cost recovery for building inspectors.

Reserves and Reserve Funds

Reserves and Reserve funds are established by Town by-law and/or through Provincial legislation. Both Reserves and Reserve Funds are considered during the annual operating and capital budget process and for long-term planning.

Reserves are established for a predetermined purpose and are applied at the discretion of Council for that purpose, whereas the Reserve Funds are restricted by statute or by Council direction. Reserve Funds must be segregated from general revenues, but Reserves do not have to be segregated. Over the years the Town has been working to contribute more to reserves and maintain balances for various funding options.

The chart below shows the history of the Town's uncommitted (does not include reserve balances Committed to Active Capital Works Projects) reserve balances and a reserve projection for 2021 and 2022 to be used for budgeting purposes. 2022 Projection includes all the commitments pertaining to the 2022 Proposed Budget as well as revenue forecast.



RESERVES

- a) **Description:**
Reserves are an appropriation from net revenue at the discretion of Council, after the provision for all known expenditures. It has no reference to any specific asset and does not require the physical segregation of money or assets. Reserves cannot have a revenue or expense of itself.
- b) **Purpose:**
While reserves may be established for any municipal purpose, the most common are:
- Reserve for Working Funds
 - Reserve for Contingencies
 - Reserve for Facility Repairs and Restoration

Reserves and Reserve Funds

As of **November 1, 2021**, the Town had available the following reserves for operating and Infrastructure purposes. Staff then took the proposed use of reserves in the 2022 budget and the expected development activity that is expected in 2022 to provide an estimate of the 2022 reserve balances.

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

Reserves and Reserve Funds

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

Reserves and Reserve Funds

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

Reserves and Reserve Funds

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

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 2021 Annual Repayment Limit statement from the Province states that the Town is utilizing 4.4% of net revenues to service debt.

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

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

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

The chart below shows the balance of outstanding debt:

| | 2021 estimated | 2020 |
|--|----------------|-----------|
| BAR and Caledon East Concrete Road sinking fund debenture. The long-term debt has an interest rate of 5.1% and a maturity date of June 29, 2040. At the end of the year the outstanding principal amount of the liability is: | 4,072,667 | 4,208,333 |
| Fire Aerial Apparatus sinking fund debenture net of sinking fund. The long-term debt has an interest rate of 3.5% and a maturity date of December 31, 2021. At the end of the year the outstanding principal amount of the liability is: | - | 383,781 |
| Road Enhancement Program debenture, issued in 2016 in the amount of \$3,100,000, has annual principal payments of \$310,000 with interest rates ranging from 1.15% to 2.5% and a maturity date of June 1, 2026. At the end of the year the outstanding principal amount of the liability is: | 1,550,000 | 1,860,000 |
| Road Enhancement Program debenture, issued in 2018 in the amount of \$7,000,000, has annual principal payments ranging from \$624,000 to \$789,000 with interest rates ranging from 1.80% to 3.05% and a maturity date of March 27, 2028. At the end of the year the outstanding principal amount of the liability is: | 5,081,000 | 5,735,000 |
| Road Enhancement Program debenture, issued in 2019 in the amount of \$3,610,000, has annual principal payments of \$361,000 with interest rates ranging from 1.90% to 2.25% and a maturity date of October 15, 2029. At the end of the year the outstanding principal amount of the liability is: | 2,888,000 | 3,249,000 |
| Road Enhancement Program debenture, issued in 2021 in the amount of \$4,100,000, has annual principal payments of \$410,000 with interest rates ranging from 0.25% to 1.5% and a maturity date of August 17, 2031. At the end of the year the | | |

Town of Caledon Debt and Long-Term Debt Limit

| | | |
|--|-------------------|-------------------|
| outstanding principal amount of the liability is: | 4,100,000 | - |
| Road Enhancement Program debenture, issued in 2021 in the amount of \$4,000,000, has annual principal payments of \$400,000 with interest rates ranging from 0.8% to 2.3% and a maturity date of Nov 8, 2031. At the end of the year the outstanding principal amount of the liability is: | 4,000,000 | - |
| Net long-term liabilities | 21,691,667 | 15,426,114 |

Bolton Arterial Route Debenture (2010)

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

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

Caledon East Concrete Road (2010)

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

Fire Aerial Apparatus (2011)

In 2011, Council approved additional external debt to be issued, through the Region of Peel, for the purchase of a Fire Aerial truck. The ten-year, \$0.6 million debenture issued in 2011 is also a “sinker”, described above where interest payments are made semi-annually and the full amount of the \$0.6 million principal is due at the end of 10 years. This debenture was fully repaid in 2021.

Road Enhancement Program (2016)

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

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

Town of Caledon Debt and Long-Term Debt Limit

requires annual debt repayments of \$0.4 million with interest costs ranging from 1.9% to 2.25%. These debt payments have been included in the calculation of the Town's updated annual repayment limit.

Enhanced Roads Programs (2020)

In 2019, Council approved capital projects for the reconstruction and rehabilitation of roads in Caledon funded by external debt, through the Region of Peel of \$4.1 million. The ten-year debenture was planned to be issued in 2020 but due to a lack of opportunity to debenture due to the pandemic this was delayed to February 2021. The ten-year debenture was issued in 2021 and requires annual debt repayments of \$0.4 million with interest costs ranging from 0.25% to 1.5%. These debt payments have been included in the calculation of the Town's updated annual repayment limit.

Enhanced Roads Programs (2021)

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

Non-Material Leases

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

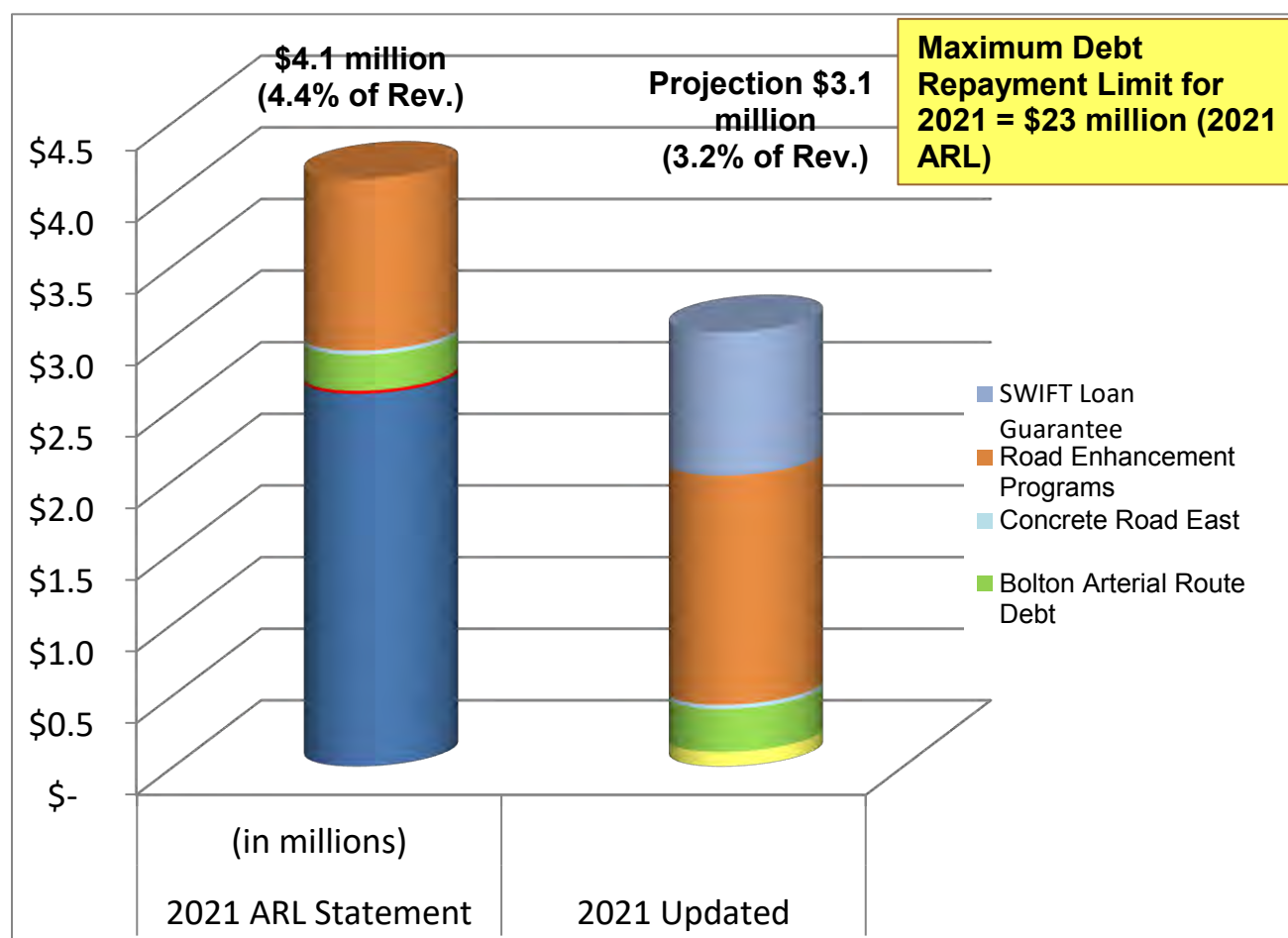
Annual Repayment Limit (ARL)

Provincial policy allows municipalities to incur debt charges equivalent to 25% of their net revenues without prior approval of the Ontario Municipal Board. On an annual basis, the Province provides each municipality with an Annual Repayment Limit (ARL) statement that outlines the maximum debt charges allowed (25% of net revenues), the debt charges reported, and the remaining debt repayment limit. Further, in 2011 Council adopted a debt policy where the Town may issue debt to a maximum projected debt servicing charges (principal and interest payments) of 10% of net revenues.

The Province provides each municipality with an Annual Repayment Limit (ARL) statement, in accordance with Regulation 403/02 of Section 401 of the *Municipal Act 2001*, outlining the percentage of net revenues the municipality is currently using to service debt. The calculation of the ARL for a municipality in 2021 is based on its analysis of data contained in the 2019 Financial Information Return (FIR). The Town of Caledon's 2021 ARL statement report indicates that the Town has net debt charges of \$4.1 million or approximately 4.4% of the Town's net revenues. This leaves a balance of 20.6% (25% - 4.4%) or approximately \$19 million of the ARL available.

The Treasurer is required to calculate an updated ARL and disclose it to Council in order to assist Council in decisions regarding capital programs and debt. An update of the ARL/debt servicing costs as a percentage of net revenues based on the recommended debentures and projections are included in the chart below:

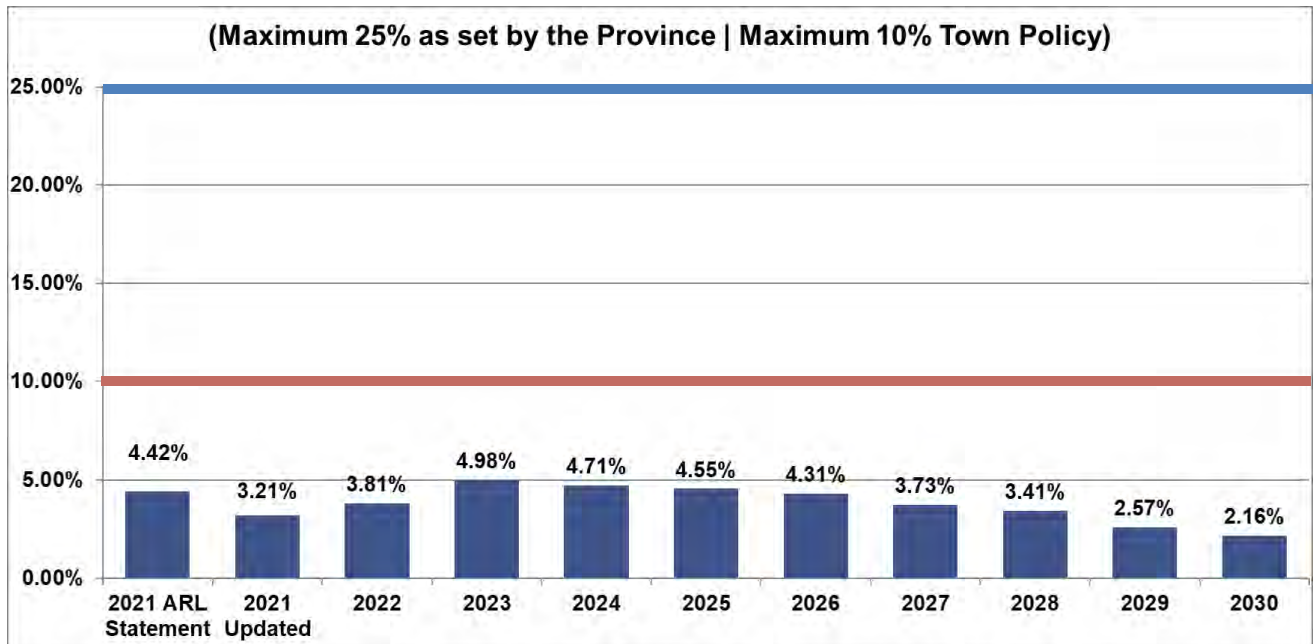
Town of Caledon Debt and Long-Term Debt Limit



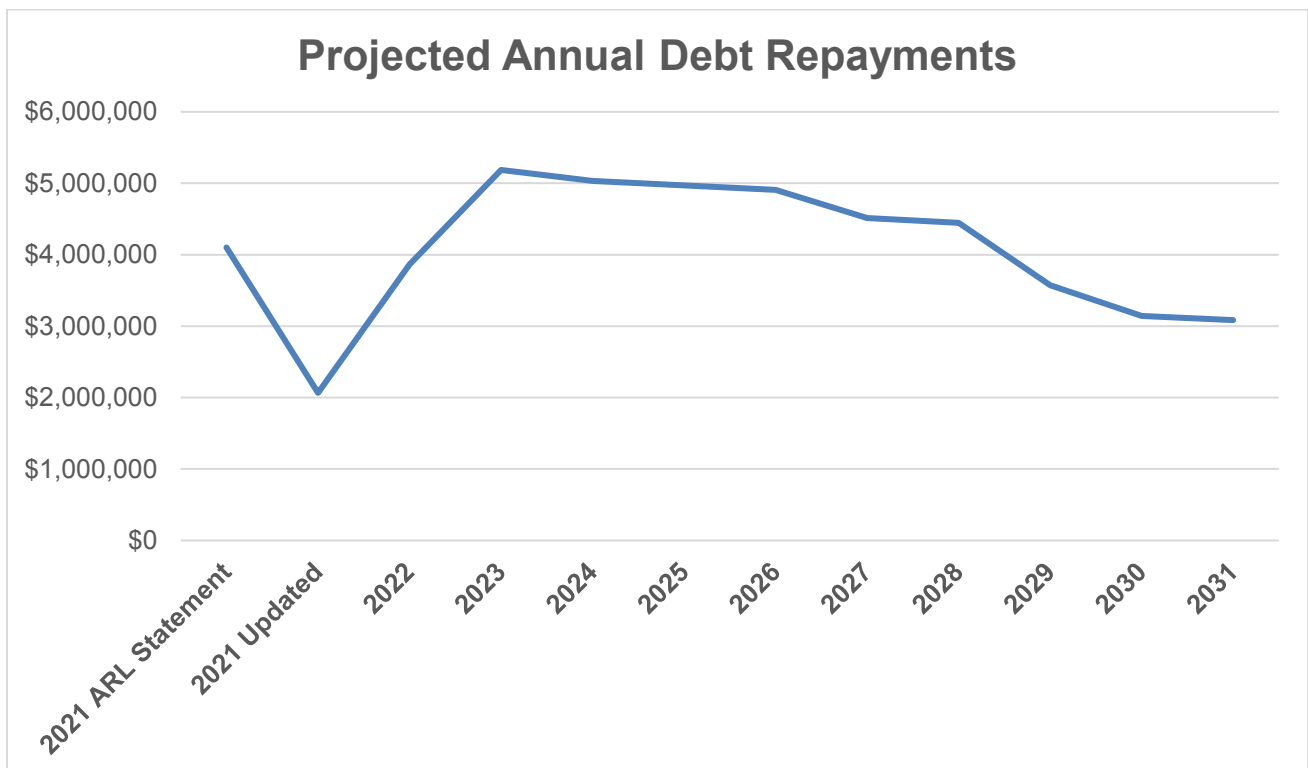
The chart below shows an updated 2022 ARL and forecasts debt repayments as a percentage of Net revenues based on updates/assumptions such as:

- Photocopier lease costs and OPP property lease costs;
- Future debentures assumed:
 - 2021 Roads Project of \$4.1 million to be debentured in 2022;
 - 2020 Streetlight Program - \$3.4 million in 2022;
 - CECC phase 4 - \$4.6 million in 2023;
 - 2022 Roads Rehabilitation, Castlederg Sideroad, Bridge and Culvert Construction, Storm Sewer lining of \$6.8 million in 2022;
 - As outlined in Staff Report 2021-0026 if approved the Southwestern Ontario Integrated Fibre Technology (SWIFT) loan guarantee of \$955,000 is required to be included in the ARL update as of 2021. Repayments have also been added for 2022 to 2023, based on anticipated timing of completion for the Town's portion of the SWIFT project. This commitment will continue to be reflected in the Annual Repayment Limit until the Town is removed from the loan guarantee;
- Assessment growth revenue projections for 2022 to 2032 based on the same assumptions used in the 2022 budget

Town of Caledon Debt and Long-Term Debt Limit



As shown in the chart above, the Town's updated 2021 ARL shows the 2019 maturity of the Town's Caledon Hydro debenture and Fire Aerial. There is a gradual increase in debt servicing costs from 2021 to 2025 due to projected debt related to the Town's existing infrastructure and a planned 20 year debenture for the expansion of the Caledon East Community Centre as outlined above. In 2026 onwards we show a projected decrease in debt as previously issued 10 year debt issuances are repaid. As shown in the chart above, the Town is projected to be below both the Town's debt policy of debt payments not exceeding 10% of net revenues and the Provincial ARL of 25% of net revenues. Below is a depiction of the Town's total debenture payments amount for a 10 year period using the same information from the annual repayment limits.



2018-2022 Council Work Plan



Message from the Mayor & CAO

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



Allan Thompson
Mayor



Mike Galloway, MBA, CMO
Chief Administrative Officer

HOW DID WE GET HERE?

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

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

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

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

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

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

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

Thank you.

Allan Thompson
Mayor

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

Sustainable Growth Connected Community Improved Service Delivery Good Governance

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

Sustainable Growth



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

ADDITIONAL OPTIONS

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

Connected Community



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

ADDITIONAL OPTIONS

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

Improved Service Delivery

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

ADDITIONAL OPTIONS

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

Good Governance



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

ADDITIONAL OPTIONS

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

2018-2022 Members of Council



Allan Thompson
Mayor



Ian Sinclair
Regional Councillor
Ward 1



Lynn Kiernan
Area Councillor
Ward 1



Johanna Downey
Regional Councillor
Ward 2



Christina Early
Area Councillor
Ward 2



Jennifer Innis
Regional Councillor
Ward 3 and 4



Nick deBoer
Area Councillor
Ward 3 and 4



Annette Groves
Regional Councillor
Ward 5



Tony Rosa
Area Councillor
Ward 5

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

OPERATING BUDGET

2022 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.

| Council Work Plan Priorities | Department | Ref# | Description | 2022 Gross Budget Amount | 2022 Net Tax Impact | % funded by Tax | % funded by Reserves | Full-Time Head Count | Annualized Net Tax Budget Amount |
|---|---------------------------------|------|--|--------------------------|---------------------|-----------------|----------------------|---|----------------------------------|
|  | Operations | 8 | Coordinator, Fleet to coordinate repairs and tool purchases with Fleet Technicians, Fleet Lead Hand and other Operations Supervisors. | 81,564 | 81,564 | 100% | 0% |  | 97,419 |
| | Community Services | 31 | Supervisor Off Campus Facilities will be responsible for all Fire Stations, Heritage Facilities, Animal Shelter, Works Yards and various other properties throughout the Town. | 50,007 | 50,007 | 100% | 0% |  | 126,121 |
| | Engineering Services | 60 | Infrastructure Analyst to develop, implement and maintain the collection and analysis of infrastructure assets; develop and maintain a repository of construction drawings; support capital planning, tracking and reporting, business analytics, and internal and external customer service. | 29,278 | 0 | 0% | 100% |  | 0 |
|  | Engineering Services | 1 | New Streetlight Requests budget will allow staff to address the new street light request from the residents, where the existing lighting level is low, by filling the gaps. | 20,000 | 0 | 0% | 100% | | 0 |
| | Caledon Public Library | 10 | Conversion of Part-Time Coordinator, Communications and Community Development to effectively mitigate this increased and evolving scope and ensure that the Library is able to continue managing the status quo while also striving to meet the objectives of the strategic plan. | 25,325 | 25,325 | 100% | 0% |  | 25,325 |
| | Finance | 12 | Supervisor. Revenue to support property taxation, assessment base management and other revenue administration at the Town | 114,342 | 0 | 0% | 0% |  | 0 |
| | Caledon Public Library | 13 | New Full-Time Leadership Position - Director, Library Corporate Services and Projects as part of the Library's organizational review and in the resulting creation of a vision for a new structure that will effectively and efficiently manage CPL's efforts to serve a growing community. | 82,130 | 82,130 | 100% | 0% |  | 147,880 |
| | Finance | 19 | Senior Financial Analyst, Development is responsible for the collection of all of the Town, Region and School board development charges as well as all financial securities related to development. | 0 | 0 | 0% | 100% |  | 0 |
| | Engineering Services | 27 | Senior Project Manager - Stormwater to manage the condition assessment of stormwater linear infrastructure and stormwater ponds. | 46,688 | 46,688 | 100% | 0% |  | 50,799 |
| | Corporate Strategy & Innovation | 30 | Climate Change Coordinator to provide the capacity to implement corporate and community programs and initiatives to meet the commitment of a target of net zero emissions by 2050. | 38,821 | 38,821 | 100% | 0% |  | 92,662 |
| | Engineering Services | 37 | Senior Project Manager, Development Engineering to collaborate and create synergies with internal departments, external agencies and key stake holders to ensure that infrastructure planning and construction of large secondary plans and greenfield subdivisions aligns with the Town's vision and projected 2051 growth. | 107,886 | 0 | 0% | 100% |  | 0 |
| | Finance | 40 | Financial Analyst, Long-term Financial Planning to provide support to the Senior Financial Analyst in order for them to allow more of a focus towards long term financial planning in regard to multi-year budgets, cash flow forecast, financial reporting and reserve management. | 72,548 | 72,548 | 100% | 0% |  | 97,197 |
| | Fire & Emergency Services | 33 | Full-Time Firefighters - Valleywood Fire Station (5) to improve emergency response capability and firefighter safety in the Southwest quadrant of the Town. | 366,200 | 366,200 | 100% | 0% |  | 668,900 |

2022 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.

| | | | | | | | | | |
|---|---|----|---|---------|---------|------|------|---|---------|
|  | Fire & Emergency Services | 34 | Fire Inspector (1) to allow Caledon Fire & Emergency Services to meet existing and future legislative requirements with regards to community fire safety which have a corresponding relation in the reduction of emergency responses and costs. (Partially funded by Building Permit Fees) | 75,690 | 59,505 | 78% | 22% |  | 100,660 |
| | Corporate Services | 42 | Additional Caledon POA Coordinator is needed in order to meet the Provincial Standard ratio of 1 coordinator per 5000 tickets. | 63,026 | 63,026 | 100% | 0% |  | 75,631 |
| | Planning | 58 | Community Planner within the Policy, Heritage and Design Section of the Planning Department to support the intergovernmental monitoring of policies, and continued work on the Official Plan and pertaining policies. | 59,303 | 54,118 | 91% | 9% |  | 93,075 |
| | Corporate Strategy & Innovation | 61 | Business Analyst (2 Year Contract) will be responsible for performing business process analysis, including process mapping & information flows. | 70,630 | 0 | 0% | 100% | | 0 |
| | Corporate Strategy & Innovation | 64 | 18 month contract Project Management position be converted to a Full time position to support the delivery of a number of ongoing capital projects as well as those proposed in the 2022 budget. | 14,110 | 14,110 | 100% | 0% |  | 14,110 |
| | People Services | 66 | HRIS Analyst to support the implementation and management of the HRIS (Human Resources Information System) in People Services. | 85,183 | 85,183 | 100% | 0% |  | 103,660 |
| | People Services | 67 | Human Resources Business Partner to support the operation of the People Services Department. This role is to primarily support the Fire Services Department and additional client portfolio's. | 103,003 | 103,003 | 100% | 0% |  | 127,420 |
|  | Caledon Public Library | 6 | Implementation of Fibre to Improve Connectivity at Albion Bolton, Caledon East and Margaret Dunn Branches | 20,000 | 20,000 | 100% | 0% | | 17,000 |
| | Operations | 49 | Operating Costs of Proposed Bolton Bandshell at RJA Potts Park - If the Trillium grant funding application is successful, design and construction of a Bandshell within RJA Potts Park will occur in 2022 under Proposed Capital Project 22-091. The target completion date is June 2022. | 79,140 | 69,140 | 87% | 13% | | 69,140 |
|  | Operations | 2 | Crossing Guard Coordinator - To manage the crossing guard program because the demand for crossing guards has increased and recruitment and retention of crossing guards continues to be challenging. | 88,616 | 88,616 | 100% | 0% |  | 96,719 |
| | Caledon Public Library | 4 | Elimination of Overdue Library Fines to foster a positive customer experience where all are welcomed and library use is encouraged. | 30,000 | 30,000 | 100% | 0% | | 30,000 |
| | Community Services | 5 | Event and Community Development PFT Positions to lead and support community, corporate and council events and initiatives and to lead Town led events, support the Mayor's office in Council involved or led events, support the Safe Events Caledon program, and increase the level of support provided to community led events, groups and organizations. | 175,713 | 175,713 | 100% | 0% |  | 188,479 |
| | Operations | 9 | Supervisor, Roads - to support the current winter maintenance shift in the afternoon/evenings as a Supervisor, Roads is necessary to ensure the Town is meeting the Occupational Health & Safety Act | 88,617 | 88,617 | 100% | 0% |  | 107,140 |
| | Building & Municipal Law Enforcement Services | 11 | To create a Manager's position within the Building Services Division. When the Town's Departments were re-organized the Manager's position in the Building Division was not maintained - it was absorbed into the newly created Director's position with the three (3) existing Supervisor positions in the Division reporting directly to the Director. | 140,930 | 0 | 0% | 100% |  | 0 |




2022 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.

| | | | | | | | | | |
|---|-----------------------------------|----|---|---------|---------|------|------|---|---------|
|  | Operations | 14 | Technician, Road Operations - patrolling roads, checking signs for reflectivity, inspecting streetlights at night, winter road patrol plus other important tasks that all require a regular road patrol to inspect. | 16,922 | 16,922 | 100% | 0% |  | 37,477 |
| | Operations | 15 | Operator II, Roads (Conversion of Summer & Winter TFT's) - A change in service level converting 4 TFT staff (2 summer road and 2 winter roads) to 2 Permanent Full Time will provide valuable staff retention. | 31,295 | 31,295 | 100% | 0% |  | 31,295 |
| | Community Services | 18 | Specialty Inclusion Programmer based on the required need to meet inclusive and Accessibility for Ontarians with Disabilities (AODA) requirements, in addition to increase in program and service demands. | 38,798 | 38,798 | 100% | 0% |  | 84,990 |
| | Finance | 20 | Senior Clerk, Revenue is an additional dedicated resource for the Town's property tax administration to provide escalated customer service delivery and property tax administration to the rapidly growing property tax accounts in Caledon . | 83,877 | 83,877 | 100% | 0% |  | 92,162 |
| | Customer Service & Communications | 22 | Communications Advisor - Planning and Development to enhance how we engage and communicate with our community, will promote transparency to our businesses and increase access to feedback opportunities more convenient to citizens. | 55,562 | 55,562 | 100% | 0% |  | 71,847 |
| | Engineering Services | 23 | Project Coordinator - Development Engineering to review Oak Ridge Moraine Site Plan, Niagara Escarpment Commission and Committee of Adjustment applications, as well implement and administer the Town initiated Lot Grading process for building permits associated with infill lots and estate developments. | 89,516 | 0 | 0% | 100% |  | 0 |
| | Customer Service & Communications | 25 | Service Caledon Associate to provides first contact resolution for an increasing number of services in the Town of Caledon. | 83,082 | 83,082 | 100% | 0% |  | 76,182 |
| | Customer Service & Communications | 26 | Snow Removal Assistance Program to provide additional support for low-income older adults and persons with physical disabilities. | 75,000 | 75,000 | 100% | 0% | | 75,000 |
| | Corporate Services | 43 | Real Estate Data Subscriptions to identify salient features of real estate, sales history, and to assess value through the review of comparable property transactions. | 20,000 | 20,000 | 100% | 0% | | 20,000 |
| | Planning | 44 | Business Analyst, Planning to support the modernization of planning applications within AMANDA, streamlining the application process, finding efficiencies and reducing resources for the Town, external agencies and applicants. | 103,855 | 103,855 | 100% | 0% |  | 128,273 |
| | Planning | 45 | Planning Technician to provide additional customer service support for the Planning Department, primarily for responding to public development enquiries. | 93,096 | 7,450 | 0% | 92% |  | 550 |
| | Planning | 46 | Senior Landscape Architect to support the review of planning applications from a landscape perspective. | 111,662 | 7,450 | 0% | 100% |  | 550 |
| | Planning | 47 | Urban Designer to support the review of planning applications from an urban design perspective | 103,905 | 7,450 | 0% | 100% |  | 550 |
| | Corporate Strategy & Innovation | 48 | IT: Project Coordinator to manage increased pressures to role out new technology such as improved phone system, security portfolio. This position will allow multiple Projects to be conducted at a time by reducing the workload from the technical lead and placing it with this role, which will specialize in project management. | 81,271 | 81,271 | 100% | 0% |  | 115,032 |

2022 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.

| | | | | | | | | | |
|---|---|----|--|------------------|------------------|------|------|---|------------------|
|  | Building & Municipal Law Enforcement Services | 52 | Supervisor - Municipal Law Enforcement Services Division. There is currently only one (1) Supervisor responsible for the direct supervision of 8 full time Municipal Law Enforcement Officers and 6 part-time Parking Control Officers. | 122,787 | 122,787 | 100% | 0% |  | 137,956 |
| | Building & Municipal Law Enforcement Services | 54 | Summer Students - Building Services Division to assist with supporting functions during the high volume summer months. | 44,669 | 0 | 0% | 100% | | 0 |
| | Corporate Services | 56 | Part time Court Clerk Monitor - Orangeville would work when court is in progress in Orangeville. The position was defunded in 2018 in favour of a French language position, but with the increased reliance on virtual proceedings, dedicated expertise is important in this role. | 23,539 | 0 | 0% | 100% | | 0 |
| | Customer Service & Communications | 70 | Manager Service Caledon - Responsible for overseeing service delivery standards town-wide as well as front-line operations for Service Caledon and Customer Service - Recreation. | 116,126 | 116,126 | 100% | 0% |  | 144,704 |
| Total Funded Change in Service Levels | | | | 3,423,712 | 2,465,239 | | | 42 | 3,345,905 |

New Full-Time Headcount



37

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



5

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

TOWN OF CALEDON

2022 PROPOSED CHANGES IN SERVICE LEVELS - UNFUNDED

| Department | Number | Description | 2022 Net Tax Impact | Conversion / New FTE / Contract | Full-Time Head Count | One Time Request (Y/N) | Annualized Net Tax Budget Amount |
|---|--------|---|---------------------|---------------------------------|----------------------|------------------------|----------------------------------|
| Community Services | 7 | Caledon East Community Centre Expansion Phase 4 Operating Budget impact for Recreation and Library services that is proposed to be phased in over a 3 year period | 471,811 | New/Conversion | 8 | N | 1,415,437 |
| Community Services Total | | | 471,811 | | 8 | | 1,415,437 |
| Operations | 71 | Bolton Revitalization - Parking Lot Cleaning - the Economic Development Strategy (the Strategy) adopted by Council in 2020 that guides the Town of Caledon's efforts in building the economic wellbeing of Caledon. A key deliverable in achieving the vision laid out in the Strategy was the development of the Bolton Downtown Revitalization Plan (the Plan). | 41,520 | N/A | 0 | N | 41,520 |
| Operations Total | | | 41,520 | | 0 | | 41,520 |
| Total Proposed Change in Service Levels - Unfunded | | | 513,331 | | 8 | | 1,456,957 |

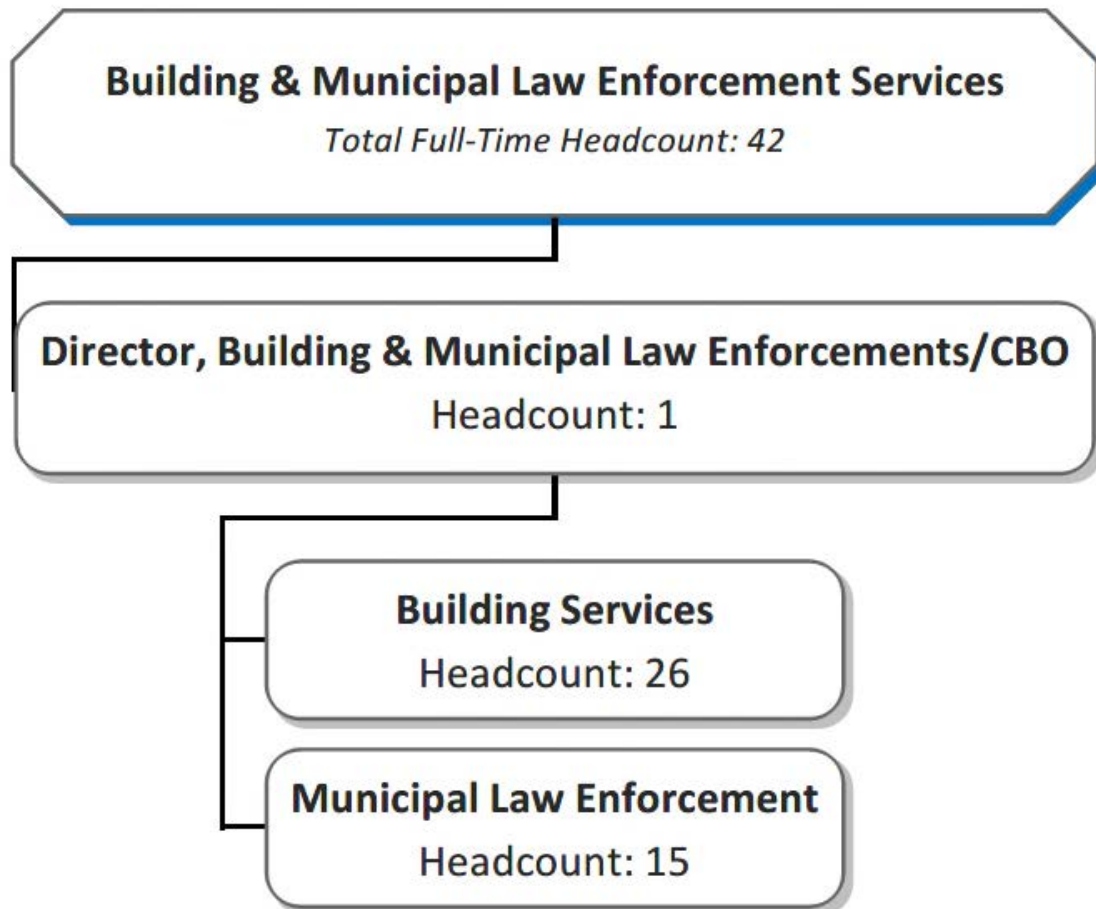
Building & Municipal Law Enforcement Services

2022



Building and Municipal Law Enforcement Services

Roles & Structure



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

Building & Municipal Law Enforcement Division

- Responsible for accepting, reviewing, and issuance of permits, this includes;
 - permits for any construction, demolition, changes of use, and/or the installation, alteration, or repair of on-site sewage systems, for compliance with the *Building Code Act*, *Ontario Building Code*, and other applicable law;

- permanent ground and wall sign permit's for compliance with the *Ontario Building Code*, and the Town's Sign By-law; and
 - Pool enclosure permits for compliance with the Town's Pool Enclosure By-law.
- Responsible for conducting mandatory inspections and enforcement requirements of the *Building Code Act*, *Ontario Building Code*, Town's Pool Enclosure By-law, Fortification By-law, Building By-law, and Sign By-law.

Municipal Law Enforcement Division

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

2021 Achievements

Building Services

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

Municipal Law Enforcement Services

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

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

2022 Priorities

Building Services



- Actively participate in promoting solutions as provided for in the *Building Code Act* to help facilitate growth.
- Continue review and implementation of improvements to the building permit application/review and inspection processes.
- Continue to transition to digital permit submission requirements for all classes of building permits – objective is to be a completely paperless permit process by end of Q2 2022.
- Complete implementation of mobile inspection solution to enable Inspectors to capture inspection results in real time from the field.
- Initiate implementation of on-line inspection booking solution.
- Establish service levels that are meeting the needs of our clients
- Develop plans for effective utilization of assets and physical resources including fleet, facilities, and technology (hardware) considering growth-related pressures.

Municipal Law Enforcement Services



- Improve complaint management response and tracking, and implement proactive enforcement approach
- Implement mobile inspection solution to enable Officers to capture inspection results in real time from the field.
- Update and modernize the following By-laws; Noise/Nuisance, Fill, Fence and Licensing.

- Undertake a review of the Municipal Law Enforcement Division to create a 10-year plan that will ensure the maintaining of appropriate service levels as the Town continues to grow.
- Develop plans for effective utilization of assets and physical resources including fleet, facilities, and technology (hardware) considering growth-related pressures.
- Develop and publish appropriate service levels based upon a prioritization response model.
- Continue with implementation of digital submission solution for Licensing and Permit application processes.
- Continue with proactive enforcement actions related to illegal land uses.

TOWN OF CALEDON
2022 OPERATING BUDGET - **BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES**

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget (C) = (A) + (B) | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|---------------|---------------------|-------------------------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|-------------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$5,323,785) | | (\$5,323,785) | | | | | | | \$520,485 | (\$49,707) | (\$4,853,007) |
| Expenses | \$6,513,937 | \$15,000 | \$6,528,937 | | \$275,824 | \$225,777 | \$1,775 | \$52,861 | | (\$708,735) | (\$74,956) | \$6,301,483 |
| Net Exp./ (Rev.) | \$1,190,152 | \$15,000 | \$1,205,152 | \$0 | \$275,824 | \$225,777 | \$1,775 | \$52,861 | \$0 | (\$188,250) | (\$124,663) | \$1,448,476 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| | | | \$0 | (\$4,853,007) | |
| | | | \$0 | \$6,301,483 | |
| \$0 | \$0 | \$0 | \$0 | \$1,448,476 | |

Tax Increase/(Decrease) compared to "base budget" (C) \$243,324
% Increase/(Decrease) 20.2%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

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

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

C - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1

\$1,205,152

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

\$0

1

2

E - Increases in employee compensation (existing staff)

\$275,824

3

4

F - Annualization of New Staff approved in the 2021 Budget

\$225,777

5

6

G - Annualization of Services approved in the 2021 Budget

\$1,775

7

H - Inflationary Adjustments

\$52,861

8

I - Increases/(Decreases) for Utilities

\$0

9

10

APPENDIX 2 - UNAVOIDABLE

J - Revenue (Increases)/Decreases

(\$188,250)

| | | |
|----|---|-------------|
| 11 | Decrease in Building Permit Revenue | \$317,532 |
| 12 | Decrease in Fill Permit Revenue | \$15,000 |
| 13 | Decrease in Mobile Sign Permit Revenue | \$10,000 |
| 14 | Increase in Sign Variances Revenue | (\$1,700) |
| 15 | Increase in Pool Permits Revenue | (\$5,000) |
| 16 | Decrease in Contribution to Building Reserve (Net Budget Surplus) | (\$524,082) |

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

(\$124,663)

| | | |
|----|--|-------------|
| 17 | Mileage savings from Capital Project 21-111 and 20-042 | (\$19,300) |
| 18 | Annualized cost of Mileage, Mobile Phone Service and interdepartmental charges related to (2) Building Inspectors (2021 CSL #35) and (1) Plans Examiner (Staff Report 2021-0271) and removal of revenue related to one-time costs CSL #2021-35 | \$24,275 |
| 19 | Annualized Revenue related to (2) Building Inspectors (2021 CSL #35) and (1) Plans Examiner (Staff Report 2021-0271) | (\$129,638) |

Net Unavoidable Increases/(Decreases)

\$243,324

L Adjusted Base Budget for BUILDING & MUNICIPAL LAW ENFORCEMENT SERV

\$1,448,476

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

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

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - *see appendix 2* \$1,448,476

M - Service Delivery Efficiencies \$0

1

2

N - New Fees/Revenues \$0

3

4

O - Fee Rate Increases \$0

5

P - Total Recommended Reductions \$0

Q 2022 Budget to be presented to Council for BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES **\$1,448,476**

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

APPENDIX 4 - CHANGES IN SERVICE LEVELS

TOWN OF CALEDON 2022 OPERATING BUDGET

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES

| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|--|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | | |
| 11 | Manager's position within the Building Services Division. When the Town's Departments were re-organized the Manager's position in the Building Division was not maintained - it was absorbed into the newly created Director's position with the three (3) existing Supervisor positions in the Division reporting directly to the Director. (10 months in 2022) | \$0 | 1.0 | Part Year |
| 52 | Supervisor - Municipal Law Enforcement Services Division. There is currently only one (1) Supervisor responsible for the direct supervision of 8 full time Municipal Law Enforcement Officers and 6 part-time Parking Control Officers. (10 months in 2022) | \$122,787 | 1.0 | Part Year |
| 54 | Summer Students - Building Services Division to assist with supporting functions during the high volume summer months. | \$0 | 0.0 | Annual |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | TOTAL URGENT CHANGES IN SERVICE LEVELS | \$122,787 | | |
| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | | |
| | | | | |
| | | | | |
| | TOTAL OTHER CHANGES IN SERVICE LEVELS | \$0 | | |
| | GRAND TOTAL | \$122,787 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-----------------------------|
| Request | 2022-011 Manager - Building Services Division | | |
| Department | Building & Municipal Law Enforcement | Division | Building & Support Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

To create a Manager's position within the Building Services Division. Due to the restructure, the Manager's position in the Building Division was not maintained - it was absorbed into the newly created Director's position with the three (3) existing Supervisor positions reporting directly to the Director. This reporting structure is not sustainable and is resulting in decisions being made/communicated in a timely manner or other priority/strategic matters that require the Director's direct involvement not being addressed in a timely manner. The position will be fully funded by the Building Permit Stabilization Reserve.

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

Currently the three (3) Supervisors report directly to the Director/Chief Building Official. They frequently seek advice/direction from the Director regarding permit applications, issued permits and other administrative matters. As the department head, the Director is engaged in other strategic/long term and financial departmental and corporate matters and is not able to provide responses to the Supervisors in a timely manner. This has a direct impact to the Department's clients in terms of responsiveness and customer service. It also means that the Director is engaged in matters that would be more appropriate to be dealt with at a manager's level.

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

If the current reporting structure remains, it will result in delays in timely decisions being made regarding building issues and communicated to the Division's Supervisor's, permit applicants, permit holders and other clients. These delays will have a direct negative impact on customer service, enforcement issues, corporate and departmental strategic and financial issues as well as implementing other significant process improvements so that the department is more effective and efficient at delivering its services to our clients and residents.

IV. Recommendation - Proposed Service Level Impact

Creating and filling the position of Manager, Building Services will provide a higher level of customer service to the Town's residents and the departments clients as well as enable the Director to be more responsive to higher level corporate strategic initiatives/matters including implementation of service level improvements for the department.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Manager, Building Services | 1 | | 10 | 101,146 | 30,344 | 131,490 | | 157,787 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,900 | |
| Training/Development/Seminars | | | | | | 500 | | 500 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-----------------------------|
| Request | 2022-011 Manager - Building Services Division | | |
| Department | Building & Municipal Law Enforcement | Division | Building & Support Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|--------|------|-----------|------------|------------------|----------------|------------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 500 | | 500 |
| Operating Supplies | | | | | | 250 | | 250 |
| Mobile Phones / Pagers | | | | | | 240 | | 240 |
| Expenditures Total | 1 | | | | | 133,530 | 7,400 | 159,827 |
| Funding | | | | | | | | |
| Reserve Fund To Revenue | | | | | | (133,530) | (7,400) | (159,827) |
| Funding Total | | | | | | (133,530) | (7,400) | (159,827) |

Attributes

| Attribute | Value | Comment |
|--|---|---------|
| Department | 014 Building & Municipal Law Enforcement Services | |
| Division | 145 Building & Support Services | |
| Director | Mark Sraga | |
| Requested By: | Mark Sraga | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|---------------------|
| Request | 2022-052 Supervisor - Municipal Law Enforcement Services Division | | |
| Department | Building & Municipal Law Enforcement | Division | Regulatory Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

To create an additional Supervisor position within the Municipal Law Enforcement Services Division. There is currently one (1) Supervisor responsible for the direct supervision of 8 full time Municipal Law Enforcement Officers and 6 part-time Parking Control Officers. In 2021, the Division implemented a seven (7) day 10.5 hours/day work schedule for the Officers which means that there is no direct supervision during some of the days/times of the work week, this creates employer liabilities under the Occupational Safety and Health Act. Having this many direct reports to a single Supervisor results in delays in the review, direction and advice provided to the Officers along with responses to residents and service requestors.

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

The Division has one (1) Manager and one (1) Supervisor. The Manager is responsible for the overall operation ensuring all service requests received from the public are fully investigated and appropriate enforcement actions taken. This position has the Supervisor as a direct report along with two full time (2) and one (1) contract Coordinator positions, one (1) full time policy analysis position and two (2) Municipal Law Enforcement Officers (Illegal Land Use Taskforce). The Supervisor is responsible for all of the Officers ensuring the timely investigation of all service requests, scheduling to ensure adequate coverage, workload balancing, advising/providing direction, processing permit applications and responding to residents/Councillors inquiries.

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

Not creating this position will result in delays in responses to service requests along with providing direction/advice to Officers with respect to investigation/enforcement files and ultimately the timely resolution of By-law contraventions. Also not having expanded Supervisory oversight during the 10.5 hour/work day - seven (7) day work week will create employer liabilities with respect to the Occupational Health & Safety Act.

IV. Recommendation - Proposed Service Level Impact

Creating this position will improve the service level provided by the Division to the residents of the Town along with reducing our employer liabilities under the Occupational Health & Safety Act.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 115,387 | 7,400 | 137,956 |
| Total Tax Impact | | | | | | 122,787 | | |
| Expenditures | | | | | | | | |
| Supervisor, Municipal Law Enforcement | 1 | | 10 | 86,805 | 26,042 | 112,847 | | 135,416 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,900 | |
| Training/Development/Seminars | | | | | | 500 | | 500 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|---------------------|
| Request | 2022-052 Supervisor - Municipal Law Enforcement Services Division | | |
| Department | Building & Municipal Law Enforcement | Division | Regulatory Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 500 | | 500 |
| Uniforms/Protective Clothing | | | | | | 500 | | 500 |
| Operating Supplies | | | | | | 250 | | 250 |
| Mobile Phones / Pagers | | | | | | 240 | | 240 |
| Expenditures Total | 1 | | | | | 115,387 | 7,400 | 137,956 |

Attributes

| Attribute | Value | Comment |
|--|---|---------|
| Department | 014 Building & Municipal Law Enforcement Services | |
| Division | 475 Regulatory Services | |
| Director | Mark Sraga | |
| Requested By: | Mark Sraga | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-----------------------------|
| Request | 2022-054 Summer Students - Building Services Division | | |
| Department | Building & Municipal Law Enforcement | Division | Building & Support Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

To create two summer student positions in the Building Division to assist with supporting functions during the high volume summer months. The creation of these positions will also enable the Building Division to create opportunities for post secondary students seeking to become Building Officials with direct job experience along with enabling the Town to identify quality candidates for future permanent employment opportunities. The positions will be fully funded by the Building Permit Stabilization Reserve.

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

Currently there are no such positions within the Building Services Division.

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

Not creating these two (2) positions will result in a reduction in service levels as the summer months see's an increase in building permit applications and corresponds to reduced staffing levels due to summer vacation requests.

IV. Recommendation - Proposed Service Level Impact

Creation of these two (2) positions will result in sustained or improved service levels for the Division as it will enable the Building Division to process permit applications and complete other administrative functions by these summerpositions.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Summer Student | | 2 | 12 | 26,356 | 3,163 | 29,519 | | 29,519 |
| Furniture/Fixtures | | | | | | | 5,000 | |
| Maintenance Contracts - IT | | | | | | 1,100 | | 1,100 |
| New Staff Technology | | | | | | | 8,800 | |
| Operating Supplies | | | | | | 250 | | 250 |

TOWN OF CALEDON

Change in Service Level

| | | | | |
|---------------------|---|-----------------|-----------------------------|---------------|
| Request | 2022-054 Summer Students - Building Services Division | | | |
| Department | Building & Municipal Law Enforcement | Division | Building & Support Services | |
| Version | Department Submission - Pre | Year | 2022 | |
| Expenditures | Total | 2 | 30,869 | 13,800 |
| | | | 30,869 | |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------|--------------|--------|------|-----------|------------|-----------------|-----------------|-----------------|
| Funding | | | | | | | | |
| Reserve Fund To Revenue | | | | | | (30,869) | (13,800) | (30,869) |
| Funding | Total | | | | | (30,869) | (13,800) | (30,869) |

Attributes

| Attribute | Value | Comment |
|--|---|---------|
| Department | 014 Building & Municipal Law Enforcement Services | |
| Division | 145 Building & Support Services | |
| Director | Mark Sraga | |
| Requested By: | Mark Sraga | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

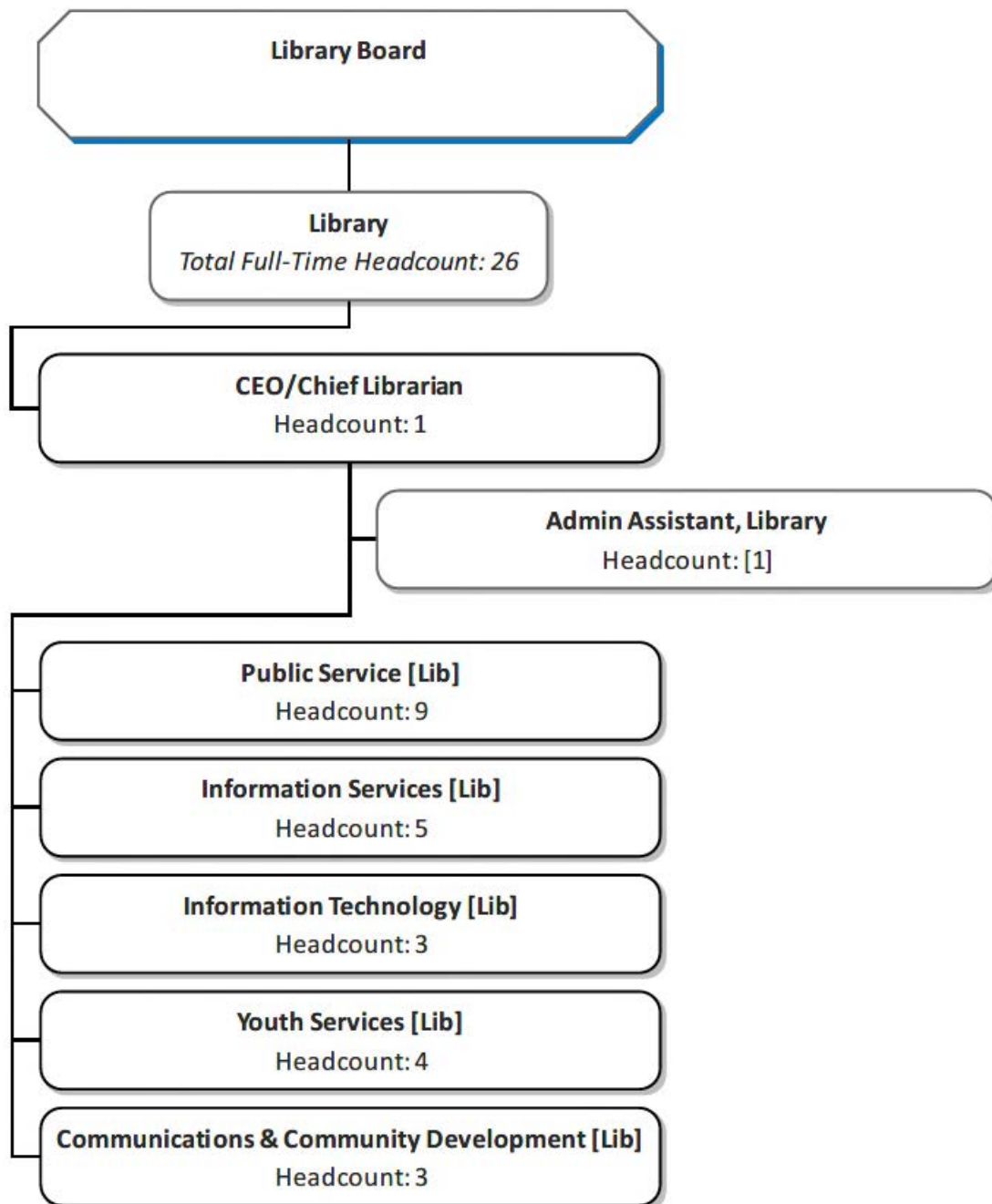
ANNUAL BUDGET FISCAL YEAR 2022

Caledon Public Library



Caledon Public Library

Roles & Structure



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

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

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

These roles align with the Board's newly approved strategic priorities to Grow and Innovate, Respond to Community Needs, Celebrate Culture and Inclusion, and Demonstrate our Value.

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

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

2021 Achievements

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

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

2022 Priorities

Office of the CEO/Chief Librarian

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

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

Public Service

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

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

- Eliminating any barriers to service, including the proposed move to fine-free lending;
- Remaining responsive to provincial regulations and public health recommendations, ensuring that residents are able to safely continue accessing library branches and materials; and
- Ensuring that front-line staff have the necessary equipment and training to safely deliver library services.

Information Services and Youth Services

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

Information Technology

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

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

Communications and Community Development

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

TOWN OF CALEDON
2022 OPERATING BUDGET TEMPLATE - CALEDON PUBLIC LIBRARY

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget (C) = (A) + (B) | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | | (L) = (C) TO (K) |
|--------------------|-------------|---------------------|-------------------------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|----------|---|---------------------------|------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget | |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | | (L) = (C) TO (K) |
| Revenues | (\$133,110) | | (\$133,110) | | | | | | | (\$650) | | | (\$133,760) |
| Expenses | \$4,521,138 | | \$4,521,138 | | \$187,602 | \$29,848 | \$4,880 | \$45,577 | | | (\$5,260) | | \$4,783,785 |
| Net Exp./(Rev.) | \$4,388,028 | \$0 | \$4,388,028 | \$0 | \$187,602 | \$29,848 | \$4,880 | \$45,577 | \$0 | (\$650) | (\$5,260) | | \$4,650,025 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| | | | \$0 | (\$133,760) | |
| (\$63,880) | | | (\$63,880) | \$4,719,905 | |
| (\$63,880) | \$0 | \$0 | (\$63,880) | \$4,586,145 | |

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

% Increase/(Decrease)

\$198,117

4.51%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 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 - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1

\$4,388,028

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

\$0

| | | |
|---|--|--|
| 1 | | |
| 2 | | |

E - Increases in employee compensation (existing staff)

\$187,602

| | | |
|---|---|-----------|
| 3 | Salaries and Benefits - Increases related to COLA, Grade and Grid moves | \$187,602 |
| 4 | | |

F - Annualization of New Staff approved in the 2021 Budget

\$29,848

| | | |
|---|---|----------|
| 5 | Annualized costs of Coordinator - Information Technology, within the Library's IT Department - 2021 CISL-17 | \$29,848 |
| 6 | | |

G - Annualization of Services approved in the 2021 Budget

\$4,880

| | | |
|---|---|---------|
| 7 | Annualized Operating costs of Expanded Digital Library Resources - 2021 CISL-18 | \$4,500 |
| 8 | Annualized Operating costs of Coordinator - Information Technology, within the Library's IT Department - 2021 CISL-17 | \$380 |

H - Inflationary Adjustments

\$45,577

| | | |
|----|-------------------------------|----------|
| 9 | Courier | \$13,400 |
| 10 | Automation | \$10,200 |
| 11 | Rental-Facility | \$5,136 |
| 12 | Training/Development/Seminars | \$4,845 |
| 13 | Contracted Services | \$4,640 |

APPENDIX 2 - UNAVOIDABLE

| | | |
|----|-------------------------------|---------|
| 14 | Computer Services | \$2,520 |
| 15 | Insurance | \$1,331 |
| 16 | Printing & Advertising | \$1,300 |
| 17 | Operating Supplies | \$1,120 |
| 18 | Mobile Phones/Pagers | \$650 |
| 19 | Software Licence Subscription | \$285 |
| 20 | Maint & Repairs-A/V Equip | \$150 |

I - Increases/(Decreases) for Utilities

\$0

| | | |
|----|---------------------|--|
| 21 | Natural Gas/Propane | |
| 22 | Electricity | |
| 23 | Water | |

J - Revenue (Increases)/Decreases

(\$650)

| | | |
|----|--|---------|
| 24 | Reserve fund to revenue for Covid-related expenses | (\$650) |
|----|--|---------|

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

(\$5,260)

| | | |
|----|---|-----------|
| 25 | Telephone charges related to operating impact of capital project 21-008 Capital Project 21-008 Library IT equipment | \$960 |
| 26 | Software subscription related to operating impact of capital project 21-008 Capital Project 21-008 Library IT equipment | \$400 |
| 27 | Removal of one-time costs Coordinator - Information Technology, within the Library's IT Department - 2021 CISL-17 | (\$6,620) |

Net Unavoidable Increases/(Decreases)

\$261,997

L Adjusted Base Budget for CALEDON PUBLIC LIBRARY

\$4,650,025

(This figure should match to Column M of Appendix 1 - 2021 Operating Budget Template Summary)

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 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* \$4,650,025

M - Service Delivery Efficiencies (\$63,880)

| | | |
|----|--------------------------------------|------------|
| 28 | Contracted Services | (\$58,680) |
| 29 | Software Licence Subscription | (\$1,800) |
| 30 | Mileage | (\$1,500) |
| 31 | Operating Supplies | (\$1,500) |
| 32 | Postage | (\$400) |

N - New Fees/Revenues \$0

| | | |
|----|--|--|
| 33 | | |
|----|--|--|

O - Fee Rate Increases \$0

| | | |
|----|--|--|
| 34 | | |
|----|--|--|

P - Total Recommended Reductions (\$63,880)

Q 2022 Budget to be presented to Council for CALEDON PUBLIC LIBRARY \$4,586,145

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

APPENDIX 4 - CHANGES IN SERVICE LEVELS

TOWN OF CALEDON 2022 OPERATING BUDGET

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CALEDON PUBLIC LIBRARY

| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|---|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | | |
| 35 | Elimination of Overdue Library Fines to foster a positive customer experience where all are welcomed and library use is encouraged. | \$30,000 | | Annual |
| 36 | Implementation of Fibre to Improve Connectivity at Albion Bolton, Caledon East and Margaret Dunn Branches | \$20,000 | | Annual |
| 37 | Conversion of Part-Time Coordinator, Communications and Community Development to effectively mitigate this increased and evolving scope and ensure that the Library is able to continue managing the status quo while also striving to meet the objectives of the strategic plan. | \$25,325 | 1.0 | Annual |
| 38 | New Full-Time Leadership Position - Director, Library Corporate Services and Projects as part of the Library's organizational review and in the resulting creation of a vision for a new structure that will effectively and efficiently manage CPL's efforts to serve a growing community. | \$82,130 | 1.0 | Part Year |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | | \$157,455 | | |
| | <i>ITEM</i> | <i>2021 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | | |
| 39 | | | | |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | | \$0 | | |
| GRAND TOTAL | | \$157,455 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|------------------|
| Request | 2022-004 Elimination of Overdue Library Fines | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

See Additional information on the attached MEMO.

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

See Additional information on the attached MEMO.

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

See Additional information on the attached MEMO.

IV. Recommendation - Proposed Service Level Impact

See Additional information on the attached MEMO.

Operating Impact

Net Tax Impact

Total Tax Impact

| FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| | | | | | 30,000 | - | 30,000 |
| | | | | | 30,000 | | |

Funding

Fines/Fees

Funding

Total

| | | | | | | | |
|--|--|--|--|--|--------|--|--------|
| | | | | | 30,000 | | 30,000 |
| | | | | | 30,000 | | 30,000 |

Attributes

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

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|---|-----------------|------------------|
| Request | 2022-004 Elimination of Overdue Library Fines | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|---|---------|
| Attribute | Value | Comment |
| Department | 017 Caledon Public Library | |
| Division | 365 Lending Services | |
| Director | Colleen Lipp | |
| Requested By: | Colleen Lipp | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | See additional information on the attached memo | |
| Implementation Plan | See additional information on the attached memo | |

Memorandum

Date: September 28, 2021

To: Members of Council

From: Colleen Lipp, CEO/Chief Librarian, Caledon Public Library

Subject: Additional Information relating to Change in Service Level 2022-004 Elimination of Overdue Library Fines

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2022-004 Elimination of Overdue Library Fines

Description

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

The Caledon Public Library Board is seeking Council support to permanently eliminate the accrual and collection of overdue fines. A fine-free service model fosters a positive customer experience where all are welcomed and library use is encouraged, rather than one where residents are hindered from making use of beneficial community resources and services.

In 2019, the American Library Association (ALA) amended their stance on fines, claiming that they “fundamentally oppose the creation of economic barriers to access services and resources” and they encourage libraries of all types to eliminate economic barriers that may disadvantage their users.

While most libraries have long subscribed to the belief that overdue fines encourage patrons to return items promptly, recent evidence has demonstrated that fines can actually deter patrons from returning items at all and outstanding account balances can prevent residents from accessing beneficial library services. As a result, there is a steadily growing trend within Canadian libraries to eliminate overdue fines as a means of reducing barriers that may contribute to the marginalization of vulnerable community members. These efforts have been further prompted by the pandemic and the resulting economic struggles faced by many individuals and businesses.

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

The accrual of overdue fines has been suspended since the onset of the pandemic in March 2020. Council support for the elimination of fines through to December 31, 2021 was granted as per the recommendation of the Town’s Community Recovery Committee. Prior

to March 2020, overdue fines were accrued and collected as per the terms of the CPL Operational Policy (CPL-16-04). A relevant excerpt is attached for Council's information.

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

It is expected that a return to the accrual of overdue fines after nearly two years, will result in the significant dissatisfaction and frustration of residents. This will negatively impact the customer experience. Staff interactions with the public will focus on the punitive aspects of library fine collection, rather than value added services including readers' advisory, information referrals, and digital literacy assistance. Front-line staff will once again be responsible for arbitrarily determining which fines can be waived and which must be paid.

IV. Recommendation – Proposed Service Level Impact

The currently proposed elimination of overdue fines will result in a decrease of \$30,000, reducing 2022 budgeted Fines and Fees revenue to \$10,000.

Despite Caledon's growth, overdue fine revenue has remained consistent in recent years and notable declines in actual revenue are expected in the years ahead, even with no changes to the Library's current fine collection policies.

The Library's Integrated Library System (ILS) provides pre-due email reminders and patrons are also able to easily renew items online – effectively avoiding overdue fines. The ongoing shift to digital collections is also contributing to this decline as eBooks are automatically returned upon their due date.

A fine free model does not eliminate a customer's responsibility for returning items. The Library will continue to collect the replacement cost for items that are not returned within a reasonable period of time or are returned in poor condition. Patrons with long overdue items will automatically be charged for the replacement value of the materials and will be blocked from borrowing further items until the lost item is returned. Upon return, the value of the item will be credited and they will once again be eligible to borrow materials.

Attributes

Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|--|
| In lieu of removing fines on all Library materials, a fine-free model could be applied only to children's titles or accounts. | This approach would benefit families and support the Library's early literacy initiatives. However, this option would have no impact on other groups who could benefit from the elimination of overdue fees. | It is estimated that this option would result in a \$5000 reduction to budgeted revenue. |

Implementation Plan

The Library's related policies and procedures will be revised to reflect the long-term elimination of overdue fines. This will include revisions to the scheduling of pre-due and overdue notices as well as the period after which patrons are charged a replacement value for long overdue items. Hotspot connectivity will continue to be deactivated if devices are not returned on their due date. These measures will encourage the prompt return of materials and reduce long waiting lists for popular materials. The move to a formal fine-free approach will be broadly communicated to residents. It is anticipated that this will encourage the return of patrons who have long avoided use of the library due to outstanding accounts.

Relevant portion of Caledon Public Library Operational Policy (CPL-16-04)

Overdue Fines

Late fines accrue for items returned after their due date. Items must be returned (or renewed if possible) before closing time on the due date. The cost of replacing the materials and a processing charge is charged to the patron if the materials are not returned within 45 days of their due date, and borrowing privileges may be suspended when materials remain long overdue. Borrowing privileges will also be suspended when a patron has accumulated \$20.00 or more in fines. The Board reserves the right to refer any outstanding account in excess of \$200.00 to a collection agency.

| Type of Material | Fines |
|---|---|
| Adult/Young Adult Materials (including magazines and audiobooks) | \$0.25/day to maximum of \$10.00 per item |
| DVDs and Video Games | \$1.00/day to maximum of \$10.00 per item |
| <i>Fast Lane – Print</i> | \$1.00/day to a maximum of \$10.00 per item |
| <i>Fast Lane - DVDs</i> | \$2.00/day to a maximum of \$10.00 per item |
| Children's Materials (borrowed on a child's card) | \$0.05/day to a maximum of \$5.00 per item |
| Children's Materials (borrowed on an adult card) | \$0.25/day to maximum of \$10.00 per item |
| <i>Hotspots</i> | \$2.00/day to a maximum of \$10.00 per item |
| E-books and E-audiobooks | No Fines |

Late fines for special collections may vary.

One week after the due date the patron will receive a reminder via automated phone call or email; a second automated call or email will be made to those who have not returned their materials within 30 days of the due date. A bill will be mailed for any long overdue materials for which replacement charges have been applied. Where possible the charge will be at actual cost. If such cost is not available, average replacement costs will be applied. A non-refundable \$3.00 processing fee will also be added to the replacement value of all overdue items.

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|------------------|
| Request | 2022-006 Implementation of Fibre to Improve Connectivity at Albion Bolton, Caledon East and | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The proposed installation of fibre will strengthen the Library's inter-branch network, enhance connectivity speeds for the public and staff and ensure continuity of services. The Library has long relied on the Public Sector Network (PSN) as the primary broadband provider to the Albion Bolton, Caledon East and Margaret Dunn Valleywood Branches. With the increased reliance on video meetings and the imminent creation of a maker and co-working space at the Margaret Dunn location, it has become evident that this level of connectivity is no longer sufficient to meet the needs of Library users or staff. There is also currently no redundant solution in place to ensure continuity of services should the PSN service be disrupted.

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

Connectivity to these three branches is currently provided via the Public Sector Network (PSN). While there is no charge to the Library for this service, the quality of the connection does not adequately support the needs of public and staff. The current service level also does not allow for a redundant connection, allowing for disruptions in public service and staff.

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

The risks of not implementing this change are significant. These include reduced service levels, customer satisfaction and staff productivity as a result of inadequate connectivity rates and possible downtime due to the lack of a redundant connection. As the Bolton Branch is the hub of the Library's network, any disruption to connectivity at this location has implications across all seven (7) branches.

IV. Recommendation - Proposed Service Level Impact

The proposed solution, to install fibre connection to service these three branches, will mirror the level of service currently in place at the Southfields Village Branch and allow the existing PSN service to function as a redundant connection - ensuring continuity of service and staff productivity. This improved connection will also support the delivery of hybrid programming, virtual meetings, maker technologies and services to businesses.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|--------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Net Tax Impact | | | | | | 17,000 | 3,000 | 17,000 |
| Total Tax Impact | | | | | | 20,000 | | |
| Expenditures | | | | | | | | |
| Contracted Services | | | | | | | 3,000 | |
| Computer Services | | | | | | 17,000 | | 17,000 |
| Expenditures Total | | | | | | 17,000 | 3,000 | 17,000 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|------------------|
| Request | 2022-006 Implementation of Fibre to Improve Connectivity at Albion Bolton, Caledon East and | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

Attributes

| Attribute | Value | Comment |
|--|---|------------------|
| Department | 017 Caledon Public Library | |
| Division | 365 Lending Services | |
| Director | Colleen Lipp | |
| Requested By: | Colleen Lipp | |
| Council Work Plan Priority | Connected Community | |
| General Location | Multiple Wards (Please Indicate in Comments) | Wards 2, 3 and 5 |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | See additional information on the attached memo | |
| Implementation Plan | See additional information on the attached memo | |

Memorandum

Date: September 28, 2021

To: Members of Council

From: Colleen Lipp, CEO/Chief Librarian, Caledon Public Library

Subject: Additional Information relating to Change in Service Level 2022-006 Implementation of Fibre to Improve Connectivity at Albion Bolton, Caledon East and Margaret Dunn Valleywood branches

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2022-006 Implementation of Fibre to Improve Connectivity at Albion Bolton, Caledon East and Margaret Dunn Valleywood branches

Attributes

Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|---|--|
| Delay the installation until mid-year. | The project will be informed by the results of the proposed Town-Library and will align with the opening of the reimagined Margaret Dunn branch. However, this would extend current challenges and risk of service disruptions. | This delay would reduce the 2022 costs to \$11,500, leaving the annualized impact unchanged at \$17,000. |

Implementation Plan

Project costs include the annual connectivity costs as well as one-time consulting fees to ensure that the infrastructure is properly installed and configured. Timing of installation is reliant on the availability of the service provider as well as confirmation of an easement from the Albion Bolton Agricultural Society, allowing the cable to be pulled beneath Society lands and into the Albion Bolton Branch.

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|------------------|
| Request | 2022-010 Conversion of Part-Time Coordinator, Communications and Community Development | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

See additional information on the attached MEMO.

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

See additional information on the attached MEMO.

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

See additional information on the attached MEMO.

IV. Recommendation - Proposed Service Level Impact

See additional information on the attached MEMO.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------------------|----------|-----------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 25,325 | - | 25,325 |
| Total Tax Impact | | | | | | 25,325 | | |
| Expenditures | | | | | | | | |
| Coordinator, Communications | 1 | | 12 | 76,100 | 22,830 | 98,930 | | 98,930 |
| Part-time Coordinator, Communications | | -1 | 12 | (60,806) | (13,049) | (73,855) | | (73,855) |
| Training/Development/Seminars | | | | | | 250 | | 250 |
| Expenditures Total | 1 | -1 | | | | 25,325 | | 25,325 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|------------------|
| Request | 2022-010 Conversion of Part-Time Coordinator, Communications and Community Development | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|---|---------|
| Attribute | Value | Comment |
| Department | 017 Caledon Public Library | |
| Division | 365 Lending Services | |
| Director | Colleen Lipp | |
| Requested By: | Colleen Lipp | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | No | |
| Status | Funded | |
| Alternatives Considered | See additional information on the attached memo. | |
| Implementation Plan | The conversion of this existing position can be swiftly and simply implemented. There are no constraints that would hinder its application. | |

Memorandum

Date: September 28, 2021

To: Members of Council

From: Colleen Lipp, CEO/Chief Librarian, Caledon Public Library

Subject: Additional Information relating to Change in Service Level 2022-010 Conversion of Part-time Coordinator

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2022-010 Conversion of Part-time Coordinator

Description

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

The Caledon Public Library Board is seeking Council support to convert an existing part-time Coordinator, Communication and Community Development position to full-time.

The work of the Library's Communications and Community Development (CCD) Department is diverse and includes crafting the Library's communications and promotions, supporting the Library's website and social media as well as partnership development and event and outreach planning. The department also leads the Library's effort to celebrate and highlight Caledon culture including local artists, authors and performers. In recent years, this department's responsibilities have grown to include the preparation of grant applications, fund raising and sponsorship development. The Coordinator is instrumental in all aspects of the Department's work.

An increase in staff capacity is required to effectively mitigate this increased and evolving scope and ensure that the Library is able to continue managing the status quo while also striving to meet the objectives of the strategic plan.

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

This part-time position is currently scheduled for 28 hours per week and, along with two full-time Coordinators, reports to the Library's Manager, Communications and Community Development (CCD).

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 conversion would likely result in the department's inability to maintain current standards, reductions in the quality and quantity of deliverables and delays in implementing planned strategic priorities. This would also have a long-term impact on staff morale and engagement.

IV. Recommendation – Proposed Service Level Impact

The proposed change in service reflects a move to a full-time 35 hour per week schedule and the provision of extended health benefits. This investment will increase the Library's capacity and ability to effectively manage growth and the unavoidable shift in library services.

The Communications and Community Development Department functions as a support to the work of their Library colleagues by raising resident awareness of available programs, collections, and services. As such, any increase to or change in services has immediate impacts on the department's workload. This is compounded by the need to provide services both in person and virtually, the number of significant projects currently underway, and the ambitious goals identified within our strategic plan.

Though the proposed conversion will result in only 7 additional staff hours per week, it is anticipated that these hours will provide the Communications and Community Development team with much needed additional capacity in the long term.

Attributes

Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|---|
| Delay the conversion until mid-year. | This delay would extend the current workload challenges until July 2022 and negatively impact the Library's ability to undertake or complete planned priorities. | This would reduce the initial 2022 impact to \$12,615, leaving the annualized impact unchanged at \$25,330. |
| Outsource some aspects of the department's work to third-party vendors/consultants. | This approach would reduce workload in some areas while increasing staff responsibilities and time related to procurement and vendor management. Required expertise is already in place within the department. | It is difficult to specify exact costing, but it is anticipated that this would require greater investment. |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|------------------|
| Request | 2022-013 New Full-Time Leadership Position - Director, Library Corporate Services and Projects | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

See additional information on the attached MEMO.

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

See additional information on the attached MEMO.

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

See additional information on the attached MEMO.

IV. Recommendation - Proposed Service Level Impact

See additional information on the attached MEMO.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 75,230 | 6,900 | 147,880 |
| Total Tax Impact | | | | | | 82,130 | | |
| Expenditures | | | | | | | | |
| | 1 | | 6 | 55,877 | 16,763 | 72,640 | | 145,280 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 1,090 | | 1,450 |
| Mobile Phones / Pagers | | | | | | 950 | | 600 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|------------------|
| Request | 2022-013 New Full-Time Leadership Position - Director, Library Corporate Services and Projects | | |
| Department | Caledon Public Library | Division | Lending Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Expenditures | | | | | | | | |
| Software Licence Subscription | | | | | | 550 | | 550 |
| Expenditures Total | 1 | | | | | 75,230 | 6,900 | 147,880 |

Attributes

| Attribute | Value | Comment |
|--|---|--|
| Department | 017 Caledon Public Library | |
| Division | 365 Lending Services | |
| Director | Colleen Lipp | |
| Requested By: | Colleen Lipp | |
| Council Work Plan Priority | Sustainable Growth | Sustainable Growth and Improved Customer Service |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | See additional information on the attached memo | |
| Implementation Plan | See additional information on the attached memo | |

Memorandum

Date: September 28, 2021

To: Members of Council

From: Colleen Lipp, CEO/Chief Librarian, Caledon Public Library

Subject: Additional Information relating to Change in Service Level 2022-013 New Full-Time Leadership Position - Director, Library Corporate Services and Projects

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2022-013 New Full-Time Leadership Position - Director, Library Corporate Services and Projects

Description

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

The need for additional senior leadership positions was initially identified as part of the Library's organizational review and in the resulting creation of a vision for a new structure that will effectively and efficiently manage CPL's efforts to serve a growing community.

The proposed creation of a new director-level position responsible for Corporate Services and Projects is prompted by the number of significant projects and initiatives on the Library's workplan. This includes the reimagining of the Margaret Dunn Valleywood Branch, the relocation of the Caledon East Branch, the completion of a new master plan, and the construction of a new branch in Mayfield West 2. Additional capacity is required to manage this work, along with the related procurement, financial, fund development and human resource implications of this growth.

The additional workload over the past year, resulting from the management of the Albion Bolton renovation and the recently completed strategic plan, has demonstrated that the current leadership complement will not be able to sustain this growing impact in the longer term.

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

There are no Library positions dedicated to project management, planning, procurement, finance or human resources and the vast majority of this work currently falls to the CEO/Chief Librarian – with support of the Library's Management Team and relevant Town department when feasible. Library leadership's current workload is challenging and additional capacity is required to meet current and future demands.

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

A delayed investment will hinder the Library's ability to effectively implement planned priorities and funded projects. Current workloads continue to test administrative capacity and are unsustainable in both the short and long term. The Library's Management Team is already spread thin and any further increase to the scope of leadership responsibilities is not feasible without negatively impacting the quality and pace of productivity as well as team morale and wellbeing.

IV. Recommendation – Proposed Service Level Impact

The Director, Corporate Services and Projects will be charged with oversight of the Library's Information Technology and Communications & Community Development Departments. This role will also provide the Library with crucial internal expertise in finance, human resources and project management and will act as liaison to relevant Town departments and as a key advisor to the CEO/Chief Librarian.

This position will provide the Library with increased capacity and an assurance that project timelines and projections can be managed and best practices are implemented. The Director will also assume responsibility for the Library's increased efforts to secure grant funding, including the tracking of resulting projects, related claims and required reports to funders.

Attributes

Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|--|--|
| Delay the recruitment of this position until mid-year 2022 | This will reduce the initial financial impact, however will extend the current capacity challenges and hinder the new position's necessary contributions to the Library Master Plan and 2023 budget preparations. | This delay would reduce the initial 2022 impact to \$81,370, leaving the annualized impact unchanged at \$147,880. |
| Delay the recruitment of this position until Q4 2022 | This will reduce the initial financial impact, however will further extend the current capacity challenges and eliminate the new position's necessary contributions to the Library Master Plan and 2023 budget preparations. | This delay would reduce the initial 2022 impact to \$44,740, leaving the annualized impact unchanged at \$147,880 |

Implementation Plan

Pending approval, the first quarter of 2022 will be dedicated to the development of the position description and recruitment of the successful candidate in anticipation of an April start date. It is anticipated that this will provide ample time for onboarding in advance of the finalization of the Library's Master Plan, the reopening of the Margaret Dunn Valleywood Branch and the development of the Library's 2023 budget proposal – all projects that will benefit from the addition of this new position.

ANNUAL BUDGET FISCAL YEAR 2022

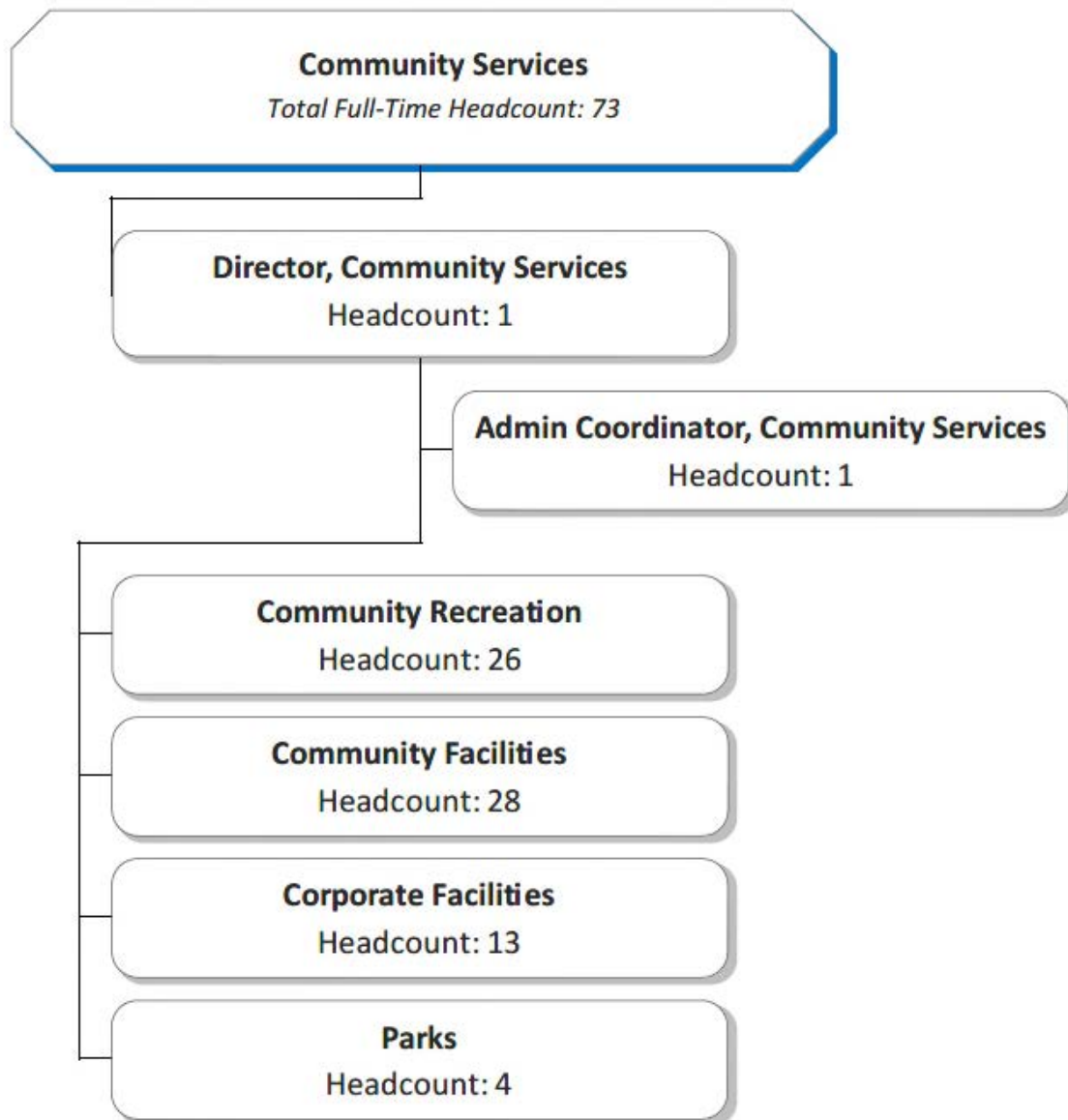
Community Services

2022



Community Services

Roles & Structure



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

The Department is focused on meeting and exceeding the needs of the community through active engagement, strengthening partnerships, managing agreements, implementing policies, all with a collaborative goal of delivering quality services and amenities for the community to enjoy.

Community Services Department

- Provide safe, daily operations, maintenance and administration for 45 Town-owned and leased Community and Corporate facilities, representing approximately 660,000 square feet of indoor space.
- Delivery of facility-based capital projects including asset and life cycle management to protect and preserve Town's facility-related assets.
- Encourage and promote active, accessible recreation and leisure opportunities resulting in healthy lifestyle choices throughout the community.
- Oversee and support initiatives focused on centralizing, strengthening, and seeking community, stakeholder and corporate partnerships.
- Develop and manage public property leases and joint-use agreements; recruit both non-profit and commercial community hub partners.
- Supporting local non-profit services, such as the Canadian South Asian Association, work closely with resident and affiliate groups to increase their service delivery capacity.
- Implementation of event strategies, marketing plans and staff visioning/training programs.
- Plan, design and construct community and neighbourhood parks based on community needs.
- Provides design expertise, and review/comment on planning applications and submissions working closely with the Planning Services and Development Services, Legal and Engineering services in the processing of development applications.
- Site inspection and release of landscape securities and administration of cash in lieu of parkland.

2021 Achievements

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

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

2022 Priorities

Community Facilities



- Advance proactive infrastructure development solutions for growth management.
- Seek opportunities to connect Caledon villages to help bridge the rural/urban divide.
- Implementation of Recreation and Parks Master Plan (2010), the Visioning Plan (2015) and the Facility Needs Assessment (2017).
- Enhance the Community Hub model through collaborative opportunities and leveraging the expertise of community groups and other partners to better service the community.
- Balance financial planning for operating and capital budgets; Manage reasonable community expectations.

Corporate Facilities



- Enhanced civic campus.
- Balance financial planning for operating and capital budgets.
- Manage reasonable community expectations.
- Implementing a series of renovations, alterations and new construction through the Sustainable Energy, Roof and Asphalt Replacement Programs.
- Implement the Yard Strategic Growth Plan including the Yard 2 expansion and the purchase of land for Yard.
- Incorporating energy savings, sustainability technologies and preservation of natural environment and heritage, when applicable and feasible.
- Develop a plan to reduce energy use (and carbon footprint) in all managed facilities with a focus on automated systems and energy conservation and sustainability.
- Seek opportunities to install EV chargers at Town facilities complete with building electrical upgrades as required.
- Continuous research and implementation of building retrofits and technologies in facilities.
- Design and build a dog park at the Caledon East Fire Hall Park.
- Execute design of the Caledon East Community Complex (CECC) Phase 3 and 4 expansion.

Community Recreation



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

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

Parks Services



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

TOWN OF CALEDON
2022 OPERATING BUDGET - COMMUNITY SERVICES

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|---------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-------------|----------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$7,579,539) | (\$25,000) | (\$7,604,539) | \$0 | (\$6,860) | (\$16,624) | \$0 | (\$7,453) | (\$5,000) | \$12,000 | \$37,890 | (\$7,590,586) |
| Expenses | \$15,885,277 | \$312,324 | \$16,197,601 | \$0 | \$233,073 | \$262,431 | \$137,765 | \$128,387 | (\$114,329) | \$30,000 | (\$10,679) | \$16,864,249 |
| Net Exp./(Rev.) | \$8,305,738 | \$287,324 | \$8,593,062 | \$0 | \$226,213 | \$245,807 | \$137,765 | \$120,934 | (\$119,329) | \$42,000 | \$27,211 | \$9,273,663 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|---|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| \$3,000 | \$0 | (\$26,549) | (\$23,549) | (\$7,614,135) | |
| (\$3,000) | \$0 | \$0 | (\$3,000) | \$16,861,249 | |
| \$0 | \$0 | (\$26,549) | (\$26,549) | \$9,247,114 | |
| Tax Increase/(Decrease) compared to "base budget" (C) | | | | \$654,052 | |
| % Increase/(Decrease) | | | | 7.6% | |

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME **COMMUNITY SERVICES**

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

C - 2021 Council Approved Budget - Net - "2022 Base Budget" in Appendix 1

\$8,593,062

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

\$0

E - Increases in employee compensation (existing staff)

\$226,213

Salaries and Benefits - Increases related to COLA, Grade and Grid moves

\$226,213

F - Annualization of New Staff approved in the 2021 Budget

\$245,807

2021 Budget Change in Service Level 33 - Operations Coordinator, Bolton Family

\$49,883

2021 Budget Change in Service Level 30 - Conversion of Facility Maintenance at Town

\$9,644

Staff Report 2021-0271 Change in Service Level 6 - Parks Manager and Parks Facilitator

\$154,210

Staff Report 2021-0309 Conversion of aquatics positions from casual to full-time

\$32,070

G - Annualization of Services approved in the 2021 Budget

\$137,765

Impact of Change In Service Levels approved as part of 2021 Budget and in-year council

\$137,765

Contracting winter parking lot plowing/maintenance at community facilities

\$105,000

Personnel expenses approved as part Staff Report 2021-0271 for Parks

\$4,725

Personnel expenses approved as part 2021 Budget Change in Service Level 33

\$420

Operating budget impact resulting from the John Clarkson Park Ice Track capital project

\$27,600

H - Inflationary Adjustments

\$120,934

Insurance for recreational facility

\$57,730

Contracted Services, maintenance and repairs for corporate facilities

\$17,154

Other programming operational expenses

\$16,850

Contracted Services, maintenance and repairs for recreation facilities

\$16,748

Other operating expenses for facilities management

\$9,490

Insurance for corporate facility

\$6,424

OPP recoveries from Region of Peel

(\$3,462)

I - Increases/(Decreases) for Utilities

(\$119,329)

APPENDIX 2 - UNAVOIDABLE

| | |
|-------------|-------------|
| Natural Gas | (\$23,584) |
| Electricity | (\$104,085) |
| Water | \$8,340 |

J - Revenue (Increases)/Decreases

\$42,000

| | |
|---|----------|
| Reduce capital project recoveries relating to staff involvement | \$30,000 |
| Reduce fire hub lease revenue | \$12,000 |

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

\$27,211

| | |
|--|------------|
| Year 3 operating impact phase-in of Caledon East Community Complex expansion | \$110,360 |
| Removal of one-time contingency funds earmarked for Staff Report 2021-0271 Change in Service Level 6 - Parks Manager and Parks Facilitator | \$45,890 |
| Council resolution from Staff Report 2021-0211 regarding Melville White Church insurance grant | \$4,000 |
| Increased revenue resulting from ABUCC programing room enhancement | (\$8,000) |
| Energy savings expected from LED retrofit capital project 19-061 at ABUCC | (\$18,000) |
| Operating budget impact resulting from cancelled Inglewood Community Centre | (\$42,039) |
| Removal of one-time furniture/fixture costs resulting from 2021 Change in Service Levels | (\$65,000) |

Net Unavoidable Increases/(Decreases)

\$680,601

L - Adjusted Base Budget for COMMUNITY SERVICES

\$9,273,663

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: COMMUNITY SERVICES

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2 \$9,273,663

M - Service Delivery Efficiencies \$0

| | |
|--|--|
| | |
| | |
| | |
| | |
| | |

N - New Fees/Revenues \$0

| | |
|--|--|
| | |
| | |
| | |
| | |

O - Fee Rate Increases (\$26,549)

| | |
|---|------------|
| Inflationary adjustments for program revenues | (\$10,223) |
| Inflationary adjustments for rental revenues | (\$16,326) |
| | |
| | |

P - Total Recommended Reductions (\$26,549)

Q - 2022 Budget to be presented to Council for COMMUNITY SERVICES \$9,247,114

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

**TOWN OF CALEDON
2022 OPERATING BUDGET**

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: COMMUNITY SERVICES

| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|---|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | |
| 2022-005 Event and Community Development Positions To lead and support community, corporate and council events and initiatives and to lead Town led events, support the Mayor's office in Council involved or led events, support the Safe Events Caledon program, and increase the level of support provided to community led events, groups and organizations. | \$175,713 | 1.0 | Part Year |
| 2022-018 Specialty Inclusion Programmer Required need to meet inclusive and Accessibility for Ontarians with Disabilities (AODA) requirements, in addition to increase in program and service demands. | \$38,798 | 1.0 | Part Year |
| 2022-031 Supervisor, Off-campus Facilities Responsible for all Fire Stations, Heritage Facilities, Animal Shelter, Works Yards and various other properties throughout the Town. | \$50,007 | 1.0 | Part Year |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | \$264,518 | | |
| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | |
| 2022-007 Caledon East Community Centre Expansion Estimated annual operating budget impact of the full proposed CECC expansion (phase 4). Proposed budget to be phased in over a three year period. | \$471,811 | 7.0 | Phase-In Year 1 of 3 |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | \$471,811 | | |
| GRAND TOTAL | \$736,329 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|------------------|
| Request | 2022-005 Event and Community Development PFT Positions | | |
| Department | Community Services | Division | Support Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Full time event staff will support the current demand to lead and support community, corporate and council events and initiatives. The Events Programmer positions would lead Town led events, support the Mayor and Council Office in Council involved or led events, support the Safe Events Caledon program, and increase the level of support provided to community led events, groups and organizations. The Programmer positions will have essential rolls in delivering events such as Caledon Day at Albion Hills Conversation Area.

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

Currently, limited staff resources are dedicated to community or corporate events. Staff who currently support events have other responsibilities in addition to events (e.g. volunteers, partnerships, sponsorship, etc.). The demand for staff led events and support for community events has significantly increased in recent years, and has further multiplied through COVID-19 due to protocols and a decline in community based organization/volunteers support. Staff are regularly declining requests for event support due to lack of staff resources. Offering events moving forward will require additional resources and expertise to deliver safe events in alignment with regulations and protocols.

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

Reducing or removing this request would significantly impact the success of the Special Events Action Team program and opportunities to support Council, Corporate and Community Events. Community Development staff could only maintain pre-Covid capacities, with no further opportunity to support the community. Similar sized municipalities have on average a five person events teams to support the community and council. With the projected growth of the Town, increase in community demand for Town supported events, and additional safety protocols, the current level of support is not sustainable. Without these two positions, less events will be supported by the Community Services Department.

IV. Recommendation - Proposed Service Level Impact

Add two full time dedicated events staff to the Community Development event team. Service levels will be significantly impacted with less than two positions approved.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 160,913 | 14,800 | 188,479 |
| Total Tax Impact | | | | | | 175,713 | | |
| Expenditures | | | | | | | | |
| Full Time Event Programmers | 2 | | | 106,025 | 31,808 | 137,833 | | 165,399 |
| Furniture/Fixtures | | | | | | | 5,000 | |
| Maintenance Contracts - IT | | | | | | 1,100 | | 1,100 |
| Computer 2x | | | | | | | 8,800 | |
| Mobile Phone | | | | | | | 1,000 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|------------------|
| Request | 2022-005 Event and Community Development PFT Positions | | |
| Department | Community Services | Division | Support Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|--------|------|-----------|------------|-----------------|---------------|----------------|
| Expenditures | | | | | | | | |
| Training/Development/Seminars | | | | | | 1,500 | | 1,500 |
| Contracted Services | | | | | | 5,000 | | 5,000 |
| Operating Supplies | | | | | | 15,000 | | 15,000 |
| Mobile Phones / Pagers | | | | | | 480 | | 480 |
| Expenditures Total | 2 | | | | | 160,913 | 14,800 | 188,479 |

Attributes

| Attribute | Value | Comment |
|--|-------------------------------|---------|
| Department | 003 Community Services | |
| Division | 445 Support Services | |
| Director | Heather Savage | |
| Requested By: | Jessica Stovin | |
| Council Work Plan Priority | Connected Community | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | Immediate recruitment in 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|------------------------------|
| Request | 2022-018 Specialty Inclusion Programmer | | |
| Department | Community Services | Division | Programs & Community Develop |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

This request continues to be based on the required need to meet inclusive and Accessibility for Ontarians with Disabilities (AODA) requirements, in addition to increase in program and service demands. This position supports; AODA compliance (deadline 2025), program development, supervision, expansion of services (skating, camps, inclusion), staff training and development, specialized inclusion training, persons with disabilities intake and participation profiles.

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

This position was approved as part time as part of the 2021 budget, with the intention of increasing to full time through the 2022 budget process. With the significant increase in camp registrants, increase in demand and complexity of inclusion support requests, and the requirements of the Accessibility for Ontarians with Disabilities Act, an additional full time staff resource is required. The significant increase in the degree of staff support for individuals with disabilities has increased over the past five years and requires a dedicated staff resource who is trained and focused on ensuring participants and staff have a safe and quality experience.

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

Part time support does not meet the demand and does not appeal to candidates with the level of expertise required for this position. In order to support the current need and meet the "government's mission to offer full accessibility to all Ontarian's with disabilities by 2025" a staff person with expertise is required. Without this resource, the Coordinator will not have the capacity to provide enhanced support for participants, therefore having to turn residents away and look for alternative services. The ability to develop measures to meet and maintain AODA compliance by 2025 is not achievable with the current staff resources.

IV. Recommendation - Proposed Service Level Impact

Convert part time position to permanent full time. This will meet the demand and provide an appealing position to attract qualified candidates. The position will increase the efficiency and effectiveness of our inclusion processes and communication with the community, not to mention program delivery model with increased integration opportunities. Compliance with AODA and Provincial Legislation will be a primary focus of this position.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 31,398 | 7,400 | 84,990 |
| Total Tax Impact | | | | | | 38,798 | | |
| Expenditures | | | | | | | | |
| Programmer - Specialty Programs | 1 | | | 53,013 | 15,904 | 68,916 | | 82,700 |
| Programmer Casual Wages | | -1 | | (35,543) | (4,265) | (39,808) | | |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| Computer | | | | | | | 4,400 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|------------------------------|
| Request | 2022-018 Specialty Inclusion Programmer | | |
| Department | Community Services | Division | Programs & Community Develop |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|-----------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| Mobile Phone | | | | | | | 500 | |
| Training/Development/Seminars | | | | | | 750 | | 750 |
| Mileage | | | | | | 750 | | 750 |
| Mobile Phones / Pagers | | | | | | 240 | | 240 |
| Expenditures Total | 1 | -1 | | | | 31,398 | 7,400 | 84,990 |

Attributes

| Attribute | Value | Comment |
|--|----------------------------------|---------|
| Department | 003 Community Services | |
| Division | 455 Programs & Community Develop | |
| Director | Heather Savage | |
| Requested By: | Jessica Stovin | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | Immediate recruitment in 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-------------------------------|
| Request | 2022-031 Supervisor Off Campus Facilities | | |
| Department | Community Services | Division | Capital Project & Prprty Mgmt |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Supervisor Off Campus Facilities will be responsible for all Fire Stations, Heritage Facilities, Animal Shelter, Works Yards and various other properties throughout the Town totalling 38 properties and over 1.3 million square feet. This position will report to the Manager Corporate Facilities.

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

Currently there is one part time position to take care of the off campus facilities and the Facilities Manager actively manages the facilities including daily work orders, repairs and capital project management.

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

With very little resources available for the facilities active preventative maintenance and data anaylsis are not possible. This position will allow for a more proactive management of the facilities and improved work order completion and facility management. If the position is not completed the Manager Corporate Facilities will need to continue daily maintenance and work order completion for the Facilities.

IV. Recommendation - Proposed Service Level Impact

Increase the head count for the Corporate Facilities Division to include a Supervisor Off Campus Facilities. This position will require a truck to travel around town to maintain facilities this will be part of the Capital Project requests (22-101).

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 42,607 | 7,400 | 126,121 |
| Total Tax Impact | | | | | | 50,007 | | |
| Expenditures | | | | | | | | |
| Supervisor Off Campus Facilities | 1 | | | 32,121 | 9,636 | 41,757 | | 125,271 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,900 | |
| Mobile Phones / Pagers | | | | | | 300 | | 300 |

TOWN OF CALEDON

Change in Service Level

| | | | | |
|---------------------|---|-----------------|-------------------------------|--------------|
| Request | 2022-031 Supervisor Off Campus Facilities | | | |
| Department | Community Services | Division | Capital Project & Prprty Mgmt | |
| Version | Department Submission - Pre | Year | 2022 | |
| Expenditures | Total | 1 | 42,607 | 7,400 |
| | | | 126,121 | |

Operating Impact

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

| Attributes | | |
|--|--|--|
| Attribute | Value | Comment |
| Department | 003 Community Services | |
| Division | 155 Capital Project & Prprty Mgmt | |
| Director | Heather Savage | |
| Requested By: | Tom Darlow | |
| Council Work Plan Priority | Good Governance | |
| General Location | Multiple Wards (Please Indicate in Comments) | |
| Is there related capital | Yes | Capital Project 22-101Vehicle for Off-campus Facility Supervisor, est. cost \$55,000 |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|-------------------------|
| Request | 2022-007 Caledon East Community Centre Expansion Phase 4 | | |
| Department | Community Services | Division | Facilities & Operations |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

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

This request relates to the estimated annual operating budget impact of the full proposed CECC expansion (phase 4) which is proposed to be phased in over a three year period. The Phase 3 operating budget has already been approved to be phased in over a three year period starting in 2020.

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

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

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

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

IV. Recommendation - Proposed Service Level Impact

This proposed project and related operating costs include additional amenities to the facility that include a walking track, fitness centre, gymnasium, swimming pool, along with new program space and a library.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 471,811 | - | 1,415,437 |
| Total Tax Impact | | | | | | 471,811 | | |
| Expenditures | | | | | | | | |
| Library wage/benefits | | | | | | 252,730 | | 758,192 |
| Other operating expenses | | | | | | 10,350 | | 31,050 |
| Programming salaries/wages/benefits | | | | | | 106,510 | | 319,531 |
| Other operating expenses | | | | | | 25,357 | | 76,072 |
| Recreation/facility revenues | | | | | | (42,266) | | (126,800) |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|-------------------------|
| Request | 2022-007 Caledon East Community Centre Expansion Phase 4 | | |
| Department | Community Services | Division | Facilities & Operations |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|--------|--------|------|-----------|------------|-----------------|-------------|------------------|
| Expenditures | | | | | | | | |
| Facility wages/benefits | | | | | | 24,041 | | 72,125 |
| Utilities | | | | | | 44,000 | | 132,000 |
| Other operating expense | | | | | | 51,089 | | 153,267 |
| Expenditures Total | | | | | | 471,811 | | 1,415,437 |

Attributes

| Attribute | Value | Comment |
|--|-----------------------------|---------|
| Department | 003 Community Services | |
| Division | 465 Facilities & Operations | |
| Director | Heather Savage | |
| Requested By: | Heather Savage | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Ward 3 | |
| Is there related capital | Yes | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Unfunded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

Memorandum

Date: November 2021

To: Members of Council

From: Community Services and Library

Subject: Additional Information relating to Change in Service Level 2022-007 Caledon East Community Centre Expansion Phase 4

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

Description

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

Caledon East Community Centre (CECC) expansion Phases 3&4 combined was approved as a term of Council capital project in 2020. This request relates to the estimated annual operating budget impact of the full proposed CECC expansion (phase 4) which is proposed to be phased in over a three year period. The Phase 3 operating budget has already been approved to be phased in over a three year period starting in 2020. The intent to phase in the operating budget over three years is to ensure there is no large tax impacts in any one year and to provide funding for any start up costs/unfavourable variances in revenue when the facility becomes operational. Staff proposed this Change in Service Level request be unfunded in 2022 and to start the phase in as part of the 2023 budget once the pandemic has ended.

These impacts include increased part-time staffing costs, the conversion of 2 Temporary Full-Time positions to 2 Full Time Operators, 1 new Fitness Programmer, 1 new Aquatics Programmer, increased utilities, operating expenditures and estimated program revenues. With this expansion, the (2) seasonal Temporary Full-Time positions would be converted to (2) Full-Time Operators to help maintain and operate the additional square footage added to this busy facility. A Fitness Programmer would be responsible for the new active living components/programming included within this expansion and the Aquatics Programmer would be responsible for the new swimming pool and associated programming to occur in the expanded facility.

The facility expansion also includes the relocation of the Caledon East Branch from its current location in the R.F.Hall Catholic Secondary School. This will result in the availability of a full-service public library branch to be open to the public 7 days per week from September to June and six days

per week in July and August. Anticipated costs are somewhat offset by the existing staffing levels (Part-time Public Service Coordinators scheduled for a total of 48 hours per week) and related budget and the elimination of \$48,000 in rent paid annually to the Dufferin Peel Catholic District School Board. New staffing requirements include 2 Full-Time Management positions, 2 Full-Time Coordinator Positions, 4 additional part-time staff, 4 additional casual staff and an increase in the scheduled hours for existing part-time staff.

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

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

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

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

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

IV. Recommendation – Proposed Service Level Impact

This proposed project and related operating costs include additional amenities to the facility that include a walking track, fitness centre, gymnasium, swimming pool, along with new program space and a library.

Implementation Plan

The renovation of the complex side is scheduled to be complete in 2020. The planned expansion will also be initiated in 2020 with a targeted completion in 2023. One-time costs related to furniture and computer for the new staff and other one-time costs will be funded from the phase-in of the operating budget via the tax-funded operating contingency reserve.

Proposed Caledon East Community Centre Phase 4 Operating Budget Request - Detailed Breakdown

| Revenues - Recreation & Facility Leases | | Phase 4 |
|--|-----------------------------------|------------------|
| 50010 | Snack Bar Sales | (8,000) |
| 50090 | Swimming Lessons | (91,800) |
| 50160 | Memberships | (13,500) |
| 50180 | Pay as you go | (4,500) |
| 50243 | Special Programs | (9,000) |
| 50250 | Program Registrations | |
| Total Recreation Revenues | | (126,800) |
| Expenses - Recreation & Facility Leases | | |
| 61510 | Salaries-Permanent | 138,866 |
| 61513 | Benefits-Permanent | 40,042 |
| 61520 | Wages-Casual Temporary | 126,867 |
| 61523 | Benefits-Casual Temporary | 13,756 |
| 61540 | Wages-CUPE | 55,481 |
| 61543 | Benefits-CUPE | 16,644 |
| 62011 | Office Supplies | 3,000 |
| 62014 | Uniforms/Protective Clothing | 5,065 |
| 62017 | Caretaking Supplies | 12,000 |
| 62018 | Operating Supplies | 41,750 |
| 62021 | Program Supplies | 14,257 |
| 62023 | Concession Purchases | 6,000 |
| 62112 | Maintenance & Repairs-Building | 18,000 |
| 62114 | Small Equipment Repair/Purchase | 16,677 |
| 62215 | Natural Gas | 30,000 |
| 62216 | Electricity | 90,000 |
| 62217 | Water/Waste Water | 12,000 |
| 62310 | Training | 4,000 |
| 62312 | Insurance | 5,000 |
| 62314 | Mileage | 450 |
| 62335 | Contracted Services | 100,000 |
| 62396 | Mobile communications | 540 |
| 62397 | Telephone | 1,500 |
| 62254 | Corporate IT Maintenance/Licenses | 1,100 |
| Total Recreation Expenses | | 752,995 |
| Recreation Net Operating Budget | | 626,195 |

Proposed Caledon East Community Centre Phase 4 Operating Budget Request - Detailed Breakdown

| Expenses - Library | | Phase 4 |
|--|---|-------------------------|
| 61510 | Salaries-Permanent | 319,533 |
| 61513 | Benefits-Permanent | 95,860 |
| 61520 | Wages-Casual Temporary | 438,931 |
| 61523 | Benefits-Casual Temporary | 52,672 |
| 61520 | Wages-Casual Temporary (existing PS Coordinators and Pages) | (125,600) |
| 61523 | Benefits-Casual Temporary(existing PS Coordinators and Pages) | (23,204) |
| 62017 | Caretaking Supplies | 1,500 |
| 62018 | Library Operating Supplies | 1,000 |
| 62305 | Library Connectivity | 6,000 |
| 62310 | Library Staff Training | 5,850 |
| 62335 | Insurance | 2,000 |
| 62396 | Mobile Phones/Pagers | 1,200 |
| 62397 | Library Telephony | 2,500 |
| 62414 | Library Programming - Adult Services | 2,000 |
| 62414 | Library Programming - Youth Services | 2,000 |
| 63037 | Library Software Licensing | 5,000 |
| 62335 | Library Contracted Services - Cleaning | 50,000 |
| 62331 | Facility rental-Existing Library rent paid to DPDSB | (48,000) |
| Recreation Net Operating Budget | | 789,242 |
| Net Cost/Budget | | 1,415,437 |
| Phase in Net Cost/Budget for 3 years: | | |
| | 2023 | 471,812 |
| | 2024 | 471,812 |
| | 2025 | 471,812 |
| | | <u><u>1,415,437</u></u> |

Any remaining budget for CECC phase 4 in 2023 will be contributed towards the operating contingency reserve and drawn upon in 2024 if required to fund start-up operations. The Operating budget costs and revenues phase in of the Expansion could vary depending on inflation, minimum wage increases, user fee changes etc and will be updated in necessary in upcoming budgets. The Operating Contingency Reserve will be used in 2024 to fund the first full year of operations while the budget is being phased in.

Proposed Caledon East Community Centre Phase 4 Operating Budget Request - Detailed Breakdown

New Permanent Full-Time Headcount Requested

| # | Function | Title | Type of new position | Annual Salary |
|---|------------|--------------------------------------|----------------------|---------------|
| 1 | Recreation | Events Programmer | New | 69,433 |
| 1 | Recreation | Aquatics Programmer | New | 69,433 |
| 1 | Recreation | Operations Facility Maintenance 1 | Conversion | 55,481 |
| 1 | Library | Library Senior Manager | New | 107,943 |
| 1 | Library | Library Branch Manager | New | 86,548 |
| 2 | Library | Library, Public Service Coordinators | New | 125,042 |

Corporate Services

2022



Corporate Services

Roles & Structure



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

Corporate Services is responsible for:

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

2021 Achievements

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

2022 Priorities

Council and Committee Services



- Administer the 2022 Municipal Election, inaugural meeting of Council and training and orientation of new Council members.

- Conduct a comprehensive review of the current model and structure of Committees, Boards and Task Forces' and bring forward any recommended changes to take effect as part of the 2022-2026 Term.

Records and Information Services



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

Mayor and Council Office

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

Legal and Court Services



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

Animal Services



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

TOWN OF CALEDON
2022 OPERATING BUDGET - CORPORATE SERVICES

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|---------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|------------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2021 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$5,575,208) | (\$259,839) | (\$5,835,047) | | | | (\$80,000) | | | (\$28,567) | (\$16,582) | (\$5,960,196) |
| Expenses | \$8,703,806 | \$221,780 | \$8,925,586 | | \$309,369 | \$127,347 | | \$122,546 | \$738 | (\$8,409) | (\$9,562) | \$9,467,615 |
| Net Exp./ (Rev.) | \$3,128,598 | (\$38,059) | \$3,090,539 | \$0 | \$309,369 | \$127,347 | (\$80,000) | \$122,546 | \$738 | (\$36,976) | (\$26,144) | \$3,507,419 |

2

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2021 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| | (\$63,590) | \$0 | (\$63,590) | (\$6,023,786) | |
| (\$40,398) | (\$31,795) | \$800 | (\$71,393) | \$9,396,222 | |
| (\$40,398) | (\$95,385) | \$800 | (\$134,983) | \$3,372,436 | |

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

\$281,897

% Increase/(Decrease)

9.1%

TOWN OF CALEDON
2022 OPERATING BUDGET

2022 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 - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1 \$3,090,539

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

| | | |
|---|--|--|
| 1 | | |
| 2 | | |

E - Increases in employee compensation (existing staff) \$309,369

| | | |
|---|---|-----------|
| 3 | Salaries and Benefits - Increases related to COLA, Grade and Grid moves | \$309,369 |
| 4 | | |

F - Annualization of New Staff approved in the 2021 Budget \$127,347

| | | |
|---|--|----------|
| 5 | Annualization of new staff CSL-05 Supervisor Prosecutions to manage the more complex Part III files & provide leadership for advancing the Town's response to new technological opportunities. | \$92,336 |
| 6 | Annualization of new staff CSL-43 POA Coordinator for implementation of Automated Speed Enforcement on Town Roads Program | \$35,011 |

G - Annualization of Services approved in the 2021 Budget (\$80,000)

| | | |
|---|--|------------|
| 7 | Annualization of Caledon Revenue per CSL-43 -Implementation of Automated Speed Enforcement on Town Roads Program | (\$80,000) |
|---|--|------------|

H - Inflationary Adjustments \$50,547

| | | |
|----|--|---------|
| 8 | Contracted Services - Paytickets fees due to major increase on online payments | \$8,800 |
| 9 | Prosecution charges to POA Dufferin | \$9,951 |
| 10 | Insurance | \$8,596 |
| 11 | Animal Feed | \$3,000 |
| 12 | Membership/Dues | \$200 |

APPENDIX 2 - UNAVOIDABLE

| | | |
|---|--|------------|
| 13 | Increase in annual Contribution to Reserve for Election | \$20,000 |
| I - Increases/(Decreases) for Utilities | | \$738 |
| 14 | Natural Gas/Propane | \$303 |
| 15 | Electricity | \$218 |
| 16 | Water & Waste Water | \$217 |
| J - Revenue (Increases)/Decreases | | (\$56,665) |
| 17 | POA Grant - French language Services | (\$11,048) |
| 18 | Caledon/Dufferin POA management Fee, Parking recovery | (\$42,617) |
| 19 | F.O.I. Fees | (\$3,000) |
| 20 | Caledon Fines | |
| K - Previously Approved Council Initiatives - Increases/(Decreases) | | (\$26,144) |
| 21 | Contracted Services -POA Caledon- Savings in Part III Prosecution in MAG as a result of CISL-5 approved in 2021 for the Supervisor, Prosecution | (\$11,822) |
| 22 | Contracted Services -POA Dufferin- Savings in Part III Prosecution in MAG as a result of CISL-5 approved in 2021 for the Supervisor, Prosecution | (\$14,322) |
| Net Unavoidable Increases/(Decreases) | | \$325,192 |

L Adjusted Base Budget for CORPORATE SERVICES

\$3,415,731

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON
2021 OPERATING BUDGET

2022 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*\$3,415,731

M - Service Delivery Efficiencies

(\$12,300)

| | | |
|---|--|-----------|
| 1 | POA Dufferin Contracted Services - Lack of judicial resources, it is unknown when court will return to 2 days/week vs. currently 1.5 days/week | (\$9,600) |
| 2 | Mileage | (\$800) |
| 3 | Operating Supplies/Office Supplies | (\$1,000) |
| 4 | Printing & Advertising | (\$500) |
| 5 | Mobile Phones/Pagers | (\$400) |

N - New Fees/Revenues

(\$31,795)

| | | |
|---|---|------------|
| 6 | Caledon/Dufferin Mgmt Fee - charge to POA Dufferin Re: Legal & Court Services manager | (\$31,795) |
| 7 | | |

O - Fee Rate Increases

\$800

| | | |
|---|----------------------|-------|
| 8 | Agreement Admin.Fees | \$800 |
| 9 | | |

P - Total Recommended Reductions

(\$43,295)

Q 2021 Budget to be presented to Council for CORPORATE SERVICES

\$3,372,436

(This figure should match to Column N of Appendix 1 - 2021 Operating Budget Template Summary)

TOWN OF CALEDON
2022 OPERATING BUDGET

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME CORPORATE SERVICES

| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|---|---|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | | |
| 42 | Additional Caledon POA Coordinator is needed in order to meet the Provincial Standard ratio of 1 coordinator per 5000 tickets. (10 months in 2022) | \$63,026 | 1.0 | Part Year |
| 43 | Real Estate Data Subscriptions to identify salient features of real estate, sales history, and to assess value through the review of comparable property transactions. | \$20,000 | 0.0 | Annual |
| 56 | Part time Court Clerk Monitor - Orangeville would work when court is in progress in Orangeville. The position was defunded in 2018 in favour of a French language position, but with the increased reliance on virtual proceedings, dedicated expertise is important in | \$0 | 1.0 | Part Year |
| | | | | |
| | | | | |
| | | | | |
| | TOTAL URGENT CHANGES IN SERVICE LEVELS | \$83,026 | | |
| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | | |
| | | | | |
| | | | | |
| | | | | |
| | TOTAL OTHER CHANGES IN SERVICE LEVELS | \$0 | | |
| | GRAND TOTAL | \$83,026 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|----------------|
| Request | 2022-042 Additional Caledon POA Coordinator | | |
| Department | Corporate Services | Division | Legal Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Provincial Standard for the ratio of coordinators to annual tickets is 1 coordinator per 5000 tickets. Right now Caledon is at 30,000 tickets annually with only 5 Coordinators so an additional coordinator is needed. The Town should hire an additional POA Coordinator in order to meet the Provincial Standard.

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

The Provincial Standard for the ratio of coordinators to annual tickets is 1 coordinator per 5000 tickets. Right now Caledon is at 30,000 tickets annually with only 5 Coordinators so an additional coordinator is needed. If Administrative Monetary Penalty System (AMPS) is approved and begins operating, approximately 5000 tickets will be removed from Courts and added to the AMPS program, so the coordinator would transition to an AMPS Coordinator.

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

The Town currently does not meet the Provincial Standard for the ratio of POA coordinators to annual ticket volume. This gap, should it continue, will contribute to delays in Court processing of tickets and can be expected to eventually require tickets to be thrown out, decreasing revenue. This will also impact the Town's obligations regarding access to justice and commitments under the MOU with the province to provide court services.

IV. Recommendation - Proposed Service Level Impact

Hire an additional POA Coordinator so that Caledon may meet the Provincial Standard.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|----------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 63,026 | - | 75,631 |
| Total Tax Impact | | | | | | 63,026 | | |
| Expenditures | | | | | | | | |
| Additional POA Coordinator | 1 | | 10 | 48,482 | 14,545 | 63,026 | | 75,631 |
| Expenditures Total | 1 | | | | | 63,026 | | 75,631 |

Attributes

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

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|---|-----------------|----------------|
| Request | 2022-042 Additional Caledon POA Coordinator | | |
| Department | Corporate Services | Division | Legal Services |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|------------------------|---------|
| Attribute | Value | Comment |
| Department | 004 Corporate Services | |
| Division | 345 Legal Services | |
| Director | Laura Hall | |
| Requested By: | Alexis Alyea | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | Yes | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|----------------|
| Request | 2022-043 Real Estate Data Subscriptions | | |
| Department | Corporate Services | Division | Legal Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

To provide appropriate service levels and minimize the organization's costs and risk, the Town requires access to online real estate data providers, to identify salient features of real estate, sales history, and to assess value through the review of comparable property transactions. Industry analysts rely on the following:

Altus Data Studio provides historic and current commercial property availability. They also provide information on development applications, new home sales/historical data and market reports (potential for Planning use) - strongest on market reports.

CoStar provides available and historic sale/lease data for commercial real estate, with detailed property and transaction information - strongest on property lease information.

Geowarehouse uses Teranet data, to provide data on property legal ownership and description, sales history, dimensions, PIN,

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

The Town has and continues to rely upon outside fee per service real estate consultants to access market information, at considerable time and cost. Appraisals are required for many real estate transactions, including planning applications, applications to purchase Town land, amicable acquisitions and expropriation as required for municipal projects. Often peer reviews of appraisals are required at additional time and cost. Internal appraisal review is key in assessing the validity of the proposed value, and market information is required to review comparables used in the analysis. In the past, internal review was not a part of the process.

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

As the Town continues to grow, so too will the volume of real estate transactions. Appraisal review is ongoing, as are our negotiations with property owners including the Region. If we do not subscribe to the real estate data providers, our analysis will be incomplete. In order to negotiate, we need the appropriate data to support our position. These data subscriptions are our research tools for Realty Services to ensure the Town is best represented in every negotiation. The value to the organization of this analysis far exceeds the cost of the subscriptions.

IV. Recommendation - Proposed Service Level Impact

It is recommended that the Town subscribe to the online real estate data providers so that Realty Services (a role approved by Council as part of the reorganization of 2020) has the necessary tools to provide the appropriate real estate analysis as required. It is time for the real estate processes to be centralized and updated to meet our growing needs.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 20,000 | - | 20,000 |
| Total Tax Impact | | | | | | 20,000 | | |
| Expenditures | | | | | | | | |
| Software Licence Subscription | | | | | | 20,000 | | 20,000 |
| Expenditures Total | | | | | | 20,000 | | 20,000 |

Attributes

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

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|---|-----------------|----------------|
| Request | 2022-043 Real Estate Data Subscriptions | | |
| Department | Corporate Services | Division | Legal Services |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|------------------------|---------|
| Attribute | Value | Comment |
| Department | 004 Corporate Services | |
| Division | 345 Legal Services | |
| Director | Laura Hall | |
| Requested By: | Alexis Alyea | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|---------------------------|
| Request | 2022-056 Part time Court Clerk Monitor - Orangeville | | |
| Department | Corporate Services | Division | Provincial Offences Court |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Due to increased reliance on remote technology to run court proceedings in the Dufferin Courthouse, a need for a part time court clerk monitor has been identified. The part time staff would work when court is in progress in Orangeville. The position was defunded in 2018 in favour of a French language position, but with the increased reliance on virtual proceedings, dedicated expertise is important in this role.

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

Currently the POA Coordinators assist on an ad hoc basis when court is in session to provide clerk monitor functions. It is becoming increasingly difficult to manage on an ad hoc basis, given the downloading of responsibility to POA administration staff during the pandemic and the increased technological specialization that is taking place to run virtual proceedings. All indications are that hybrid courts will remain into the future and the courthouse has been updated to accommodate same.

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

Not having specialized training in court clerk monitoring puts strain on existing resources in the POA administration office to fulfill the role and leads to difficulty in meeting the requirements under the MOU with the Province. It also leads to a decreased ability to capitalize on the technological investments made in the courthouse as a result of COVID to provide remote and hybrid proceedings.

IV. Recommendation - Proposed Service Level Impact

One part time (2 days a week) court clerk monitor is recommended to receive specialized training in running in person/ virtual/ hybrid court proceedings to ensure matters progress smoothly and all stakeholders (public users/ defendants/ agents/ Justices of the Peace/ Enforcement Services/ prosecution) remain satisfied with the operation of court proceedings both delivered remotely (as is currently the process) and for hybrid courts (which will likely be the future delivery of the courts).

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Part-time Court Clerk Monitor - | | 1 | | 21,017 | 2,522 | 23,539 | | |
| Expenditures Total | | 1 | | | | 23,539 | | |
| Funding | | | | | | | | |
| Caledon/Dufferin Mgmt Fee | | | | | | (23,539) | | |
| Funding Total | | | | | | (23,539) | | |

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|--|-----------------|---------------------------|
| Request | 2022-056 Part time Court Clerk Monitor - Orangeville | | |
| Department | Corporate Services | Division | Provincial Offences Court |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|-------------------------------|---------|
| Attribute | Value | Comment |
| Department | 004 Corporate Services | |
| Division | 425 Provincial Offences Court | |
| Director | Laura Hall | |
| Requested By: | Alexis Alyea | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

ANNUAL BUDGET FISCAL YEAR 2022

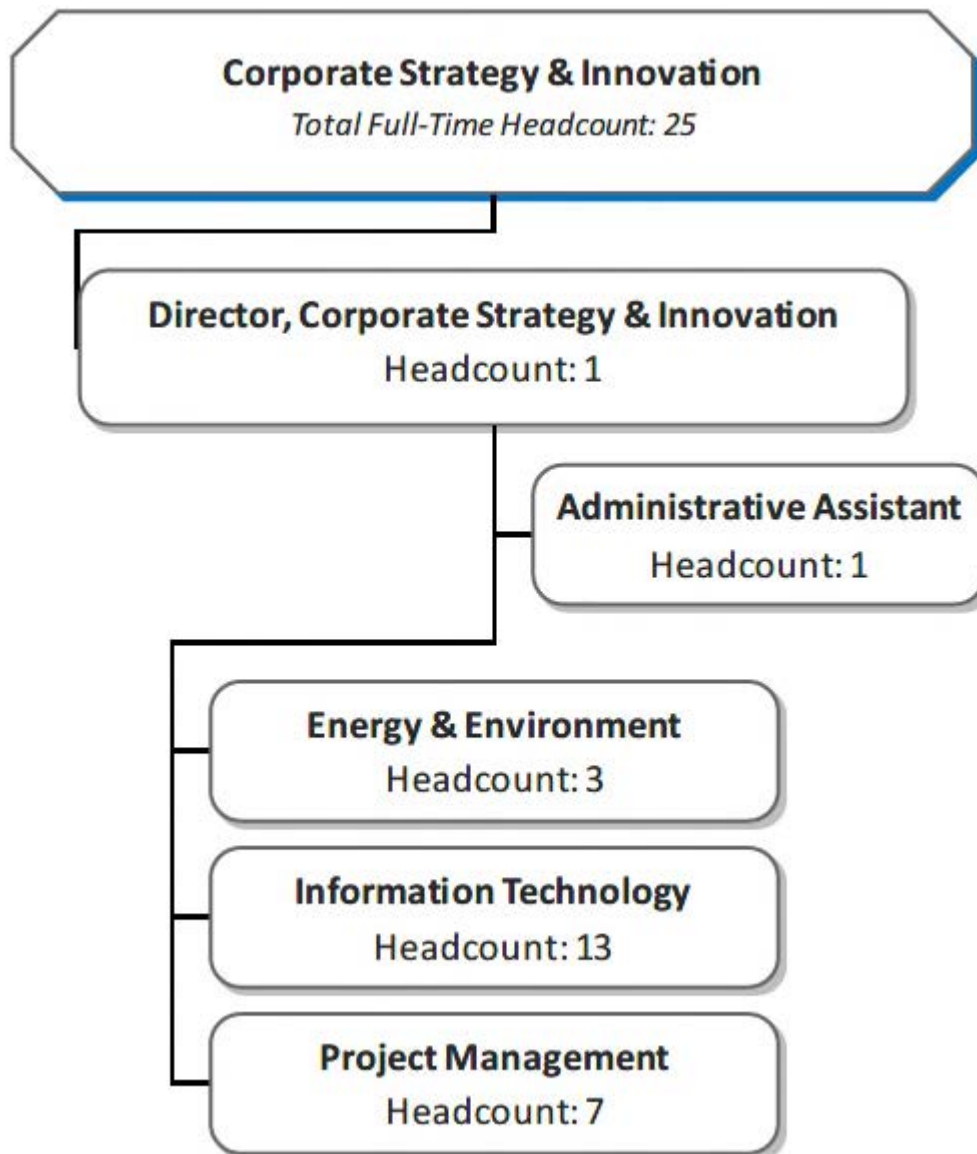
Corporate Strategy & Innovation

2022



Corporate Strategy & Innovation

Roles & Structure



Modernizing our operations is a key priority.

Corporate Strategy and Innovation includes:

- Information Technology
- Project Management Office
- Energy and Environment

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

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

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

2021 Achievements

Information Technology

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

Project Management Office

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

Energy and Environment

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

2022 Priorities

Energy and Environment



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

Information Technology



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

Project Management Office



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

TOWN OF CALEDON
2022 OPERATING BUDGET - CORPORATE STRATEGY & INNOVATION

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|-------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|-----------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$291,757) | | (\$291,757) | | | | | | | (\$2,323) | | (\$294,080) |
| | | | | | | | | | | | | |
| Expenses | \$3,176,663 | (\$25,790) | \$3,150,873 | | \$109,776 | \$62,832 | | | | | | \$3,323,481 |
| | | | | | | | | | | | | |
| Net Exp./ (Rev.) | \$2,884,906 | (\$25,790) | \$2,859,116 | \$0 | \$109,776 | \$62,832 | \$0 | \$0 | \$0 | (\$2,323) | \$0 | \$3,029,401 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| | | | \$0 | (\$294,080) | |
| (\$3,050) | | | (\$3,050) | \$3,320,431 | |
| (\$3,050) | \$0 | \$0 | (\$3,050) | \$3,026,351 | |

Tax Increase/(Decrease) compared to "base budget" (C) \$167,235
% Increase/(Decrease) 5.8%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME: **CORPORATE STRATEGY & INNOVATION**

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

C - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1

\$2,859,116

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

\$0

| | | |
|---|--|--|
| 1 | | |
| 2 | | |

E - Increases in employee compensation (existing staff)

\$109,776

| | | |
|---|---|-----------|
| 3 | Salaries and Benefits - Increases related to COLA, Grade and Grid moves | \$109,776 |
| 4 | | |

F - Annualization of New Staff approved in the 2021 Budget

\$62,832

| | | |
|---|---|----------|
| 5 | Annualized cost of (1) IT Student (2021 CSL#4), (1) Capital Project Coordinator (2021 CSL #1) and (1) Contract Capital Project Manager (CSL #2) | \$62,832 |
| 6 | | |

G - Annualization of Services approved in the 2021 Budget

\$0

| | | |
|---|--|--|
| 7 | | |
|---|--|--|

H - Inflationary Adjustments

\$0

| | | |
|---|--|--|
| 8 | | |
| 9 | | |

I - Increases/(Decreases) for Utilities

\$0

| | | |
|----|--|--|
| 10 | | |
| 11 | | |

J - Revenue (Increases)/Decreases

(\$2,323)

| | | |
|----|---------------------|-----------|
| 12 | Internal Recoveries | (\$2,323) |
| 13 | | |

APPENDIX 2 - UNAVOIDABLE

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

\$0

14

15

Net Unavoidable Increases/(Decreases)

\$170,285

L Adjusted Base Budget for CORPORATE STRATEGY & INNOVATION

\$3,029,401

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: CORPORATE STRATEGY & INNOVATION

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - *see appendix 2* \$3,029,401

M - Service Delivery Efficiencies (\$3,050)

| | | |
|---|-------------------------------|-----------|
| 1 | Office Supplies | (\$250) |
| 2 | Training/Development/Seminars | (\$2,500) |
| 3 | Mileage | (\$300) |
| 4 | | |
| 5 | | |

N - New Fees/Revenues \$0

| | | |
|---|--|--|
| 6 | | |
| 7 | | |

O - Fee Rate Increases \$0

| | | |
|---|--|--|
| 8 | | |
| 9 | | |

P - Total Recommended Reductions (\$3,050)

Q 2022 Budget to be presented to Council for CORPORATE STRATEGY & INNOVATION \$3,026,351

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

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-------------------------------------|-----------------|----------------------|
| Request | 2022-030 Climate Change Coordinator | | |
| Department | Corporate Strategy & Innovation | Division | Energy & Environment |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

With the Council declaration of a climate change emergency in 2020, and the approval of the Resilient Caledon Plan in 2021, committing to a target of net zero emissions by 2050, the Energy and Environment Division require an additional head count to provide the capacity to implement corporate and community programs and initiatives to meet these commitments, in particular, ensuring that climate change mitigation and adaptation is a strong principle in the Town's growth. When mapping actions from the plan over the next 10 years to meet the Town's climate change objectives, the energy and environment division would be operating 50% above current capacity over the next 10 years.

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

The Energy and Environment Division currently has a Corporate Energy and Environment Specialist, a community focused Climate Change Specialist. These roles serve the function to facilitate the implementation of the Town's climate change and energy management strategies. In addition, the Division has a student that performs administrative functions and provides program support to the division such as the Tree Seedling and Green Fund programs.

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

Recent reports have highlighted that the window is narrow to implement action to significantly reduce emissions and adapt to climate change. An additional head count is required to provide the division the capacity to expand its existing programs and initiatives. If this role is not approved, the division will have to scale back involvement in proactive grant writing to offset program costs, tracking program progress (i.e. emissions tracking), and further facilitating other key strategies around carbon neutral development, fleet transition and waste management.

IV. Recommendation - Proposed Service Level Impact

To approve the head count request of a Climate Change Coordinator for the Energy and Environment Division, to ensure the Division is able to meet the current service levels and expand programs and initiatives to meet the commitments as outlined in the Resilient Caledon Plan.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 31,921 | 6,900 | 92,662 |
| Total Tax Impact | | | | | | 38,821 | | |
| Expenditures | | | | | | | | |
| Climate Change Coordinator | 1 | | 4 | 23,362 | 7,009 | 30,371 | | 91,112 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |

TOWN OF CALEDON

Change in Service Level

| | | | | |
|---------------------|-------------------------------------|-----------------|----------------------|---------------|
| Request | 2022-030 Climate Change Coordinator | | | |
| Department | Corporate Strategy & Innovation | Division | Energy & Environment | |
| Version | Department Submission - Pre | Year | 2022 | |
| Expenditures | Total | 1 | 31,921 | 6,900 |
| | | | | 92,662 |

Operating Impact

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

| Attributes | | |
|--|-------------------------------------|---------|
| Attribute | Value | Comment |
| Department | 009 Corporate Strategy & Innovation | |
| Division | 255 Energy & Environment | |
| Director | Erin Britnell | |
| Requested By: | Katelyn Tozer | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | No | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|----------------------------------|-----------------|------------------------|
| Request | 2022-048 IT: Project Coordinator | | |
| Department | Corporate Strategy & Innovation | Division | Information Technology |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

FTE for an IT Project Coordinator to manage increased pressures to roll out new technology such as improved phone system, security portfolio. This position will allow multiple Projects to be conducted at a time by reducing the workload from the technical lead and placing it with this role, which will specialize in project management. Both cyber security and modernization will be greater strain on the current team of three managing all of the back-end infrastructure.

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

Currently, technology projects require the technical lead on the project to also play to role of project coordinator, which requires additional effort and time, resulting in less number of projects that a technical role can complete at a time. Additionally, security continues to be a large concern for municipalities, who continue to be targeted with cyber attacks. Currently staffing levels do not allow for the Town to properly execute a cyber security plan for our IT environment. Staff have explored alternative models, such as using consultants or external agencies for monitoring however this is more costly than having a dedicated in-house resource.

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

Currently there are security related IT projects that are not able to move forward due to lack of resources and without a dedicated role, there will be further negative impacts to the number of projects and initiatives the technology team will be able to support in a year. As cyber-security threats increase, the Town will have to choose between modernization and normal upkeep of systems and security projects if this additional resource is not added.

IV. Recommendation - Proposed Service Level Impact

This position will increase the quantity and quality of IT projects as there will be a dedicated resource to effectively manage the project allowing the technical resources on the project to focus on the technical realm.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Net Tax Impact | | | | | | 76,871 | 4,400 | 115,032 |
| Total Tax Impact | | | | | | 81,271 | | |
| Expenditures | | | | | | | | |
| IT Project Coordinator | 1 | | 8 | 58,709 | 17,613 | 76,321 | | 114,482 |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Expenditures Total | 1 | | | | | 76,871 | 4,400 | 115,032 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|----------------------------------|-----------------|------------------------|
| Request | 2022-048 IT: Project Coordinator | | |
| Department | Corporate Strategy & Innovation | Division | Information Technology |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|---|---------|
| Attribute | Value | Comment |
| Department | 009 Corporate Strategy & Innovation | |
| Division | 335 Information Technology | |
| Director | Erin Britnell | |
| Requested By: | Ankur Arora | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | No | |
| Status | Funded | |
| Alternatives Considered | Over the past three years, IT has worked to streamline processes and update tasks assigned to positions to accomodate the various new work; however at this time there is no capacity to take on large IT infrastructure projects required. | |
| Implementation Plan | Hiring IT Project Coordinator. | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--------------------------------------|-----------------|----------------|
| Request | 2022-061 Business Analyst (Contract) | | |
| Department | Corporate Strategy & Innovation | Division | Administration |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Business Analyst is responsible for performing business process analysis, including process mapping & information flows. This includes analyzing performance measurement information and identifying ways to ensure an effective use of information in the decision-making and business planning process. Responsible for monitoring, tracking, collecting performance data and make recommendations that identify process improvement opportunities and/or support decision making.

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

The recent corporate restructuring to centralize the Town's engineering functions to improve capital delivery and to improve service delivery in anticipation for substantial growth. In order to support the updated structure and demands from growth, processes need to be reviewed and updated with a focus on efficiency and effectiveness. In addition, a review of Engineering standards and development process is required. The current staffing levels within the PMO are not able to support the number of projects required for Engineering, therefore an additional contract Business Analyst position is required.

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

Substantial growth is coming to Caledon. The key department that are responsible for managing and processing development must improve their service delivery through investing in staff resources, culture change and process improvements. If this isn't realized than service level expectation will not be met and the implementation of the Town's growth management strategy will delayed.

IV. Recommendation - Proposed Service Level Impact

A Business Analyst is required to undertake business process reviews and analysis, including process mapping & information flows to improve development processes and service delivery.

This is a two year contract position funded from Development Engineering Fees

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Wages-Casual Temporary | | | 12 | | | | | |
| Business Analyst (Contract) | | 1 | | 53,241 | 6,389 | | 59,630 | |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | | 550 | |
| New Staff Technology | | | | | | | 4,900 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--------------------------------------|-----------------|----------------|
| Request | 2022-061 Business Analyst (Contract) | | |
| Department | Corporate Strategy & Innovation | Division | Administration |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Expenditures | | | | | | | | |
| Training/Development/Seminars | | | | | | | 1,500 | |
| Memberships/Dues | | | | | | | 300 | |
| Operating Supplies | | | | | | | 200 | |
| Mileage | | | | | | | 250 | |
| Mobile Phones / Pagers | | | | | | | 600 | |
| Software Licence Subscription | | | | | | | 200 | |
| Expenditures Total | | 1 | | | | | 70,630 | |

Funding

| | | | | | | | | |
|-------------------------|--|--|--|--|--|--|----------|--|
| Reserve Fund To Revenue | | | | | | | (70,630) | |
| Funding Total | | | | | | | (70,630) | |

Attributes

| Attribute | Value | Comment |
|--|-------------------------------------|---------|
| Department | 009 Corporate Strategy & Innovation | |
| Division | 115 Administration | |
| Director | Erin Britnell | |
| Requested By: | Andrew Pearce | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|----------------|
| Request | 2022-064 Conversion of PM (Contract) to FTE | | |
| Department | Corporate Strategy & Innovation | Division | Administration |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Staff are requesting a current 18 month contract Project Management position be converted to a Full time position to support the delivery of a number of ongoing capital projects as well as those proposed in the 2022 budget.

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

In the 2021 budget, a contract Project Management position was approved to support the Project Management Office in managing the increased number of capital projects requiring support. It was approved for 18 months (6 months in 2021 and 12 months in 2022). Staff went through the recruitment process and were unsuccessful in finding a qualified person who was willing to accept a contract position. Feedback indicated that if this was a full time position, individuals may have had more interest. This position has remained empty and current projects have had to either be delayed or Project Managers have had to split time between projects, leaving aspects of the projects such as documentation incomplete in order to manage the workload.

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

There are currently projects in the 2022 budget that required a Project Manager to be dedicated to them, however there is no capacity in the team to support. These include the OPP CCRW Generator Backup, the Works Yard 1 and 2 Strategic Growth Plan, the 35 Chapel Street Renovations, the Mayfield West Recreation Centre #2 Preliminary Design, and the Mayfield Recreation Complex- Expansion Preliminary Design. If additional project management resources are not able to be obtained, these projects would be at risk for delay until the current Project Management staff completed current projects. As the Town grows, this will continue to be an issue in the capital plan if additional Project Management resources are obtained.

IV. Recommendation - Proposed Service Level Impact

The current contract Project Management position be converted to a Full Time position to aid in recruitment of an additional Project Management to support the completion of the current capital projects and recommended projects in the 2022 budget.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|-----------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 14,110 | - | 14,110 |
| Total Tax Impact | | | | | | 14,110 | | |
| Expenditures | | | | | | | | |
| Project Manager | 1 | | 12 | 78,389 | 23,517 | 101,906 | | 101,906 |
| Contract Project Manager | | -1 | 12 | (78,389) | (9,407) | (87,796) | | (87,796) |
| Expenditures Total | 1 | -1 | | | | 14,110 | | 14,110 |

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|---|-----------------|----------------|
| Request | 2022-064 Conversion of PM (Contract) to FTE | | |
| Department | Corporate Strategy & Innovation | Division | Administration |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|-------------------------------------|---------|
| Attribute | Value | Comment |
| Department | 009 Corporate Strategy & Innovation | |
| Division | 115 Administration | |
| Director | Erin Britnell | |
| Requested By: | David Clarke | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

ANNUAL BUDGET FISCAL YEAR 2022

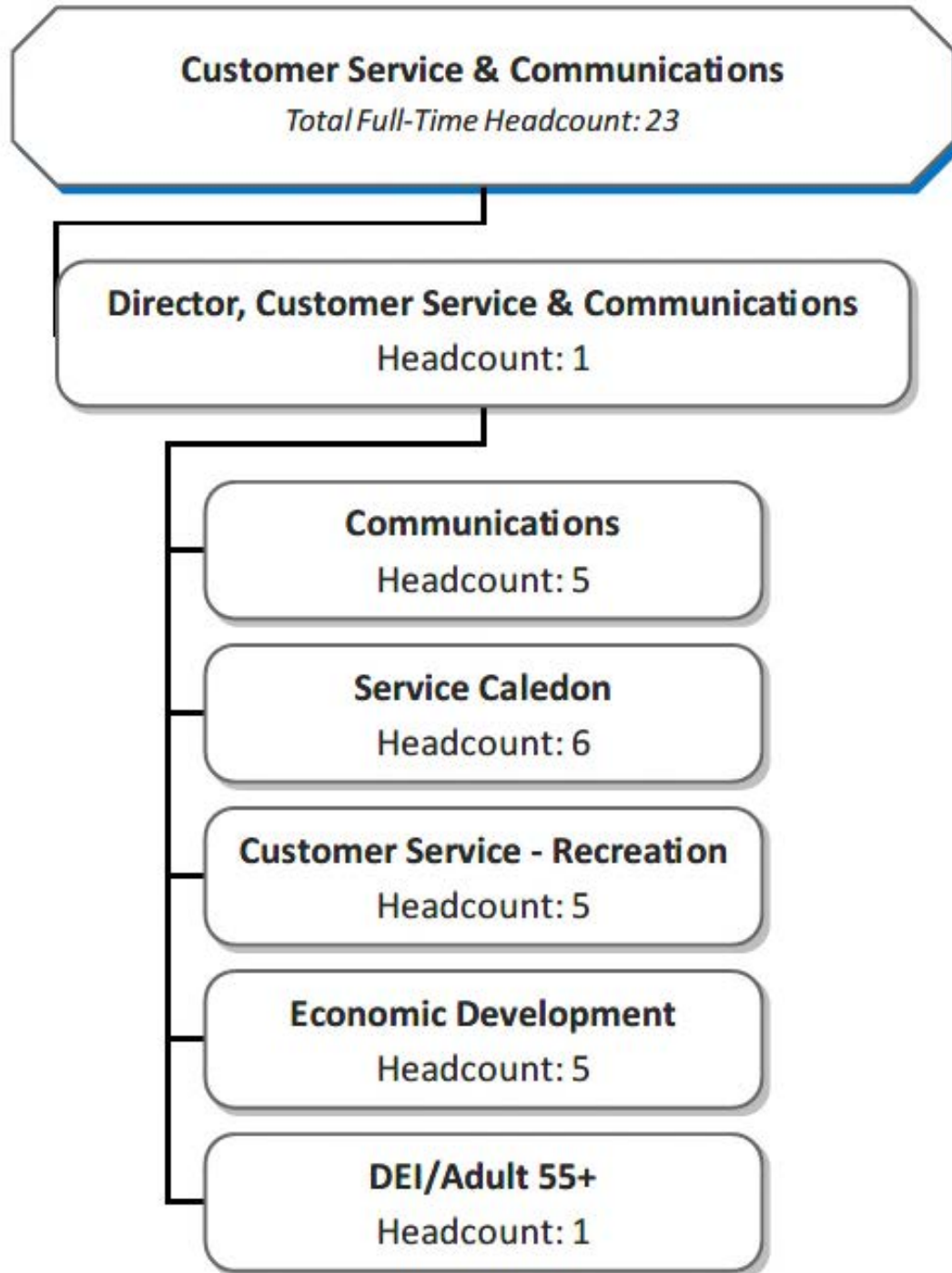
Customer Service & Communications

2022



Customer Service and Communications

Roles & Structure



Customer Service and Communications focuses on a variety of areas that impact service delivery at the Town of Caledon. The front-line service staff in Service Caledon and Recreation demonstrate first contact resolution service excellence for residents in person, over the phone and via email. The Communications team uses a variety of tactics including print media, social media and the website to ensure information is being communicated effectively to the community ensuring diversity, equity and inclusion are ingrained in everything we do. Economic Development team promotes the Town of Caledon as a great place to visit, locate and expand a business and collaborates with Town staff and other agencies on the execution of workplans such as the Economic Development Strategy.

Customer Service and Communications includes:

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

2021 Achievements

Communications

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

Customer Service

Service Caledon

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

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

Recreation

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

Economic Development

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

DEI/Adult 55+

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

2022 Priorities**Communications**

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

Customer Service (Service Caledon and Recreation)



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

Economic Development.

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

DEI/Adult 55+



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

TOWN OF CALEDON
2022 OPERATING BUDGET - CUSTOMER SERVICE & COMMUNICATIONS

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|-------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|----------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$111,750) | | (\$111,750) | (\$42,224) | \$22,494 | | | | | | \$50,000 | (\$81,480) |
| | | | | | | | | | | | | |
| Expenses | \$2,799,491 | (\$16,000) | \$2,783,491 | \$42,224 | \$55,918 | \$31,394 | \$2,175 | \$2,400 | | | (\$50,000) | \$2,867,602 |
| | | | | | | | | | | | | |
| Net Exp./ (Rev.) | \$2,687,741 | (\$16,000) | \$2,671,741 | \$0 | \$78,412 | \$31,394 | \$2,175 | \$2,400 | \$0 | \$0 | \$0 | \$2,786,122 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| | | | \$0 | (\$81,480) | |
| | | | \$0 | \$2,867,602 | |
| \$0 | \$0 | \$0 | \$0 | \$2,786,122 | |

Tax Increase/(Decrease) compared to "base budget" (C) \$114,381
% Increase/(Decrease) 4.3%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME:

CUSTOMER SERVICE & COMMUNICATIONS

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

C - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1

\$2,671,741

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

\$0

| | | |
|---|--|------------|
| 1 | Covid-related expenditures - Wages for Greeter | \$42,224 |
| 2 | Draw from reserve to fund covid-related expenditures | (\$42,224) |

E - Increases in employee compensation (existing staff)

\$78,412

| | | |
|---|---|----------|
| 3 | Salaries and Benefits - Increases related to COLA, Grade and Grid moves | \$78,412 |
| 4 | | |

F - Annualization of New Staff approved in the 2021 Budget

\$31,394

| | | |
|---|--|----------|
| 5 | Annualized cost of (1) Manager, Communications (2021 CSL #8) | \$31,394 |
| 6 | | |

G - Annualization of Services approved in the 2021 Budget

\$2,175

| | | |
|---|--|---------|
| 7 | Annualized cost of Training/Development/Seminars and Mileage related to Manager, Communications position (2021 CSL #8) | \$2,175 |
|---|--|---------|

H - Inflationary Adjustments

\$2,400

| | | |
|---|------------------------|---------|
| 8 | Printing & Advertising | \$2,400 |
| 9 | | |

I - Increases/(Decreases) for Utilities

\$0

| | | |
|----|--|--|
| 10 | | |
| 11 | | |

J - Revenue (Increases)/Decreases

\$0

APPENDIX 2 - UNAVOIDABLE

12

13

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

\$0

14 Removal of one-time revenue related to one-time costs for Diversity, Equity & Inclusion Consultant (2021 CSL #9) \$50,000

15 Removal of one-time costs related to Diversity, Equity & Inclusion Consultant (2021 CSL #9) (\$50,000)

Net Unavoidable Increases/(Decreases)

\$114,381

L Adjusted Base Budget for CUSTOMER SERVICE & COMMUNICATIONS

\$2,786,122

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: CUSTOMER SERVICE & COMMUNICATIONS

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - *see appendix 2* \$2,786,122

M - Service Delivery Efficiencies \$0

1

2

N - New Fees/Revenues \$0

3

4

O - Fee Rate Increases \$0

5

6

P - Total Recommended Reductions \$0

Q 2022 Budget to be presented to Council for CUSTOMER SERVICE & COMMUNICATIONS \$2,786,122

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

APPENDIX 4 - CHANGES IN SERVICE LEVELS

TOWN OF CALEDON 2022 OPERATING BUDGET

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: CUSTOMER SERVICE & COMMUNICATIONS

| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|--|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | | |
| 22 | Communications Advisor - Planning and Development to enhance how we engage and communicate with our community, will promote transparency to our businesses and increase access to feedback opportunities more convenient to citizens. (8 months in 2022) | \$55,562 | 1.0 | Part Year |
| 25 | Service Caledon Associate to provides first contact resolution for an increasing number of services in the Town of Caledon. | \$83,082 | 1.0 | Annual |
| 26 | Snow Removal Assistance Program to provide additional support for low-income older adults and persons with physical disabilities. | \$75,000 | 0.0 | Annual |
| 70 | Manager Service Delivery-The Service Excellence Strategy speaks to the overall service delivery at the Town of Caledon. (10 months in 2022) | \$116,126 | 1.0 | Part Year |
| | | | | |
| | | | | |
| | TOTAL URGENT CHANGES IN SERVICE LEVELS | \$329,770 | | |
| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | | |
| | | | | |
| | | | | |
| | | | | |
| | TOTAL OTHER CHANGES IN SERVICE LEVELS | \$0 | | |
| | GRAND TOTAL | \$329,770 | | |

TOWN OF CALEDON
2022 OPERATING BUDGET - Economic Development

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|-------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|----------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$185,995) | | (\$185,995) | | | | | | | | \$5,485 | (\$180,510) |
| | | | | | | | | | | | | |
| Expenses | \$965,441 | | \$965,441 | | \$5,738 | | | | | | \$1,915 | \$973,094 |
| | | | | | | | | | | | | |
| Net Exp./ (Rev.) | \$779,446 | \$0 | \$779,446 | \$0 | \$5,738 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7,400 | \$792,584 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| | | | \$0 | (\$180,510) | |
| | | | \$0 | \$973,094 | |
| \$0 | \$0 | \$0 | \$0 | \$792,584 | |

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

% Increase/(Decrease)

\$13,138

1.7%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME:

Economic Development

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

C - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1

\$779,446

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

\$0

| | | |
|---|--|--|
| 1 | | |
| 2 | | |

E - Increases in employee compensation (existing staff)

\$5,738

| | | |
|---|---|---------|
| 3 | Salaries and Benefits - Increases related to COLA, Grade and Grid moves | \$5,738 |
| 4 | | |

F - Annualization of New Staff approved in the 2021 Budget

\$0

| | | |
|---|--|--|
| 5 | | |
| 6 | | |

G - Annualization of Services approved in the 2021 Budget

\$0

| | | |
|---|--|--|
| 7 | | |
|---|--|--|

H - Inflationary Adjustments

\$0

| | | |
|---|--|--|
| 8 | | |
| 9 | | |

I - Increases/(Decreases) for Utilities

\$0

| | | |
|----|--|--|
| 10 | | |
| 11 | | |

J - Revenue (Increases)/Decreases

\$0

| | | |
|----|--|--|
| 12 | | |
|----|--|--|

APPENDIX 2 - UNAVOIDABLE

| | | |
|----|--|-----------------|
| 13 | | |
| | K - Previously Approved Council Initiatives - Increases/(Decreases) | \$7,400 |
| 14 | Removal of one-time revenue related to one-time costs (2021 CSL #41) | \$7,400 |
| 15 | | |
| | Net Unavoidable Increases/(Decreases) | \$13,138 |

L Adjusted Base Budget for Economic Development

\$792,584

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: Economic Development

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - *see appendix 2* \$792,584

M - Service Delivery Efficiencies \$0

1

2

N - New Fees/Revenues \$0

3

4

O - Fee Rate Increases \$0

5

6

P - Total Recommended Reductions \$0

Q 2022 Budget to be presented to Council for Economic Development \$792,584

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

APPENDIX 4 - CHANGES IN SERVICE LEVELS

TOWN OF CALEDON 2022 OPERATING BUDGET

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: Economic Development

| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|-------------|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | | |
| 35 | | | | |
| 37 | | | | |
| 38 | | | | |
| 39 | | | | |
| 40 | | | | |
| 41 | | | | |
| | | | | |
| | | | | |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | | \$0 | | |
| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | | |
| 42 | | | | |
| | | | | |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | | \$0 | | |
| GRAND TOTAL | | \$0 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|--------------------------|
| Request | 2022-022 Communications Advisor - Planning and Development | | |
| Department | Customer Service & Communications | Division | Corporate Communications |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Town of Caledon is positioned for significant growth in the immediate future which will result in an increased demand for planning applications and planning process. To better support the Planning dept., a Communications Advisor is required to be dedicated to the Planning team exclusively. This resource will support Planning staff to develop communications plans and campaigns that satisfy Planning Act requirements while taking into consideration plain language messages and effective communication techniques to ensure the community is informed and engaged in future planning.

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

The current Communications Advisor assigned to the planning file also manages several other clients and does not have the capacity to provide the level of support required to adequately manage the increased volume and demand of future growth. The planning department often hires consultants to help with communications activities.

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

The consequence of not adding communications support to this department will be an ongoing lack of ability to plan, strategize and implement effective communications. Deliverables like improving online service delivery, online communications, expanding communications reach of key planning deliverables, community relations and media relations needs will not be met. Citizen inquiries and complaints often stem from a lack of communications and understanding of planning activities. This can create a lack of trust and less community support for projects.

IV. Recommendation - Proposed Service Level Impact

The proposed service level impact will be an increase in awareness, understanding, participation and support for planning projects among citizens. It will also help fill a communications resource gap in the planning depart. for website, public notices, community relations and media relations work. This will allow the current communications advisor assigned to planning, more time to improve service delivery for other high needs clients. Will reduce consultant time.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 48,162 | 7,400 | 71,847 |
| Total Tax Impact | | | | | | 55,562 | | |
| Expenditures | | | | | | | | |
| Communications Advisor - Planning & | 1 | | 8 | 52,057 | 15,617 | 67,674 | | 101,510 |
| Recovery-Salaries-Permanent | | | | | | (15,617) | | (23,425) |
| Recovery-Benefits-Permanent | | | | | | (4,685) | | (7,028) |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|--------------------------|
| Request | 2022-022 Communications Advisor - Planning and Development | | |
| Department | Customer Service & Communications | Division | Corporate Communications |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| New Staff Technology | | | | | | | 4,900 | |
| Mobile Phones / Pagers | | | | | | 240 | | 240 |
| Expenditures Total | 1 | | | | | 48,162 | 7,400 | 71,847 |

Attributes

| Attribute | Value | Comment |
|--|---------------------------------------|---|
| Department | 012 Customer Service & Communications | |
| Division | 195 Corporate Communications | |
| Director | Catherine McLean | |
| Requested By: | Stacey Abbott | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Yes | Continue to spend money paying for consultants to provide communications support to planning staff. |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------------|-----------------|------------------------------|
| Request | 2022-025 Service Caledon Associate | | |
| Department | Customer Service & Communications | Division | Customer Service & Licensing |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Service Caledon team provides first contact resolution for an increasing number of services in the Town of Caledon. The team has been experiencing pressures over the course of the pandemic. This includes the increase in volume of work as a result of taking on administrative duties to support staff working remotely; an increase in knowledge required to support the community through COVID protocols and Peel Public Health initiatives; a stressful environment as a result of changing attitudes by residents and a shortage of front-line resources.

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

Service Caledon is currently operating at maximum capacity. With an average handling time for both phone calls and emails staff cannot respond to clients in a timely manner impacting service levels and client satisfaction therefore staff consistently work lieu time to ensure all tasks are completed by the end of the business day. Service levels drop notably when an Associate is away for vacation, sick time or training. The increasing volume of requests through phone, email and at the counter cannot be maintained without additional staff.

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

If the number of staff does not increase the overall quality of service will be impacted, there is also a risk for employee burnout, additional services can not be added to Service Caledon which will diminish the success of 311.

IV. Recommendation - Proposed Service Level Impact

It is recommended one additional full time Service Caledon Associate be added to the team.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|----------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Net Tax Impact | | | | | | 76,182 | 6,900 | 76,182 |
| Total Tax Impact | | | | | | 83,082 | | |
| Expenditures | | | | | | | | |
| Service Caledon Associate | 1 | | 12 | 58,178 | 17,453 | 75,632 | | 75,632 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Expenditures Total | 1 | | | | | 76,182 | 6,900 | 76,182 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------------|-----------------|------------------------------|
| Request | 2022-025 Service Caledon Associate | | |
| Department | Customer Service & Communications | Division | Customer Service & Licensing |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

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

Attributes

| Attribute | Value | Comment |
|--|---------------------------------------|---|
| Department | 012 Customer Service & Communications | |
| Division | 205 Customer Service & Licensing | |
| Director | Catherine McLean | |
| Requested By: | Catherine McLean | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Yes | There are no viable alternatives to consider. |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|------------------------------|
| Request | 2022-026 Snow Removal Assistance Program | | |
| Department | Customer Service & Communications | Division | Customer Service & Licensing |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Snow removal is an ongoing challenge and concern for many older adults in Caledon. Annually, the number of residents reaching out for support and assistance with the clearing of private driveways, windrows left by snowplows (snow at the end of driveways), and general safety during the winter months has been increasing. As the older adult population is expected to increase by over 10,000 residents by 2031, additional support for low-income older adults and persons with physical disabilities is required to support these more vulnerable residents and their ability to continue to live in their own homes safely.

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

Since 2015 the Town has investigated numerous avenues to help alleviate the challenges of snow removal for more vulnerable older residents of Caledon. One of the key deliverables of the Adult 55+ Strategic Plan (2015-2021) outlined the need for the Town of Caledon to “Develop a program to assist older adults in the winter months with snow clearing maintenance”. In addition to research and benchmarking surrounding communities, The Town has developed and partnered with the following supports in an effort mitigate the growing need for snow removal assistance for this key demographic.

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

Many support services such as Personal Support Workers, Home care supports, physiotherapist, meal services and more provide essential care for more vulnerable residents across Caledon, more so over with the presence of COVID-19. When snow and ice are not removed appropriately many services may not be able to provide essential support if they are unable to access the home. As these services are unable to remove the snow themselves due to safety protocols it is deemed an unsafe environment and the unfortunately the resident receiving services will be left without support.

IV. Recommendation - Proposed Service Level Impact

It is recommended that the Town of Caledon provide a grant (similar to the Internet Grant program) for eligible older adults so they can hire someone to provide the level of support required to safely remove snow.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 75,000 | - | 75,000 |
| Total Tax Impact | | | | | | 75,000 | | |
| Expenditures | | | | | | | | |
| Contracted Services | | | | | | 75,000 | | 75,000 |
| Expenditures Total | | | | | | 75,000 | | 75,000 |

Attributes

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

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|--|-----------------|------------------------------|
| Request | 2022-026 Snow Removal Assistance Program | | |
| Department | Customer Service & Communications | Division | Customer Service & Licensing |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|---------------------------------------|--|
| Attribute | Value | Comment |
| Department | 012 Customer Service & Communications | |
| Division | 205 Customer Service & Licensing | |
| Director | Catherine McLean | |
| Requested By: | Katie Sawyers | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Yes | A windrow program was considered and determined to be too costly, a volunteer program was considered and determined to be too risky. |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------------|-----------------|------------------------------|
| Request | 2022-070 Manager Service Delivery | | |
| Department | Customer Service & Communications | Division | Customer Service & Licensing |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Service Excellence Strategy speaks to the overall service delivery at the Town. A number of recommendations have been executed since 2018 including the launch of Service Caledon, Service Excellence Guidelines and training, streamlined points of contact for centralized service delivery, feedback management and a number of projects designed to improve efficiency and ease of access from the client experience. The Reimagine Caledon structure aligned front line staff in Recreation Centres with the Service Caledon team as well as the Diversity, Equity and Inclusion portfolio which allows the team to focus on consistent service delivery town wide with a focus on corporate and community impact. This portfolio is growing rapidly and had changed significantly as a result of COVID-19. A manager is required to oversee the three areas and ensure staff are supported on the front-line as well as continue to drive forward the corporate vision for service delivery.

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

At this time in the absence of a manager, the Director of Customer Service and Communications is overseeing this portfolio. There are a number of initiatives that have been started but require more time and attention than a Director can provide. The two supervisors are responsible for the day to day operations of the service counters at Town Hall and in the Recreation facilities and need to focus on supporting front-line staff (something that has become increasingly more difficult since COVID-19) and require a level of support that a Director cannot provide.

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

If we do not adequately resource the service initiative with a manager, a number of recommendations in the Service Excellence Strategy will not be implemented such as; technology to improve customer relationship management (CRM) for the organization; ongoing review of Service Excellence Standards in all business areas (not just Service Caledon and Recreation); leading projects for improved service delivery and participating in corporate service reviews from a client perspective; implementing a robust phone system to assist with 311 service delivery, call tracking and reporting.

IV. Recommendation - Proposed Service Level Impact

A Manager, Service Delivery will ensure the supervisors who oversee front-line staff will have the support they need to oversee the front-line service delivery and continue onboarding new services into the streamlined model of service delivery (Service Caledon). This position will also drive the implementation of the corporate Service Excellence Strategy to improve service delivery in all areas of the organization.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 108,726 | 7,400 | 144,704 |
| Total Tax Impact | | | | | | 116,126 | | |
| Expenditures | | | | | | | | |
| Manager Service Delivery | 1 | | 9 | 83,028 | 24,908 | 107,936 | | 143,914 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,900 | |
| Mobile Phones / Pagers | | | | | | 240 | | 240 |

TOWN OF CALEDON

Change in Service Level

| | | | | |
|---------------------|-----------------------------------|-----------------|------------------------------|---------------|
| Request | 2022-070 Manager Service Delivery | | | |
| Department | Customer Service & Communications | Division | Customer Service & Licensing | |
| Version | Department Submission - Pre | Year | 2022 | |
| Expenditures | Total | 1 | 108,726 | 7,400 144,704 |

Operating Impact

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

| Attributes | | |
|--|---------------------------------------|---------|
| Attribute | Value | Comment |
| Department | 012 Customer Service & Communications | |
| Division | 205 Customer Service & Licensing | |
| Director | Catherine McLean | |
| Requested By: | Catherine McLean | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | No | |
| Implementation Plan | | |

ANNUAL BUDGET FISCAL YEAR 2022

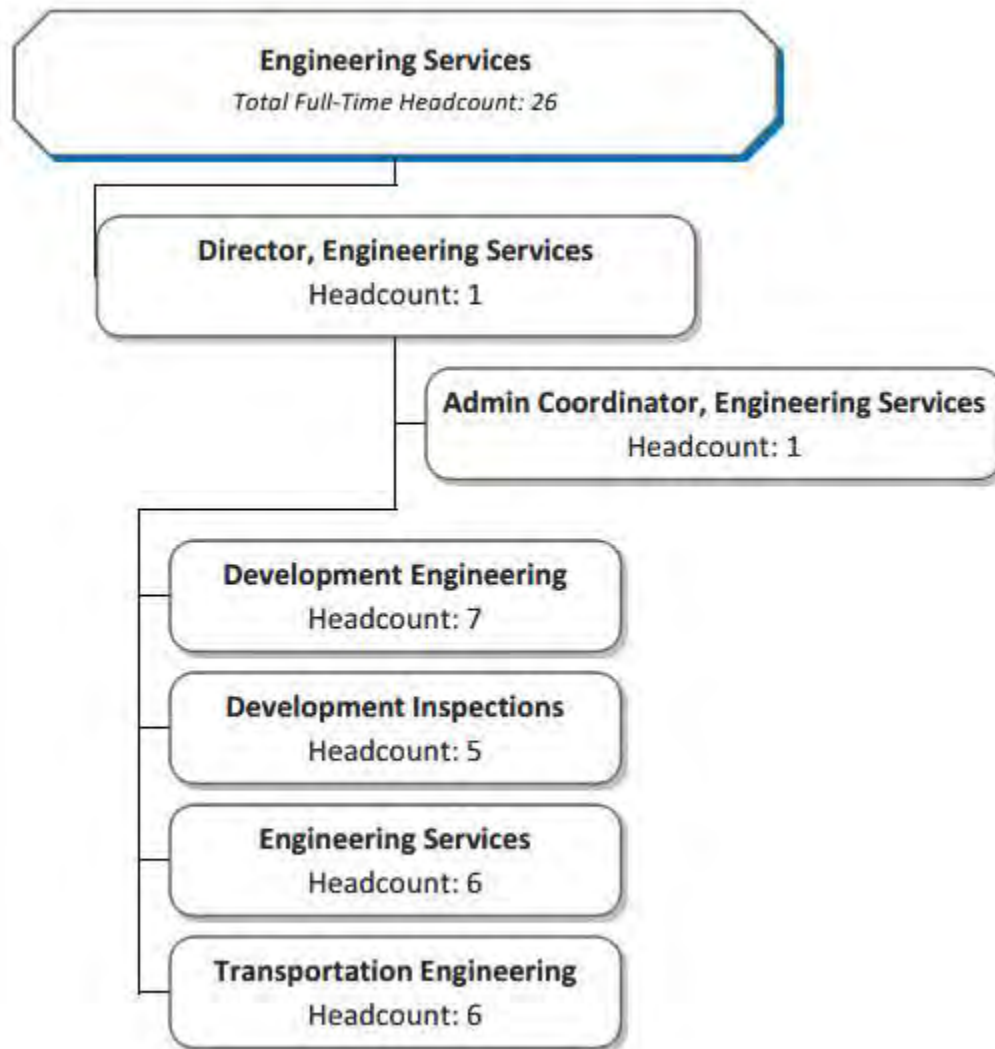
Engineering Services

2022



Engineering Services

Roles & Structure



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

The key business functions include:

Development Engineering

- Facilitating and supporting the Town's urban growth by completing the timely engineering review and approval of land development projects

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

Development Inspections

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

Engineering Capital Design and Construction

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

Transportation Engineering

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

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

2021 Achievements

Development Engineering

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

Development Inspections

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

Engineering Capital Design and Construction

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

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

Transportation Engineering

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

2022 Priorities

Development Engineering and Development Inspection



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

Engineering Capital Design and Construction



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

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

Transportation Engineering



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

TOWN OF CALEDON
2022 OPERATING BUDGET - ENGINEERING SERVICES

| UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | | | | | |
|--|---------------|---------------------|------------------|-------------------------|-----------------------|---------------------------|--------------------------|--------------|-----------|-------------|---|---------------------------|
| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2021 Base Budget | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A)+(B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L)=(C) TO (K) |
| Revenues | (\$3,911,738) | \$0 | (\$3,911,738) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$826,765 | \$18,771 | (\$3,066,202) |
| Expenses | \$8,692,740 | (\$102,312) | \$8,590,428 | \$0 | \$75,191 | \$11,314 | \$133,040 | \$18,054 | \$0 | (\$985,154) | \$325,724 | \$8,168,597 |
| Net Exp./(Rev.) | \$4,781,002 | (\$102,312) | \$4,678,690 | \$0 | \$75,191 | \$11,314 | \$133,040 | \$18,054 | \$0 | (\$158,389) | \$344,495 | \$5,102,395 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L)+(P) | |
| \$0 | \$0 | \$0 | \$0 | (\$3,066,202) | |
| \$0 | \$0 | \$0 | \$0 | \$8,168,597 | |
| \$0 | \$0 | \$0 | \$0 | \$5,102,395 | |

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

\$423,705

% Increase/(Decrease)

9.1%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME **ENGINEERING SERVICES**

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

C - 2021 Council Approved Budget - Net - "2022 Base Budget" in Appendix 1

\$4,678,690

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

\$0

E - Increases in employee compensation (existing staff)

\$75,191

1 Salaries and Benefits - Increases related to COLA, Grade and Grid moves

\$75,191

F - Annualization of New Staff approved in the 2021 Budget

\$11,314

2 \$11,314

G - Annualization of Services approved in the 2021 Budget

\$133,040

3 2021 CISL #43: Automated Speed Enforcement (ASE)

\$133,040

H - Inflationary Adjustments

\$18,054

4 Membership Dues

\$5,249

5 Contracted out Transit Services cost increase

\$6,930

6 Cell Phone Monthly Costs

\$1,600

7 Uniforms/PPE

\$1,250

8 Operating Supplies

\$330

9 Training

\$2,695

I - Increases/(Decreases) for Utilities

\$0

J - Revenue (Increases)/Decreases

(\$158,389)

10 Decreased Engineering Fee Revenue based on planned subdivision submissions and registrations for 2022

\$594,160

APPENDIX 2 - UNAVOIDABLE

| | | |
|----|---|-------------|
| 11 | Decreased Net Contribution to Reserve based on decreased Engineering Fee Revenue and annualization of 2.0 FTE positions in Transportation approved in-year under Staff Report 2021-0271 fully funded from Engineering Fee Revenue | (\$649,749) |
| 12 | Recovery of 60% of 1.0 FTE Position from Capital Projects (previously 0% recovered, 100% tax rate supported) | (\$102,800) |

K - Previously Approved Council Initiatives - Increases/(Decreases)**\$344,495**

| | | |
|----|--|-----------|
| 13 | Increase in external debt repayment related to completion of capital project 17-038 Enhanced Roads Program | \$325,000 |
| 14 | Change In Service Level (CSL) 2021-015 One Time Cost Annualization | \$20,700 |
| 15 | Removal of 4 Year Contract Part-Time Project Manager for Unassumed Subdivisions | (\$1,205) |

Net Unavoidable Increases/(Decreases)

\$423,705

L Adjusted Base Budget for ENGINEERING SERVICES**\$5,102,395**

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME ENGINEERING SERVICES

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

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

\$5,102,395

M - Service Delivery Efficiencies

\$0

| | | |
|---|--|--|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |

N - New Fees/Revenues

\$0

| | | |
|---|--|--|
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |

O - Fee Rate Increases

\$0

| | | |
|----|--|--|
| 9 | | |
| 10 | | |
| 11 | | |
| 12 | | |

P - Total Recommended Reductions

\$0

Q 2022 Budget to be presented to Council for ENGINEERING SERVICES

\$5,102,395

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

**TOWN OF CALEDON
2022 OPERATING BUDGET**

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME ENGINEERING SERVICES

| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|--|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | | |
| 1 | New Streetlight Requests budget will allow staff to address the new street light request from the residents, where the existing lighting level is low, by filling the gaps. | \$0 | 0.0 | One-time |
| 23 | Project Coordinator - Development Engineering to review Oak Ridge Moraine Site Plan, Niagara Escarpment Commission and Committee of Adjustment applications, as well implement and administer the Town initiated Lot Grading process for building permits associated with infill lots and estate developments. | \$0 | 1.0 | Part Year |
| 27 | Senior Project Manager - Stormwater to manage the condition assessment of stormwater linear infrastructure and stormwater ponds. | \$46,688 | 1.0 | Part Year |
| 37 | Senior Project Manager, Development Engineering to collaborate and create synergies with internal departments, external agencies and key stake holders to ensure that infrastructure planning and construction of large secondary plans and greenfield subdivisions aligns with the Town's vision and projected 2051 growth. | \$0 | 1.0 | Part Year |
| 60 | Infrastructure Analyst to develop, implement and maintain the collection and analysis of infrastructure assets; develop and maintain a repository of construction drawings; support capital planning, tracking and reporting, business analytics, and internal and external customer service. | \$0 | 1.0 | Part Year |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | | \$46,688 | | |
| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | | |
| | | | | |
| | | | | |
| | | | | |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | | \$0 | | |
| GRAND TOTAL | | \$46,688 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------------|-----------------|----------------|
| Request | 2022-001 New Street Light Requests | | |
| Department | Engineering Services | Division | Transportation |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

In the past two years, there have been 9 inquiries from residents requesting the new installation of streetlight(s). This project allows staff to address the new streetlight request from the residents, based on the guidelines outlined in the Transportation Association of Canada (TAC) Guide for the Design of Roadway Lighting, to install missing streetlights and filling the gaps. This budget allows purchasing and installation of 7 streetlights.

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

In 2022, the Town will initiate a Town-Wide LED (Light Emitting Diode) conversion and retrofitting program to systematically address streetlights lighting level deficiencies and upgrade all old HPS (High Pressure Sodium vapor) streetlights to LED which is expected to be completed in 2024. Currently the Town does not have service to add new streetlights for missing locations other than capital projects.

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

Lack of adequate streetlight lighting level results in safety issues that involve poor visibility due to lighting level. As such, additional streetlights, where warranted, can mitigate the safety risks and improve safety of residents.

IV. Recommendation - Proposed Service Level Impact

Providing adequate streetlight lighting level that meet the industry standards and guidelines such as TAC could improve safety of road users and as such staff recommend the new service level for 2022 to address streetlight requests based on the requests from the residents, and subject to meeting TAC guidelines requirements.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|--------|--------|------|-----------|------------|-----------------|-----------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Operating Supplies | | | | | | | 20,000 | |
| Expenditures Total | | | | | | | 20,000 | |
| Funding | | | | | | | | |
| Reserve Fund To Revenue | | | | | | | (20,000) | |
| Funding Total | | | | | | | (20,000) | |

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|------------------------------------|-----------------|----------------|
| Request | 2022-001 New Street Light Requests | | |
| Department | Engineering Services | Division | Transportation |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|--------------------------|---------|
| Attribute | Value | Comment |
| Department | 013 Engineering Services | |
| Division | 500 Transportation | |
| Director | Andrew Pearce | |
| Requested By: | Smit Patel | |
| Council Work Plan Priority | Multiple Priorities | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Q2 2022 | |
| Implementation Plan | Q3 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|-------------------------|
| Request | 2022-023 Project Coordinator - Development Engineering | | |
| Department | Engineering Services | Division | Development Engineering |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

A new Engineering Project Coordinator is being requested for the main purpose of implementing and administering the Town initiated Lot Grading Process for building permits associated with infill lots and estate developments. This position will also aid in the review of Oak Ridge Moraine, Niagara Escarpment Commission and Committee of Adjustment applications, all which are projected to increase with the Town's expected population growth.

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

Project Managers whose primary focus is site plan and Committee of Adjustment applications have seen an increase in the number and complexity of applications. The increase in complexity requires additional time for review and is causing Project Managers to just meet or miss commenting deadlines, potentially causing construction delays. The addition of the Project Coordinator will reduce the volume of applications the Project Managers review and provide them additional time on development applications that require their attention.

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

This position is a high priority in order to finalize and implement the lot grading process. Capacity is already oversubscribed for the Project Manager to maintain their current workload so they are unable to finalize and implement the lot grading process without causing significant delays to development applications. This position will ensure that lot grading process can be implemented and operate so as to help reduce drainage complaints received by the Town due to new construction.

IV. Recommendation - Proposed Service Level Impact

This position will be instrumental in finalizing, initiating and continuous implementation of the Lot Grading Process. While the process matures, the Project Coordinator will evaluate for continuous improvement and efficiencies. The position will also increase the effectiveness and capacity of Project Managers by reducing their workload through review of Oak Ridge Moraine, Niagara Escarpment Commission and Committee of Adjustment applications. This position aligns with the improved service pillar of the Council Work Plan by helping alleviate drainage issues that arise after infill or new construction has taken place.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Project Coordinator | 1 | | 10 | 59,628 | 17,888 | 77,516 | | 93,019 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| computer | | | | | | | 4,400 | |
| cell | | | | | | | 500 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|-------------------------|
| Request | 2022-023 Project Coordinator - Development Engineering | | |
| Department | Engineering Services | Division | Development Engineering |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| Training/Development/Seminars | | | | | | 1,500 | | 1,500 |
| Memberships/Dues | | | | | | 300 | | 300 |
| Uniforms/Protective Clothing | | | | | | 200 | | 200 |
| Operating Supplies | | | | | | 200 | | 200 |
| Mileage | | | | | | 1,250 | | 1,250 |
| Mobile Phones / Pagers | | | | | | 600 | | 600 |
| Expenditures Total | 1 | | | | | 82,116 | 7,400 | 97,619 |

Funding

| | | | | | | | | |
|--------------------------------------|--|--|--|--|--|-----------------|----------------|-----------------|
| Funded from Engineering Reserve/Fees | | | | | | (82,116) | (7,400) | (97,619) |
| Funding Total | | | | | | (82,116) | (7,400) | (97,619) |

Attributes

| Attribute | Value | Comment |
|--|--|---------|
| Department | 013 Engineering Services | |
| Division | 270 Development Engineering | |
| Director | Andrew Pearce | |
| Requested By: | Drew Haines | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Contract position and increase work load on existing staff were reviewed, neither are viable | |
| Implementation Plan | Position and expected to be filled in Q1 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|----------------------|
| Request | 2022-027 Senior Project Manager - Stormwater | | |
| Department | Engineering Services | Division | Engineering Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

To adequately balance the increasing demand on the stormwater capital program, and the emerging needs to prepare and plan for future growth, the Town requires converting the existing Senior Project Manager, Stormwater contract position into a permanent fulltime Senior Project Manager, Stormwater position. The conversion of this position will allow Town staff to complete the necessary comprehensive updates that are required to the Stormwater Master Plan, design standards, and stormwater criteria. In addition, the increased support is required to Project Manage the increasing demand on the stormwater capital program as the Town's stormwater infrastructure is aging, and in places exceeding the expectant life. This position will manage the condition assessment of stormwater linear infrastructure and stormwater ponds, and implement the required action to ensure the Town meets the required level of service as determined through O.Reg 588/17 Asset Management Planning for Municipal Infrastructure.

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

In 2016, the Town committed to a \$2,000,000 annual stormwater capital budget in line with the recommendations of the Town's Stormwater Master Plan. The funding was intended to support the continual maintenance of the Town's 70 stormwater management facilities and to be supported by one full time Senior Project Manager. Over this short period, in addition to maintaining stormwater management ponds, the stormwater program has expanded to complete community drainage studies, erosion control studies, stormwater condition assessments, implementing drainage solutions, and completing full stormwater pond re-design to improve the level of service which has required the support of a contract Senior Project Management position. Moving forward, the Town requires additional stormwater staff support to make necessary updates to policies, Master Plans, standards, criteria, secondary plans, and subwatershed plans to position the Town for success as we prepare for growth.

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

In addition to existing pressures and growing Capital needs, the Town requires stormwater expertise be dedicated to the development of adequate policy, standards, criteria and guidance to support future development. As well, additional support is required to manage increasing responsibility for stormwater oversight recently downloaded from the Ministry of Environment, Conservation and Parks. Without the dedicated continued support of two Senior Project Manager, Stormwater existing resources will be unable to adequately respond to both increasing capital needs and to adequately support future development has demonstrated through two emergency storm sewer repairs that the Town is under significant pressure to plan for necessary improvements to our existing infrastructure that is aging as opposed to reacting. Existing staff resource level does not support an adequate planned response to the significant portion of aging infrastructure. There is significant urgency to support a growing capital program and adequately plan for future growth, and meet legislative recently imposed on the Town.

IV. Recommendation - Proposed Service Level Impact

To convert the existing Senior Project Manager, Stormwater contract position into a permanent fulltime Senior Project Manager, Stormwater position in order to continue to work on a backlog of capital stormwater priorities as well as assist the development side in terms of stormwater legislative requirements and internal processes.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|--------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 39,288 | 7,400 | 50,799 |
| Total Tax Impact | | | | | | 46,688 | | |
| Expenditures | | | | | | | | |
| Recovery from Capital Projects | | | | | | (51,805) | | (69,075) |
| Senior Project Manager | 1 | | 9 | 66,418 | 19,925 | 86,343 | | 115,124 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,900 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|----------------------|
| Request | 2022-027 Senior Project Manager - Stormwater | | |
| Department | Engineering Services | Division | Engineering Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| Training/Development/Seminars | | | | | | 2,000 | | 2,000 |
| Memberships/Dues | | | | | | 500 | | 500 |
| Uniforms/Protective Clothing | | | | | | 200 | | 200 |
| Operating Supplies | | | | | | 200 | | 200 |
| Mileage | | | | | | 500 | | 500 |
| Mobile Phones / Pagers | | | | | | 600 | | 600 |
| Software Licence Subscription | | | | | | 200 | | 200 |
| Expenditures Total | 1 | | | | | 39,288 | 7,400 | 50,799 |

Attributes

| Attribute | Value | Comment |
|--|--------------------------|---------|
| Department | 013 Engineering Services | |
| Division | 265 Engineering Services | |
| Director | Andrew Pearce | |
| Requested By: | Ryan Grodecki | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | Yes | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | Yes | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|-------------------------|
| Request | 2022-037 Senior Project Manager, Development Engineering | | |
| Department | Engineering Services | Division | Development Engineering |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

A Senior Project Manager in the Development Engineering Division is required to collaborate and create synergies with internal departments, external agencies and key stake holders to ensure that infrastructure planning and construction of large secondary plans and greenfield subdivisions aligns with the Town's vision and projected 2051 growth. This will help ensure that key services and infrastructure are planned and included in the Town's Development Charge Background Study and funded so as to help reduce planning and construction delays, as well as aid in forecasting future expenditures required for development.

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

Currently Senior Project Managers focus on secondary planning as well as additional Planning Act applications such as draft plan of subdivision and complex site plans. Due to the pace of development and current workload placed on Senior Project Managers, it is becoming increasingly more difficult to balance the time required for infrastructure planning and review of development applications and is leading to increased review times and delays in development approvals.

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

This position is a high priority due to expected growth that will happen in the Town. Capacity is already oversubscribed for Senior Project Manager to provide the required time and attention for infrastructure planning without causing delays in development approvals. Additionally given growth the Town is expecting, and that currently multiple Senior Project Managers review secondary plans, there is a risk that infrastructure might not be planned or constructed in a manner that is logical, timely or economical for the Town.

IV. Recommendation - Proposed Service Level Impact

The position aligns with the sustainable growth pillar of the Council Work Plan. This position will improve long term infrastructure planning and ensure there is a balance between current service levels and growth-related pressures.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Senior Project Manager, Development | 1 | | 10 | 73,797 | 22,139 | 95,936 | | 115,124 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,900 | |
| Training/Development/Seminars | | | | | | 2,000 | | 2,000 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|-------------------------|
| Request | 2022-037 Senior Project Manager, Development Engineering | | |
| Department | Engineering Services | Division | Development Engineering |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 500 | | 500 |
| Uniforms/Protective Clothing | | | | | | 200 | | 200 |
| Operating Supplies | | | | | | 200 | | 200 |
| Mileage | | | | | | 500 | | 500 |
| Mobile Phones / Pagers | | | | | | 600 | | 600 |
| Expenditures Total | 1 | | | | | 100,486 | 7,400 | 119,674 |

Funding

| | | | | | | | | |
|--------------------------|--|--|--|--|--|------------------|----------------|------------------|
| Engineering Reserve/Fees | | | | | | (100,486) | (7,400) | (119,674) |
| Funding Total | | | | | | (100,486) | (7,400) | (119,674) |

Attributes

| Attribute | Value | Comment |
|--|---|---------|
| Department | 013 Engineering Services | |
| Division | 270 Development Engineering | |
| Director | Andrew Pearce | |
| Requested By: | Drew Haines | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Contract position and increase workload for current staff were reviewed, neither are viable options | |
| Implementation Plan | Position to be filled in Q1 of 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---------------------------------|-----------------|----------------------|
| Request | 2022-060 Infrastructure Analyst | | |
| Department | Engineering Services | Division | Engineering Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

An Infrastructure Analyst position is required in the Engineering Capital Design and Construction Division to develop, implement and maintain the collection and analysis of infrastructure assets in support of corp asset management; responsible for developing and maintaining a repository of construction drawings; supports capital planning, tracking and reporting, business analytics, and internal and external customer service. This resource will improve capital planning and identify and manage risk as it relates to the Town's linear infrastructure.

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

Currently, the Engineering Department does not have the necessary staff resources to support the collection, analysis and management of infrastructure asset data. This is impacting the implementation of the corp asset management program, capital planning, and management of asset information such as record drawings. In addition, it is currently challenging for internal and external stakeholders to obtain asset information which is impacting development and utility projects.

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

Without dedicated resources for asset management, the risk of infrastructure failure increases (three emergency storm sewer failures occurred in 2021 resulting in significant disruption to local residents and repair costs over \$1.0 million). Much of the Town's linear infrastructure, especially storm sewer system, is approaching the end of its normal service life. Asset management must be made a priority so infrastructure can be inventoried and assessed so deficiencies can be identified. This will improve capital planning, optimize capital investment and manage risk.

IV. Recommendation - Proposed Service Level Impact

An Infrastructure Analyst position is required in the Engineering Department to develop, implement and maintain the collection and analysis of infrastructure assets in support of corp asset management and GIS, and to improve capital planning, optimize capital investments and identify and manage risk as it relates to the Town's linear infrastructure.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Salary Recovery from Capital Projects | | | | | | (21,878) | | (32,247) |
| Infrastructure Analyst | 1 | | 8 | 53,174 | 15,952 | 69,126 | | 103,689 |
| Restructure savings | | -1 | 12 | (29,720) | | (29,720) | | (29,720) |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---------------------------------|-----------------|----------------------|
| Request | 2022-060 Infrastructure Analyst | | |
| Department | Engineering Services | Division | Engineering Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|-----------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| New Staff Technology | | | | | | | 4,900 | |
| Training/Development/Seminars | | | | | | 1,500 | | 1,500 |
| Memberships/Dues | | | | | | 300 | | 300 |
| Uniforms/Protective Clothing | | | | | | 200 | | 200 |
| Operating Supplies | | | | | | 200 | | 200 |
| Mileage | | | | | | 500 | | 500 |
| Mobile Phones / Pagers | | | | | | 600 | | 600 |
| Software Licence Subscription | | | | | | 500 | | 500 |
| Expenditures Total | 1 | -1 | | | | 21,878 | 7,400 | 46,072 |

Funding

| | | | | | | | | |
|--------------------------|--|--|--|--|--|-----------------|----------------|-----------------|
| Reserve Fund To Revenue | | | | | | | (7,400) | |
| Engineering Reserve/Fees | | | | | | (21,878) | | (46,072) |
| Funding Total | | | | | | (21,878) | (7,400) | (46,072) |

Attributes

| Attribute | Value | Comment |
|--|--------------------------|---------|
| Department | 013 Engineering Services | |
| Division | 265 Engineering Services | |
| Director | Andrew Pearce | |
| Requested By: | Andrew Pearce | |
| Council Work Plan Priority | Good Governance | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

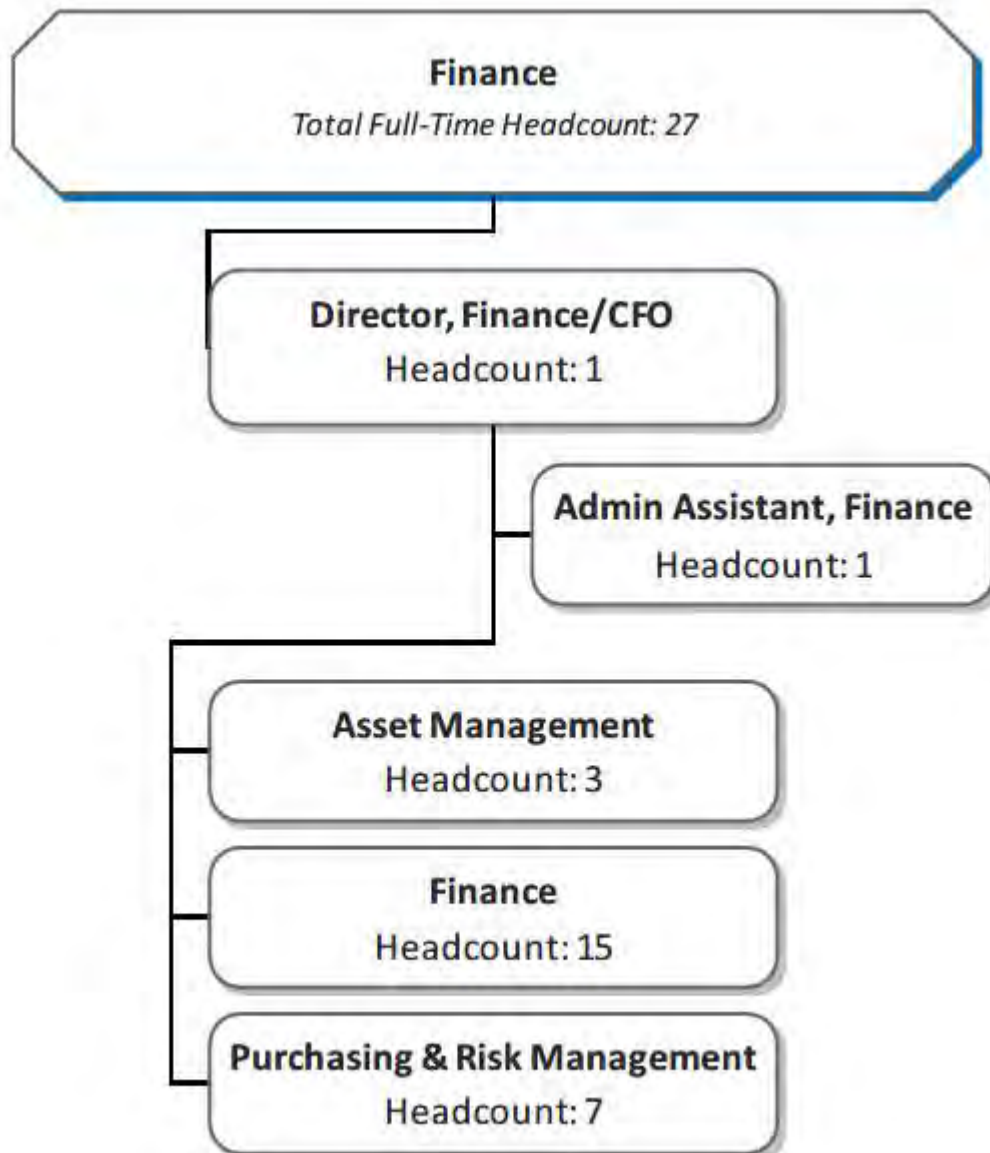
Finance

2022



Finance

Roles & Structure



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

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

- Public procurement;

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

2021 Achievements

Finance Division

- Implemented Property Tax Deferral program in 2020 for taxpayers facing financial hardship due to the COVID-19 global pandemic. Developed payment plans and continuation of deferral program in 2021 for taxpayers starting to recover from or still facing financial hardship, respectively, due to the COVID-19 pandemic.
- Successfully obtained the Government Finance Officers Association's Distinguished Budget Award for a tenth (10th) consecutive year for the 2021 Budget document. This award recognizes the Town's 2021 Budget document as a policy document, operations guide, a financial plan, and a communications device.
- Implemented Operating Plan module to bring efficiencies to the annual budgeting process.

Asset Management Division

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

Purchasing & Risk Management Division

- Implemented prerecorded video site meetings for specific procurements issued for public bidding to encourage competitive bidding during the COVID-19 pandemic
- Updated business continuity plans for all Town departments.
- Investigated the integrated project deliver approach for construction projects (IPD)
- Successfully procured supplies, equipment and services during the COVID-19 pandemic.
- Launched a local supplier registration for local businesses to show their interest in the Town's informal quotation procurement process.

2022 Priorities

Asset Management Division



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

Purchasing and Risk Management Division



- Conduct staff training related to informal quotations.
- Investigate automated purchase order system
- Expand on social procurement initiatives

Finance Division



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

- Implement a paperless accounts payable system to create efficiencies across the Corporation and reduce the use of paper.
- Continue to communicate financial information in an open and transparent manner by applying the GFOA's best practices. In recognition that the Town continues to implement GFOA's best practice guidelines, the Town intends to obtain the GFOA's Distinguished Budget Presentation Award for the 2022 Budget and the Canadian Award for Financial Reporting for the 2021 Financial Statements.

TOWN OF CALEDON
2022 OPERATING BUDGET - FINANCE

| UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | | | | | |
|--|-------------|---------------------|------------------|-------------------------|-----------------------|---------------------------|--------------------------|--------------|-----------|-----------|---|---------------------------|
| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A)+(B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L)=(C) TO (K) |
| Revenues | (\$86,342) | \$0 | (\$86,342) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | (\$9,533) | \$0 | (\$95,875) |
| Expenses | \$3,172,618 | \$0 | \$3,172,618 | \$0 | \$137,789 | \$37,311 | \$1,000 | \$11,850 | \$0 | \$0 | \$0 | \$3,360,568 |
| Net Exp./(Rev.) | \$3,086,276 | \$0 | \$3,086,276 | \$0 | \$137,789 | \$37,311 | \$1,000 | \$11,850 | \$0 | (\$9,533) | \$0 | \$3,264,693 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|---|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L)+(P) | |
| \$0 | \$0 | \$0 | \$0 | (\$95,875) | |
| \$0 | \$0 | \$0 | \$0 | \$3,360,568 | |
| \$0 | \$0 | \$0 | \$0 | \$3,264,693 | |
| Tax Increase/(Decrease) compared to "base budget" (C) | | | | \$178,417 | |
| % Increase/(Decrease) | | | | 5.8% | |

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME **FINANCE**

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

C - 2021 Council Approved Budget - Net - "2022 Base Budget" in Appendix 1

\$3,086,276

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

\$0

E - Increases in employee compensation (existing staff)

\$137,789

1 **Salaries and Benefits - Increases related to COLA, Grade and Grid moves**

\$137,789

F - Annualization of New Staff approved in the 2021 Budget

\$37,311

2 **CSL 2021-019 Salary and Benefits**

\$37,311

G - Annualization of Services approved in the 2021 Budget

\$1,000

3 **CSL 2021-019 Training/Development**

\$1,000

H - Inflationary Adjustments

\$11,850

4 **Contracted Services**

\$10,000

5 **Printing & Advertising**

\$1,500

6 **Memberships/Dues**

\$350

I - Increases/(Decreases) for Utilities

\$0

J - Revenue (Increases)/Decreases

(\$9,533)

7 **Document Sales**

(\$10,000)

8 **External Cost Recovery**

\$467

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

\$0

Net Unavoidable Increases/(Decreases)

\$178,417

L Adjusted Base Budget for FINANCE

\$3,264,693

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME FINANCE

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - *see appendix 2* \$3,264,693

M - Service Delivery Efficiencies \$0

| | | |
|---|--|--|
| 1 | | |
| 2 | | |
| 3 | | |

N - New Fees/Revenues \$0

| | | |
|---|--|--|
| 4 | | |
| 5 | | |
| 6 | | |

O - Fee Rate Increases \$0

| | | |
|---|--|--|
| 7 | | |
| 8 | | |
| 9 | | |

P - Total Recommended Reductions \$0

Q 2022 Budget to be presented to Council for FINANCE \$3,264,693

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

DEPARTMENT NAME

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------|-----------------|---------|
| Request | 2022-012 Supervisor, Revenue | | |
| Department | Finance | Division | Finance |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

This position is needed to support property taxation and other revenue administration at the Town. Currently, there are over 26,000 property tax accounts in Caledon with property taxes administered growing by over 50% in the last decade from \$122 million to over \$183 million. This number continues to grow each year and is projected to increase rapidly (by an additional 13,000 rolls over the next ten years). This role is needed to provide support for the day to day functions of property taxation including review and approval of adjustments, tax billing and assessment analysis as well as to provide support tax collection activities. In addition, it will provide oversight and support corporately for cash handling and user fees. The current workload within the division is not sustainable. Without additional resources, customer complaints will fail to be addressed and revenue sources for the Town may be lost. The implementation of new tax software will provide for much needed modernization in the department.

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

Property Taxation is the main source of revenue for the Town with annual growth being a valuable input into the annual budget process as it represents funds that can be used to offset additional costs without increasing property taxes on existing residents. Town staff currently work with the Municipal Property Assessment Corporation (MPAC) to ensure that this assessment growth is captured in a timely fashion. Currently, not enough time and resources is being spent on monitoring assessment growth because of other demands on the small number of staff in the Revenue section. (Section currently consists of one senior clerk, one analyst and a manager to oversee all property taxation and revenue within the Town).

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

Town staff currently work with MPAC to ensure that this assessment growth is captured and captured in a timely fashion. Without additional resources, revenues can be lost, cash flows from collections will be reduced and escalated taxpayer inquiries will be delayed in being responded to. In addition, as larger buildings are built in Caledon (more warehouses and development result in more appeals as these properties have a high assessed value), and more lands developed, there are more changes that need to be monitored both in terms of assessment growth revenue being captured and appeals of these properties to the Assessment Review Board. This position will provide support for the Town's assessment base and will work with MPAC to ensure the Town's revenue is maximized. Without this position, existing staff will not be sufficiently resourced to monitor all of the changes occurring throughout the Town. This will result in lost or delayed tax revenue to the Town.

IV. Recommendation - Proposed Service Level Impact

The introduction of a new property tax system and online client portal will create additional workload (implementation in 2022) as the Town will have segregation of duties with respect to approximately \$180 million in property tax billings annually. Without this position, a bottleneck will occur in workflows which will affect not only the Town's revenue but customer service delivery.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Supervisor | 1 | | 10 | 80,301 | 24,090 | 104,392 | | 125,270 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------|-----------------|---------|
| Request | 2022-012 Supervisor, Revenue | | |
| Department | Finance | Division | Finance |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------------|----------|--------|------|-----------|------------|------------------|----------------|------------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 1,500 | | 1,500 |
| Expenditures Total | 1 | | | | | 107,442 | 6,900 | 128,320 |
| Funding | | | | | | | | |
| Supplementary Taxation Revenues | | | | | | (107,442) | (6,900) | (128,320) |
| Funding Total | | | | | | (107,442) | (6,900) | (128,320) |

Attributes

| Attribute | Value | Comment |
|--|---------------------|---------|
| Department | 015 Finance | |
| Division | 285 Finance | |
| Director | Myuran Palasandiran | |
| Requested By: | Hillary Bryers | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|---------|
| Request | 2022-019 Senior Financial Analyst, Development | | |
| Department | Finance | Division | Finance |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

This position is responsible for the collection of all of the Town, Region and School board development charges as well as all financial securities related to development. Each new property or development within the Town directly increases the workload on the existing position. As such, an additional FTE (Full Time Equivalent) is required to ensure that the Town can fulfill its obligations to collect these charges as the Town continues to expect growth.

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

Each building permit issued by the Town carries with it an obligation to calculate and collect development charges as well as financial securities related to the Town's development agreements for landscaping, engineering, etc. With continued growth throughout the Town and more complex financial agreements to administer, in addition to the recent changes in legislation, the demands on this position have grown to the point where an additional FTE is urgently required.

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

Without this position being added, the Town may not be in a position to provide DC (Developmental Charge) calculations in time to issue a building permit. This causes delay and frustration for the building permit client as building permits cannot be issued without the payment of DCs. The need for this position comes not just from growth but from changes in the Development Charges Act, which is the legislative framework that the Town charges development charges under. With the introduction of payment plans and interest charges, a freeze of DCs and other legislated complexities, there is a greater resource need in terms of the tracking and calculation of development charges.

IV. Recommendation - Proposed Service Level Impact

Development charges are now more complex to administer. This position is necessary to meet those legislated requirements on a go forward basis. The current workload exceeds the capacity of one FTE currently in the position and will continue to grow as the Town grows.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|--|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | - | - | - |
| Total Tax Impact | | | | | | - | | |
| Expenditures | | | | | | | | |
| Cost recovery from DC Capital projects | | | | | | (97,651) | (4,400) | (116,731) |
| Senior Financial Analyst, Development | 1 | | 10 | 73,385 | 22,016 | 95,401 | | 114,481 |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 500 | | 500 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--|-----------------|---------|
| Request | 2022-019 Senior Financial Analyst, Development | | |
| Department | Finance | Division | Finance |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 1,200 | | 1,200 |
| Expenditures Total | 1 | | | | | 0 | 0 | 0 |

Attributes

| Attribute | Value | Comment |
|--|---------------------|---------|
| Department | 015 Finance | |
| Division | 285 Finance | |
| Director | Myuran Palasandiran | |
| Requested By: | Hillary Bryers | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--------------------------------|-----------------|---------|
| Request | 2022-020 Senior Clerk, Revenue | | |
| Department | Finance | Division | Finance |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

This position is an additional dedicated resource for the Town's property tax administration. Currently, there is only one Senior Clerk, Revenue to provide escalated customer service delivery and property tax administration for over \$180 million worth of property taxation annually. Currently, there are over 26,000 property tax accounts in Caledon with property taxes administered growing by over 50% in the last decade from \$122 million to over \$183 million. This number continues to grow each year and is projected to increase rapidly (by an additional 13,000 rolls over the next ten years). No new headcount has been added during this time. As a result, the division is at operational capacity. This position is key to ensure that revenues and revenue collections continue at the Town.

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

This position will be responsible for all administrative property tax tasks including: land tax apportionments, tax and assessment appeal processing, overpayment refunds, adjustments to property tax accounts, penalty and interest calculations, supplementary tax billings, local improvement charges, processing of electronic internet and telephone banking payments, responding to inquiries both over the phone and through email, cash receipt review and reconciliation, pre-authorized tax payment plan administration, mortgage payment administration and billing, arrears notice processing, tax collections, tax sale administration as well as ownership and mailing address changes.

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

The ability for taxpayers to receive timely customer service and have issues resolved quickly is at risk. Administrative capacity is at its maximum. Inquiries regarding appeals, local improvement charges, missing payments, refunds and requests for penalty write-offs are all examples of calls that are escalated to the Senior Clerk, Revenue, of which there is just one position currently. These inquiries require research or analysis to be completed along with the processing of any transactions required to adjust accounts. Demand for these services continues to grow. If this position is not approved, taxpayers will face longer wait times for their issues to be resolved and a backlog of tax adjustments or collections will result. This will impact the Town in terms of cash flows, as taxes are no longer being collected promptly and an inability to bill and collect taxes as legislated by the Municipal Act. If pre-authorized payment plans are not cancelled or enrolled in time, taxpayers could miss or have an extra payment withdrawn from their bank accounts. These all result in extra costs to the Town or disgruntled taxpayers.

IV. Recommendation - Proposed Service Level Impact

In addition, Service Caledon currently performs property tax related tasks such as mortgage payment billing and administration and ownership and mailing address maintenance that would be better located within the Revenue division if capacity were to exist. The creation of the Senior Clerk, Revenue position would remove these tasks from Service Caledon freeing up resources there to better address client's needs and allow the Revenue division to reach its targets in addressing client's inquiries in a timely fashion. Property taxation is administratively complex. As the main source of the Town's revenue, this additional resource is needed now to ensure that the Town meets its legislated requirements, to ensure that service excellence by the team can continue and to ensure that growth within the Town is captured and billed accordingly so that the Town realizes these new revenues

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 76,977 | 6,900 | 92,162 |
| Total Tax Impact | | | | | | 83,877 | | |
| Expenditures | | | | | | | | |
| Senior Clerk, Revenue | 1 | | 10 | 58,405 | 17,522 | 75,927 | | 91,112 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 500 | | 500 |

TOWN OF CALEDON

Change in Service Level

| | | | | |
|---------------------|--------------------------------|-----------------|---------------|--------------|
| Request | 2022-020 Senior Clerk, Revenue | | | |
| Department | Finance | Division | Finance | |
| Version | Department Submission - Pre | Year | 2022 | |
| Expenditures | Total | 1 | 76,977 | 6,900 |
| | | | 92,162 | |

Operating Impact

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

| Attributes | | |
|--|---------------------------|---------|
| Attribute | Value | Comment |
| Department | 015 Finance | |
| Division | 285 Finance | |
| Director | Myuran Palasandiran | |
| Requested By: | Hillary Bryers | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---------------------------------------|-----------------|---------|
| Request | 2022-040 Long-term Financial Planning | | |
| Department | Finance | Division | Finance |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Financial Analyst to provide support to the Senior Financial Analysts in order for them focus more on long term financial planning in regards to multi-year budgets, cash flow forecasts, asset management, financial reporting and reserve management. This position would also provide overall Customer Service for departments during the year for budgets or year-end variance reports.

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

The Caledon population has grown over the past number of years and is expected to continue to grow significantly in the future. This growth has resulted in demand on the existing Finance staff to be stretched with all the requirements and needs of the organization. Finance experiences increased workload pressures due to growth, changes in legislation, increased demand for Financial support from town staff and tight year-end and reporting timelines. As well there has been an increase in reporting requirements such as quarterly detail capital status report.

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

This position will reduce pressure on finance staff to work overtime and enhance the customer service Finance provides to internal and external clients.

This additional resources will allow Finance to continue to innovate and provide enhanced reporting such as multi-year budgeting and effective management of Town's reserves to better plan for effective asset management. If this position does not get approved it could lead to Staff burnout and retention issues along with the potential for errors or poor long term financial planning.

IV. Recommendation - Proposed Service Level Impact

This position has a Town wide impact as Finance continues to receive more requests for information relating to assets, financial needs, and with the evolving financial needs of the corporation it is becoming increasingly difficult to manage the annual budget process, reserves, investments and cash flow creating a need to focus more on long term financial planning.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 65,648 | 6,900 | 97,197 |
| Total Tax Impact | | | | | | 72,548 | | |
| Expenditures | | | | | | | | |
| Salary | 1 | | 8 | 48,537 | 14,561 | 63,098 | | 94,647 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---------------------------------------|-----------------|---------|
| Request | 2022-040 Long-term Financial Planning | | |
| Department | Finance | Division | Finance |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 1,000 | | 1,000 |
| Expenditures Total | 1 | | | | | 65,648 | 6,900 | 97,197 |

Attributes

| Attribute | Value | Comment |
|--|---------------------|---------|
| Department | 015 Finance | |
| Division | 285 Finance | |
| Director | Myuran Palasandiran | |
| Requested By: | Paul Gandhi | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | No | |
| Status | Funded | |
| Alternatives Considered | N/A | |
| Implementation Plan | Q1 2022 | |

TOWN OF CALEDON
2022 OPERATING BUDGET - CORPORATE ACCOUNTS

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|------------------------|----------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|---------------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A)+(B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L)=(C) TO (K) |
| Revenues | (\$85,515,095) | \$0 | (\$85,515,095) | \$0 | \$0 | \$0 | \$0 | \$1,400 | \$0 | (\$434,256) | (\$70,135) | (\$86,018,086) |
| Expenses | \$27,980,660 | \$195,161 | \$28,175,821 | \$0 | \$206,563 | \$0 | \$5,750 | \$49,643 | \$0 | (\$588,000) | \$50,000 | \$27,899,777 |
| Net Exp./(Rev.) | (\$57,534,435) | \$195,161 | (\$57,339,274) | \$0 | \$206,563 | \$0 | \$5,750 | \$51,043 | \$0 | (\$1,022,256) | (\$20,135) | (\$58,118,309) |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|---|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L)+(P) | |
| \$29,125 | \$0 | (\$22,100) | \$7,025 | (\$86,011,061) | |
| (\$127,125) | \$0 | \$0 | (\$127,125) | \$27,772,652 | |
| (\$98,000) | \$0 | (\$22,100) | (\$120,100) | (\$58,238,409) | |
| Tax Increase/(Decrease) compared to "base budget" (C) | | | | (\$899,135) | |
| % Increase/(Decrease) | | | | 1.6% | |

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 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 - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1 **(\$57,339,274)**

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

E - Increases in employee compensation (existing staff) **\$206,563**

1 **Salaries and Benefits - Increases related to COLA, Grade and Grid moves** **\$206,563**

F - Annualization of New Staff approved in the 2021 Budget **\$0**

G - Annualization of Services approved in the 2021 Budget **\$5,750**

2 **2021 CISL#7: 311 Central Phone Number** **\$5,750**

H - Inflationary Adjustments **\$51,043**

3 **Insurance** **\$12,853**

4 **Contracted Services** **\$600**

5 **IT Maintenance Contracts** **\$32,785**

6 **Cell Phones** **(\$500)**

7 **Contracted Services** **\$3,905**

8 **Payments In Lieu - Federal** **\$1,400**

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

J - Revenue (Increases)/Decreases **(\$1,022,256)**

9 **Salary gapping** **(\$600,000)**

10 **Miscellaneous Revenue** **\$5,000**

11 **Internal recoveries** **(\$16,373)**

APPENDIX 2 - UNAVOIDABLE

| | | |
|----|--|-------------|
| 12 | Tax Certificates and account fees net of costs | (\$11,000) |
| 13 | Interest and Penalties on Tax Accounts | (\$40,000) |
| 14 | Interest and Investment Income | (\$105,000) |
| 15 | General Support Grant | (\$4,300) |
| 16 | Property Tax and Payment in Lieu | (\$250,583) |

K - Previously Approved Council Initiatives - Increases/(Decreases)**(\$20,135)**

| | | |
|----|--------------------------|-------------|
| 17 | IT Maintenance Contracts | \$108,565 |
| 18 | Computer services | \$2,000 |
| 19 | New Staff technology | (\$130,700) |

Net Unavoidable Increases/(Decreases)

(\$779,035)

L Adjusted Base Budget for CORPORATE ACCOUNTS**(\$58,118,309)**

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 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* (\$58,118,309)

M - Service Delivery Efficiencies (\$98,000)

| | | |
|---|----------------------|------------|
| 1 | Municipal Taxes | (\$95,000) |
| 2 | Bulk Office supplies | (\$3,000) |
| 3 | | |
| 4 | | |

N - New Fees/Revenues \$0

| | | |
|---|--|--|
| 5 | | |
| 6 | | |
| 7 | | |

O - Fee Rate Increases (\$22,100)

| | | |
|----|-----------------------|------------|
| 8 | Miscellaneous revenue | (\$4,200) |
| 9 | Mortgage Company fee | (\$17,500) |
| 10 | Tax certificates | (\$400) |

P - Total Recommended Reductions (\$120,100)

Q 2022 Budget to be presented to Council for CORPORATE ACCOUNTS (\$58,238,409)

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

**TOWN OF CALEDON
2022 OPERATING BUDGET**

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME CORPORATE ACCOUNTS

| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | |
| | | | |
| | | | |
| | | | |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | \$0 | | |
| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | |
| | | | |
| | | | |
| | | | |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | \$0 | | |
| GRAND TOTAL | \$0 | | |

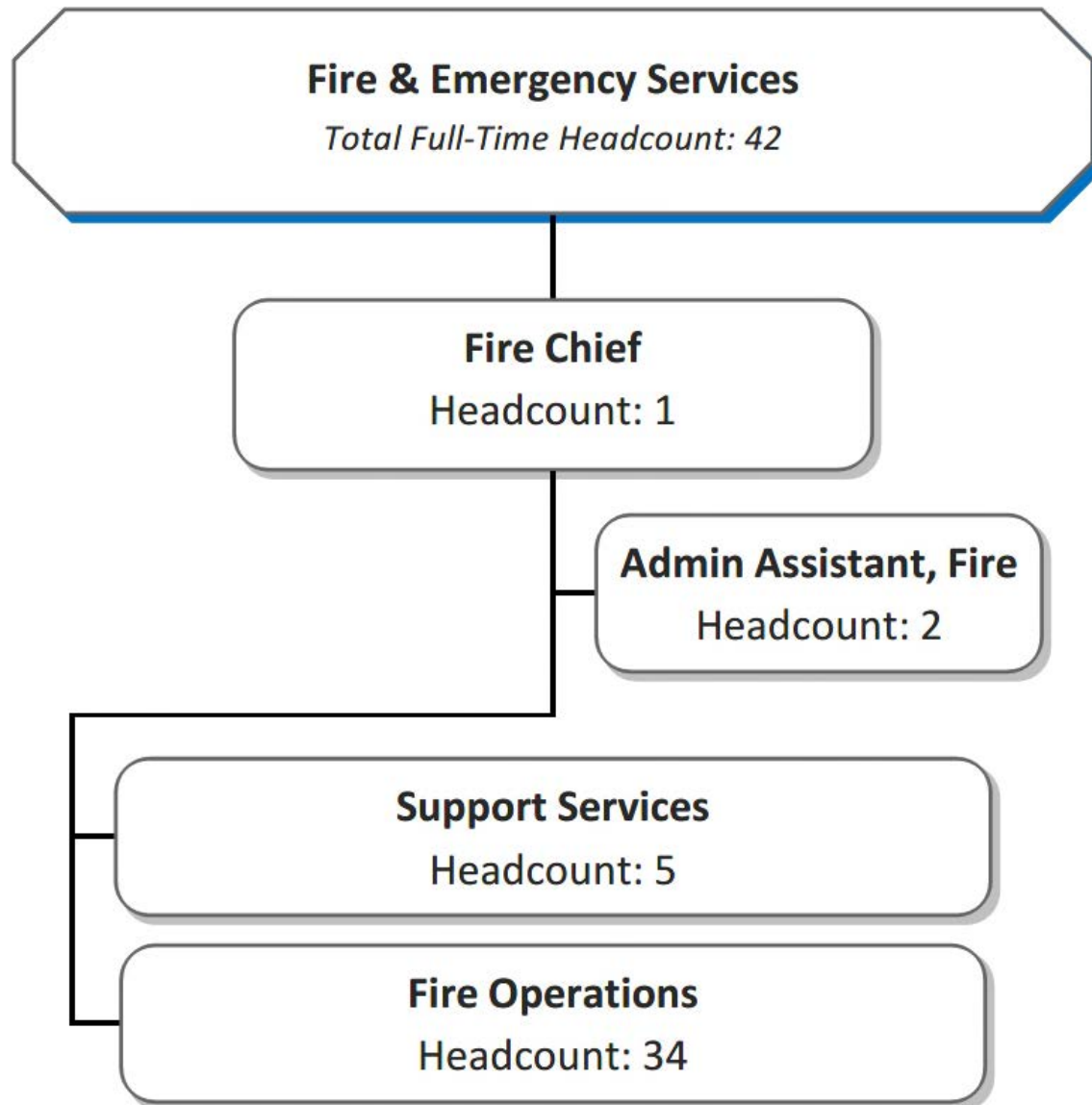
Fire and Emergency Services

2022



Fire and Emergency Services

Roles & Structure



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

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

Fire and Emergency Services Department

Support Services Division

- Provides the administrative support necessary to operate the nine fire stations throughout a large geographical area with approx. 42 full-time personnel and 285 volunteer firefighters.
- Balances resources to identified risk through effective risk-based planning
- Ensures the management of all departmental capital assets
- Conducts mandatory requirements of the *Fire Protection and Prevention Act (Fire Code)*, *Building Code Act* and the *Technical Standards and Safety Authority Act* including fire inspections as assigned and upon request or complaint.
- Responsible for plans review, approval of Fire Safety Plans, commissioning of buildings and properties and *Ontario Building Code*, *Ontario Fire Code* and municipal by-law enforcement and fire cause determination.
- Responsible for public education programs including a smoke/carbon monoxide alarm program and public fire safety education.

Fire Operations Division

- Provides the personnel, apparatus and equipment, including mutual aid, required to provide effective, safe, and professional emergency services. This includes training, firefighting, rescue and the delivery of emergency care to our residents.
- Delivers Emergency Operations in accordance with Public Fire Safety Guidelines, Ontario Fire Marshal Emergency Management/Academic Standards and Education (OFMEM/ASE), Under Section 21 of the *Occupational Health and Safety Act*, industry standards and best practices.
- Develops, maintains and ensures training is delivered in accordance with the requirements of the Ontario Fire Marshal Emergency Management/Academic Standards and Education (OFMEM/ASE), Section 21 of the *Occupational Health and Safety Act*, National Fire Protection Association (NFPA) Standards and industry best practices.

2021 Achievements

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

- Continued to ensure the safety of personnel through the implementation of several recommendations through the Covid-19 Internal Working Group (stakeholders across the department).
- Received and placed four (4) Large Fire Apparatus into service per the fleet replacement program.
- Implemented of the Comprehensive Training Plan.
- Completed all mandatory vulnerable occupancy inspections.
- Developed and delivered new digital/virtual Public Education programming to school aged children, teens, adults and seniors.
- Responded to approximately 2,700 emergency incidents (8.7% increase).
- Designated Medical Officers providing 24/7 COVID-19 support to over 300 personnel.
- Updated the Community Emergency Response Plan to align with 'Reimagine Caledon'.
- Achieved annual compliance under the *Emergency Management and Civil Protection Act*.

2022 Priorities

Support Services Division



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

- Implement a proactive fire inspection life cycle program with the hiring of an additional full-time Fire Inspector.
- Complete the review of current administrative processes and initiate the development of a technology infrastructure plan.
- Develop a comprehensive fire station/facility infrastructure needs assessment including a maintenance and replacement plan.
- Develop a formal asset management and replacement plan for all large fire equipment.
- Implement meetings with the Community Emergency Management Program Committee.
- Create a multi-year training program for the Emergency Control Group Members and alternates.

Fire Operations Division



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

TOWN OF CALEDON
2022 OPERATING BUDGET - FIRE AND EMERGENCY SERVICES

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|---------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|----------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$1,073,143) | \$431,308 | (\$641,835) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | (\$641,835) |
| | | | | | | | | | | | | |
| Expenses | \$10,838,345 | (\$540,563) | \$10,297,782 | \$0 | \$182,937 | \$309,309 | \$12,667 | \$92,165 | \$7,012 | \$0 | (\$20,000) | \$10,881,872 |
| | | | | | | | | | | | | |
| Net Exp./(Rev.) | \$9,765,202 | (\$109,255) | \$9,655,947 | \$0 | \$182,937 | \$309,309 | \$12,667 | \$92,165 | \$7,012 | \$0 | (\$20,000) | \$10,240,037 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|---|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| \$0 | | | \$0 | (\$641,835) | |
| \$0 | | | \$0 | \$10,881,872 | |
| \$0 | \$0 | \$0 | \$0 | \$10,240,037 | |
| Tax Increase/(Decrease) compared to "base budget" (C) | | | | \$584,090 | |
| % Increase/(Decrease) | | | | 6.0% | |

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME **FIRE AND EMERGENCY SERVICES**

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

C - 2021 Council Approved Budget - Net - "2022 Base Budget" in Appendix 1

\$9,655,947

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

\$0

E - Increases in employee compensation (existing staff)

\$182,937

Salaries and Benefits - Increases related to COLA, Grade and Grid moves

\$182,937

F - Annualization of New Staff approved in the 2021 Budget

\$309,309

2021 Budget Change in Service Level 25 - Incident Command System

\$24,533

2021 Budget Change in Service Level 28 - Assistant Deputy Fire Chief

\$70,163

2021 Budget Change in Service Level 29 - Full-time Firefighters for the Valleywood Fire

\$214,613

G - Annualization of Services approved in the 2021 Budget

\$12,667

2021 Budget Change in Service Level 25 - Incident Command System; training costs

\$16,667

2021 Budget Change in Service Level 28 - Assistant Deputy Fire Chief; one-time PPE

(\$4,000)

H - Inflationary Adjustments

\$92,165

Insurance for fire fleet vehicles

\$30,911

Fire communications

\$25,320

Fire stations contracted services and maintenance/repairs

\$17,721

Insurance for Fire Stations/Buildings

\$8,663

Fire fleet vehicle maintenance and repairs

\$7,750

Other operational expenses for fire personnel

\$1,800

I - Increases/(Decreases) for Utilities

\$7,012

Cost of natural gas for fire station

\$5,666

Cost of electricity for fire stations

(\$79)

Cost of water for fire stations

\$1,425

APPENDIX 2 - UNAVOIDABLE

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

| | |
|---|------------|
| K - Previously Approved Council Initiatives - Increases/(Decreases) | (\$20,000) |
|---|------------|

| | |
|--|------------|
| Removal of one-time protective equipment costs from Change In Service Levels 29 - Full-time Firefighters for the Valleywood Fire Station | (\$20,000) |
|--|------------|

| | |
|---------------------------------------|-----------|
| Net Unavoidable Increases/(Decreases) | \$584,090 |
|---------------------------------------|-----------|

| | |
|--|--------------|
| L - Adjusted Base Budget for FIRE AND EMERGENCY SERVICES | \$10,240,037 |
|--|--------------|

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: FIRE AND EMERGENCY 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 \$10,240,037

M - Service Delivery Efficiencies \$0

| | |
|--|--|
| | |
| | |
| | |

N - New Fees/Revenues \$0

| | |
|--|--|
| | |
| | |
| | |

O - Fee Rate Increases \$0

| | |
|--|--|
| | |
| | |
| | |

P - Total Recommended Reductions \$0

Q - 2022 Budget to be presented to Council for FIRE AND EMERGENCY SERVICES \$10,240,037

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

APPENDIX 4 - CHANGES IN SERVICE LEVELS

TOWN OF CALEDON 2022 OPERATING BUDGET

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME: FIRE AND EMERGENCY SERVICES

| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|---|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | |
| 2022-033 Full-time Firefighters (5) - Valleywood Fire Station To improve emergency response capability and firefighter safety in the Southwest quadrant of the Town. | \$366,200 | 5.0 | Part Year |
| 2022-034 Fire Inspector To allow Caledon Fire & Emergency Services to meet existing and future legislative requirements with regards to community fire safety which have a corresponding relation in the reduction of emergency responses and costs. | \$59,505 | 1.0 | Part Year |
| | | | |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | \$425,705 | | |
| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | |
| | | | |
| | | | |
| | | | |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | \$0 | | |
| GRAND TOTAL | \$425,705 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-------------------------------|
| Request | 2022-033 Full-Time Firefighters - Valleywood Fire Station (5) | | |
| Department | Fire & Emergency Services | Division | Emergency Ops & Fire Suppress |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Fire Service requires an additional five (5) Full-Time Firefighters for the Valleywood Fire District to staff a second shift (coverage Monday to Sunday 12 hrs/day). These additional full-time firefighters are required to improve response times, increase appropriate staffing of initial apparatus and support surrounding fire districts to supplement overall departmental staffing levels during complex emergencies. The Fire Master Plan recommends incrementally hiring twenty (20) full-time firefighters starting in 2021 to staff the proposed Mayfield West Fire Station by 2024. The additional full-time firefighters would be assigned to the Valleywood Fire Station on an interim basis until the Mayfield West Fire Station is operational.

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 the Mayfield West and Bolton Rural Service Centre's. This gap will continue to increase with the significant growth occurring in the Mayfield West 2 Development Area. This growth is expected to continue to come online at a greater pace than first anticipated when the fire master plan was developed. This represents an additional strain on our ability to provide an adequate level of fire protection services to this area.

IV. Recommendation - Proposed Service Level Impact

The additional full-time firefighters deployed from the Valleywood Fire District will strive to meet the needs and circumstances of the community; show continuous improvement in our service delivery; while additionally supporting and strengthening our emergency response capability within the Cheltenham, Caledon East, Inglewood and Bolton Fire Districts. Additional full-time firefighters will lead to decreased response times, appropriate comprehensive staffing of initial apparatus, contribute to the required depth of response capacity and a corresponding decrease in the number of responses requiring volunteer firefighters.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---|----------|--------|------|-----------|------------|-----------------|-------------|----------------|
| Net Tax Impact | | | | | | 366,200 | - | 668,900 |
| Total Tax Impact | | | | | | 366,200 | | |
| Expenditures | | | | | | | | |
| Full-Time Firefighter - Valleywood Fire | 5 | | | 249,000 | 74,700 | 323,700 | | 647,400 |
| Training/Development/Seminars | | | | | | 12,500 | | 12,500 |
| Uniforms/Protective Clothing | | | | | | 30,000 | | 9,000 |
| Expenditures Total | 5 | | | | | 366,200 | | 668,900 |

TOWN OF CALEDON**Change in Service Level**

| | | | |
|-------------------|---|-----------------|------------------------------|
| Request | 2022-033 Full-Time Firefighters - Valleywood Fire Station (5) | | |
| Department | Fire & Emergency Services | Division | Emergency Ops & Fire Supress |
| Version | Department Submission - Pre | Year | 2022 |

| Attributes | | |
|--|--|---------|
| Attribute | Value | Comment |
| Department | 007 Fire & Emergency Services | |
| Division | 245 Emergency Ops & Fire Supress | |
| Director | Darryl Bailey | |
| Requested By: | Colin Hanna | |
| Council Work Plan Priority | Multiple Priorities | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | Yes | |
| Is there a safety requirement? | Yes | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | Yes, remain status | |
| Implementation Plan | Work with People Services to post 2022-Q1 and have positions hired 2022-Q2 for June start. | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------------|
| Request | 2022-034 Fire Inspector (1) | | |
| Department | Fire & Emergency Services | Division | Fire Support Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

To hire an additional Fire Inspector to allow Caledon Fire & Emergency Services to meet existing and future legislative requirements specific to community fire safety which have corresponding relations in the reduction of emergency responses and costs.

The additional Fire Inspector is a recommendation in the Fire Master Plan (FMP) as this position will allow the municipality to meet the needs and circumstances of a growing community and ensure compliance of the *Fire Protection and Prevention Act (FPPA), 1997*.

The responsibility for this role will have some involvement with building inspections (est. 25%) and will be partially funded by the Building Permit Stabilization Reserve and Building Permit fee revenues.

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

At the present time fire prevention staff are fully engaged in Fire Code inspections upon requests and complaints. Inspections of high hazard (Industrial) and high-risk properties (Assembly, Institution, Vulnerable, multi-unit (residential). Annual fire prevention activities have increased 27% in 4 years due to community growth. Staff is also actively participating in Building Code plans review and inspections and the commissioning of fire and life safety systems.

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

The FPPA Section 2 states, (1) Every municipality shall, (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention.

For a fire department to be deemed in compliance, it has to satisfy four key requirements: Community Risk Assessment; smoke alarm program, including home escape planning; distribution of public education information and implementation of public education programs; and, fire prevention inspections upon complaints or requests. A fire Service can significantly reduce fire deaths, injuries, and property loss by performing fire prevention activities.

IV. Recommendation - Proposed Service Level Impact

With the continuing growth of our population and building stock and the increased demand for public education in schools, daycares, and community events; existing staff are unable to complete all the required inspections and mandated public education.

Changes in Provincial and Federal Regulations continue to increase the workload of existing staff, resulting in mandated inspections not being completed in a timely manner.

This position will require a vehicle, presented as Capital Project request 22-118.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 52,105 | 7,400 | 100,660 |
| Total Tax Impact | | | | | | 59,505 | | |
| Expenditures | | | | | | | | |
| Fire Inspector | 1 | | | 49,800 | 14,940 | 64,740 | | 129,480 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| Computer | | | | | | | 4,400 | |
| Mobile Phone | | | | | | | 500 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------------|
| Request | 2022-034 Fire Inspector (1) | | |
| Department | Fire & Emergency Services | Division | Fire Support Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Expenditures | | | | | | | | |
| Training/Development/Seminars | | | | | | 2,500 | | 2,500 |
| Mobile Phones / Pagers | | | | | | 500 | | 500 |
| Expenditures Total | 1 | | | | | 68,290 | 7,400 | 133,030 |

Funding

| | | | | | | | | |
|-------------------------|--|--|--|--|--|-----------------|--|-----------------|
| Reserve Fund To Revenue | | | | | | (16,185) | | (32,370) |
| Funding Total | | | | | | (16,185) | | (32,370) |

Attributes

| Attribute | Value | Comment |
|--|--|--|
| Department | 007 Fire & Emergency Services | |
| Division | 310 Fire Support Services | |
| Director | Darryl Bailey | |
| Requested By: | Darryl Bailey | |
| Council Work Plan Priority | Multiple Priorities | |
| General Location | Town Wide | |
| Is there related capital | Yes | Capital Project 22-118 Fire Inspector Vehicle, est. cost \$45,000 |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | Yes | Shows continuous improvement and to mitigate emergency response gaps per the Fire Prevention and Protection Act to meet local needs and circumstances. |
| Is there a safety requirement? | Yes | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | Yes, to continue with the existing level of service. However this option does not assist to mitigate the risk with the current inappropriate emergency response capability in the Mayfield West and Bolton Rural Service Centre areas. | |
| Implementation Plan | Work with People Services to have position posted in 2022-Q1 and have position hired 2022-Q2 | |

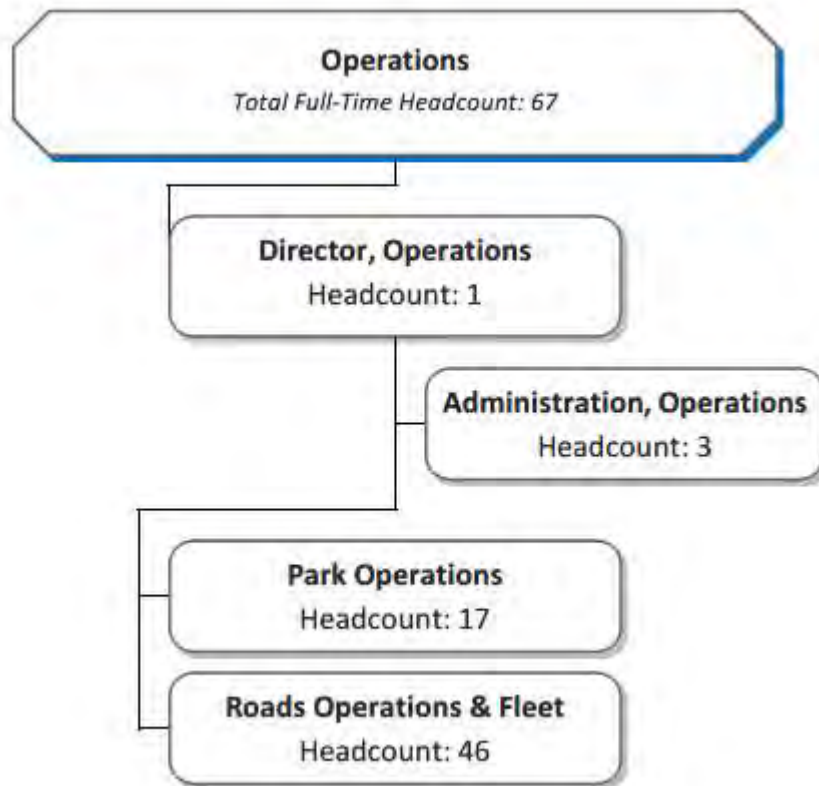
Operations

2022



Operations

Roles & Structure



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

- Over 840 km of roads, with 600 km of rural roads that includes 104 kms that are gravel.
- Over 180 kilometres of sidewalk.
- Manage and maintain over 5 municipal drains and numerous drainage ditches in easements, stormwater management ponds and roadside ditches and swales.
- Regularly service and provide repair services for over 150 vehicles including Roads, Parks, Fire, Facilities, Building, Recreation and Regulatory Service fleet.
- Purchase all fleet needs including new vehicles, parts, fuel and lubricants for all Town vehicles except Fire Apparatus and Ice Resurfacers.
- Over 500 acres of parkland.
- Regularly maintain and inspect over 50 playgrounds.
- Provide mowing service to 28 cemeteries throughout the Town.
- Approximately 100 acres of urban boulevard mowing.
- Approximately 10,000 urban street trees.
- Over 40 kilometres of multi-use trail.

- Lawn, tree and winter parking lot maintenance for Town owned facilities with smaller parking lots and most Fire Halls.

Road Operations and Fleet

- Ensure that infrastructure within the Town's right-of-way is safe and meets Provincially mandated minimum maintenance standards or service levels, the needs of the residents, businesses, and various other stakeholders across the Town.
- Ensure that all aspects of roads operations, vehicles and equipment are operated in a safe and compliant manner by qualified and trained crews and are conducted in compliance with all applicable environmental and statutory obligations.
- Ensure that the Town's fleet is sourced and acquired to meet energy efficiency targets and meet the requirements to complete assigned tasks in Caledon.
- Manage a winter maintenance program to ensure public safety on Town Roads during the winter months – from approximately October 1st to April 30th.
- Manage a summer maintenance program to ensure public safety on Town Roads during the summer months – approximately May 1st to September 30th.

Park Operations

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

2021 Achievements

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

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

2022 Priorities



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

- Implement a systematic road patrol program to ensure Town is meeting MMS requirements
- Continue to work with the Engineering Department on the rationalization of provision of services to realize efficiencies in expertise, operations and delivery of road related services.
- Continue to work with relevant departments to improve processes such as haul and culvert permits, and assist in developing an encroachment by-law.

TOWN OF CALEDON
2022 OPERATING BUDGET - OPERATIONS

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|------------------------|---------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|------------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A)+(B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L)=(C) TO (K) |
| Revenues | (\$1,629,543) | \$0 | (\$1,629,543) | \$0 | \$0 | \$0 | (\$975) | (\$9,150) | \$0 | (\$41,351) | (\$7,318) | (\$1,688,337) |
| Expenses | \$15,636,796 | (\$110,000) | \$15,526,796 | \$0 | \$337,854 | \$247,378 | \$24,275 | \$158,155 | \$31,418 | \$0 | \$269,565 | \$16,595,441 |
| Net Exp./(Rev.) | \$14,007,253 | (\$110,000) | \$13,897,253 | \$0 | \$337,854 | \$247,378 | \$23,300 | \$149,005 | \$31,418 | (\$41,351) | \$262,247 | \$14,907,104 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L)+(P) | |
| \$0 | | | \$0 | (\$1,688,337) | |
| \$0 | | | \$0 | \$16,595,441 | |
| \$0 | \$0 | \$0 | \$0 | \$14,907,104 | |

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

\$1,009,851

% Increase/(Decrease)

7.3%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME **OPERATIONS**

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

C - 2021 Council Approved Budget - Net - "2022 Base Budget" in Appendix 1

\$13,897,253

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

\$0

E - Increases in employee compensation (existing staff)

\$337,854

3 Salaries and Benefits - Increases related to COLA, Grade and Grid moves

\$337,854

F - Annualization of New Staff approved in the 2021 Budget

\$247,378

5 Salary and Benefit costs related to LDD Program approved during 2021 Staff Report 2021-0270

\$202,025

6 Impact of Change In Service Levels approved as part of 2021 Budget - 2021-30 \$35,679 and 2021-24 \$9,674

\$45,353

G - Annualization of Services approved in the 2021 Budget

\$23,300

7 Balance of costs related to LDD Program approved during 2021 Staff Report 2021-0270

\$23,300

H - Inflationary Adjustments

\$149,005

4 Parks contracted maintenance, materials and supplies, and cell phone costs

\$27,776

5 Insurance

\$71,940

6 Railway Crossing maintenance costs

\$1,370

7 Contracted Services

\$521

8 Streetlight Maintenance for Town of Caledon streetlights

\$4,500

9 Sweeping contracts

\$3,183

9 Fleet Vehicle & Equipment Maintenance and Supplies net of \$30,000 internal recovery from Fire

\$18,864

10 Fuel

\$16,258

APPENDIX 2 - UNAVOIDABLE

| | | |
|----|----------------|---------|
| 11 | Summer Calcium | \$4,593 |
|----|----------------|---------|

I - Increases/(Decreases) for Utilities

\$31,418

| | | |
|----|--------------------------------------|----------|
| 12 | Cost of electricity for streetlights | \$20,937 |
|----|--------------------------------------|----------|

| | | |
|----|---------------------------------------|---------|
| 13 | Electricity and Water Costs for Parks | \$7,681 |
|----|---------------------------------------|---------|

| | | |
|----|------------------------------------|---------|
| 14 | Telephone costs at Yard facilities | \$2,800 |
|----|------------------------------------|---------|

J - Revenue (Increases)/Decreases

(\$41,351)

| | | |
|----|--|-----------|
| 15 | Increased recovery for landscaping and winter maintenance for Fire and Town Hall | (\$7,101) |
|----|--|-----------|

| | | |
|----|--|------------|
| 16 | Culvert permit revenues based on current trend | (\$11,250) |
|----|--|------------|

| | | |
|----|---|------------|
| 17 | Revenue from Developers for maintenance of unassumed subdivisions | (\$20,000) |
|----|---|------------|

| | | |
|----|------------------|-----------|
| 18 | Grants/Subsidies | (\$3,000) |
|----|------------------|-----------|

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

\$262,247

| | | |
|----|---|----------|
| 19 | LDD Program Net One-time related costs approved during 2021 | \$93,732 |
|----|---|----------|

| | | |
|----|--|-----------|
| 20 | Fleet Capital Purchase Operating Costs and Direct labour - approved during 2021 Staff Report 2021-0229 | \$169,365 |
|----|--|-----------|

| | | |
|----|--|---------|
| 21 | Operating Impact of Capital Projects approved as part of 2021 Budget | (\$850) |
|----|--|---------|

Net Unavoidable Increases/(Decreases)

\$1,009,851

L Adjusted Base Budget for OPERATIONS

\$14,907,104

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME OPERATIONS

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

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

\$14,907,104

M - Service Delivery Efficiencies

\$0

| | | |
|---|--|--|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |

N - New Fees/Revenues

\$0

| | | |
|---|--|--|
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |

O - Fee Rate Increases

\$0

| | | |
|----|--|--|
| 8 | | |
| 9 | | |
| 10 | | |
| 11 | | |

P - Total Recommended Reductions

\$0

Q 2022 Budget to be presented to Council for OPERATIONS

\$14,907,104

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

**TOWN OF CALEDON
2022 OPERATING BUDGET**

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

DEPARTMENT NAME OPERATIONS

| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|---|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | | |
| 2 | Crossing Guard Coordinator - To manage the crossing guard program because the demand for crossing guards has increased and recruitment and retention of crossing guards continues to be challenging. | \$88,616 | 1.0 | Part Year |
| 8 | Coordinator, Fleet to coordinate repairs and tool purchases with Fleet Technicians, Fleet Lead Hand and other Operations Supervisors. | \$81,564 | 1.0 | Part Year |
| 9 | Supervisor, Roads - to support the current winter maintenance shift in the afternoon/evenings as a Supervisor, Roads is necessary to ensure the Town is meeting the Occupational Health & Safety Act | \$88,617 | 1.0 | Part Year |
| 14 | Technician, Road Operations - patrolling roads, checking signs for reflectivity, inspecting streetlights at night, winter road patrol plus other important tasks that all require a regular road patrol to inspect. | \$16,922 | 1.0 | Part Year |
| 15 | Operator II, Roads (Conversion of Summer & Winter TFT's) - A change in service level converting 4 TFT staff (2 summer road and 2 winter roads) to 2 Permanent Full Time will provide valuable staff retention. | \$31,295 | 2.0 | Annual |
| 49 | Operating Costs of Proposed Bolton Bandshell at RJA Potts Park - If the Trillium grant funding application is successful, design and construction of a Bandshell within RJA Potts Park will occur in 2022 under Proposed Capital Project 22-091. The target completion date is June 2022. | \$69,140 | 0.0 | Annual |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | | \$376,154 | | |
| | <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | | |
| 71 | Bolton Revitalization - Parking Lot Cleanup (temporary full-time staff) | \$41,520 | | Annual |
| | | | | |
| | | | | |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | | \$41,520 | | |
| GRAND TOTAL | | \$417,674 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-------------------------------------|-----------------|----------------|
| Request | 2022-002 Crossing Guard Coordinator | | |
| Department | Operations | Division | Administration |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The Crossing Guard program is currently overseen by the Supervisor, Administration. With the recent re-organization this position now oversees customer service for Parks, Roads and Fleet, the Road Occupancy Permit administration, Heavy Truck Haul Permits and Driveway Access permits. These new responsibilities in Operations do not leave enough time to manage crossing guards. With the demand for crossing guards growing, new crossing locations being added annually and the time to handle recruitment and retention of crossing guards is proving to be challenging if not impossible. Crossing guards regularly call in sick and resign which takes considerable time to manage and requires planned work to be changed.

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

When the crossing guard program was downloaded to the Supervisor, Administration position there were 25 crossing guards throughout the Town. The position then did not oversee customer service for Roads, Parks and Fleet operations as well as managing Road Occupancy Permits, Driveway Access and Haul permit processes. There are now over 50 crossing guards throughout Caledon that continues to grow with requests for new crossing locations approved annually. Recruitment and retention of the crossing guard positions are proving to be challenging with at least one crossing guard location compromised on any given day that the Supervisor often covers taking her away from the new responsibilities to provide customer service.

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

Without a dedicated staff resource to oversee the crossing guard program there are risks that locations may not be serviced on any given day compromising the safety of students within Caledon. The non-crossing guard related to demands that the Supervisor, Administration must oversee takes attention away from the Crossing Guard program. The impact of the difficulty to hire, retain, cover-off guards calling in sick or those who resign while trying to handle the demands of customer service for Roads, Parks and Fleet will have an impact the work/life balance of the Supervisor, Administration.

IV. Recommendation - Proposed Service Level Impact

Staff recommend hiring a Crossing Guard Coordinator to provide direct and dedicated support to the crossing guard program, provide training and resources and develop a year-round recruitment and retention strategy. As the Town grows with new homes and schools, the number of elementary school children that cross Town roads daily increases the need to provide additional crossing guards and a dedicated staff person to coordinate this important service.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 81,216 | 7,400 | 96,719 |
| Total Tax Impact | | | | | | 88,616 | | |
| Expenditures | | | | | | | | |
| Coordinator | 1 | | 10 | 59,627 | 17,888 | 77,516 | | 93,019 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| cell phone | | | | | | | 500 | |
| computer | | | | | | | 4,400 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-------------------------------------|-----------------|----------------|
| Request | 2022-002 Crossing Guard Coordinator | | |
| Department | Operations | Division | Administration |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 350 | | 350 |
| Uniforms/Protective Clothing | | | | | | 1,000 | | 1,000 |
| Mileage | | | | | | 1,500 | | 1,500 |
| Mobile Phones / Pagers | | | | | | 300 | | 300 |
| Expenditures Total | 1 | | | | | 81,216 | 7,400 | 96,719 |

Attributes

| Attribute | Value | Comment |
|--|---------------------------------------|---------|
| Department | 008 Operations | |
| Division | 115 Administration | |
| Director | Brian Baird | |
| Requested By: | Brian Baird | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Hire a Supervisor for Crossing Guards | |
| Implementation Plan | Q1 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------------|
| Request | 2022-008 Coordinator, Fleet | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

As the Town continues to grow in population, the number of fleet assets has also grown. This growth in fleet assets has increased the volume of work required of the Supervisor, Fleet to the point that requires the addition of a Coordinator, Fleet to coordinate fleet asset repairs, ordering of parts, provide inventory management of parts, manage parts and tool supplies, solicit quotation for parts and small tools/equipment and provide support with managing all fleet asset records for adding new fleet and repairs in City Wide. This position would report directly to the Supervisor, Fleet and coordinate repairs and tool purchases with Fleet Technicians, Fleet Lead Hand and other Operations Supervisors.

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

All service needs are inputted into City Wide by the Supervisor, Fleet including soliciting pricing for parts, tools, small equipment, reviewing and approving invoices, and inventory management. The volume of these tasks are limiting the Supervisor, Fleet from spending the time on providing supervision of Fleet Technicians including coaching, mentoring and developing Fleet Technicians into Lead Hands or Supervisor. No. of work orders in 2018 (**1126**); 2019 (**2908**); 2020 - (**3313**); and to Sep 2021 (**2373**). Since 2017 Operations added 6 Snowplows; 2 landscape trucks with trailer and Trackless; 6 Electric vehicles; 1 Grader and 4 PU trucks. Fire has added 2 HD Fire Trucks; 9 SUV/PU trucks; 2 Utility vehicles. DC growth fleet will add to this list in 2022-23.

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

Fleet services will have difficulty ensuring tenders are issued at the right time to provide the best opportunity to receive the fleet asset delivery on time and avoid further delays impacting various departments that rely of small vehicles or heavy equipment to deliver services to the residents of Caledon. There is little time to manage parts inventory resulting in Fleet Technicians using their time to order parts as parts are not in the current inventory. A Fleet Coordinate will improve the efficiency of fleet asset maintenance allowing Fleet Technicians to focus on wrench time and not spending time to order parts. This will also ensure fleet assets are put back in service to ensure the Town meets the Minimum Maintenance Standards.

IV. Recommendation - Proposed Service Level Impact

The addition of a Coordinator, Fleet will free up 50 to 70% of the time for the Supervisor, Fleet to focus on fleet staff supervision and development. This will also provide the time for the Supervisor, Fleet to focus on reviewing fleet asset tender specifications so new and replacement acquisitions are completed at the appropriate time of year while also providing the time needed to analyze existing fleet maintenance costs for adjusting the fleet asset replacement year in support of a cost effective and efficient life-cycle management of fleet assets and in support of a consistent realistic annual fleet replacement budget incorporating growth.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 74,164 | 7,400 | 97,419 |
| Total Tax Impact | | | | | | 81,564 | | |
| Expenditures | | | | | | | | |
| Coordinator | 1 | | 9 | 53,665 | 16,099 | 69,764 | | 93,019 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| Cell Phone | | | | | | | 500 | |
| Computer | | | | | | | 4,400 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------------|
| Request | 2022-008 Coordinator, Fleet | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |
| Memberships/Dues | | | | | | 350 | | 350 |
| Uniforms/Protective Clothing | | | | | | 1,000 | | 1,000 |
| Mileage | | | | | | 1,000 | | 1,000 |
| Mobile Phones / Pagers | | | | | | 500 | | 500 |
| Expenditures Total | 1 | | | | | 74,164 | 7,400 | 97,419 |

Attributes

| Attribute | Value | Comment |
|--|---|--|
| Department | 008 Operations | |
| Division | 495 Road & Fleet Services | |
| Director | Brian Baird | |
| Requested By: | Delton Zehr | |
| Council Work Plan Priority | Good Governance | Standardization of Fleet Assets approved for efficiencies of servicing fleet |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | No | |
| Status | Funded | |
| Alternatives Considered | Hire a Second Fleet Supervisor | |
| Implementation Plan | Advertise position and interview in Q1 with start in Q2 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------------|
| Request | 2022-009 Supervisor, Roads | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

As the Town continues to grow along with growth in the Greater Toronto Area, the traffic volumes have grown on all roads running through Caledon. This has already required the implementation of a winter afternoon/evening shift to deal with road maintenance needs. However, the number of service call-outs to respond to motor vehicle collisions, soil dumping on Town roads, large potholes on higher class roads and downed road signs has increased and overtime costs have increased on a regular basis in summer months. Additionally, the current winter maintenance shift in the afternoon/evenings requiring the addition of a Supervisor, Roads to ensure the Town is meeting the Occupational Health & Safety Act.

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

The winter afternoon/evening shift is supervised by a unionized Lead Hand but doesn't have authority to deal with staff performance issues, operators not responding or refusing to work and handling any health and safety issues. The summer months do not have an afternoon/evening shift and are covered by paying various staff to be on-call on a weekly basis plus any call-out overtime to call in operators to handle issue. Call-outs in summer months occur regularly during the work week. Based on Supervisor call requests for April to October from 2018 to 2021, there is an average of 24 callouts for weekday evenings or about 1 per week just in roads not including Parks needs.

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

Road Supervisors who supervise the day or morning shift in the winter are required to come in for after hours issues that can only be handled by a non-union Supervisor. In the winter months during winter weather events, this has resulted in Road Supervisors being called in two to five times throughout the evening and overnight to a point where they are unable to obtain any rest before supervising their regular shift. The inability of morning/day shift Road Supervisors to obtain their needed rest to function safely and appropriately raises the risk of personal injury, motor vehicle collisions and increases the opportunities for making errors in judgement. The existing call-in and after-hours overtime also affects their health & safety and work/life balance.

IV. Recommendation - Proposed Service Level Impact

The addition of a year round afternoon/evening shift Road Supervisor will significantly reduce after hours call-outs during the regular work week including a reduction in overtime costs while providing improved service delivery to ensure the Ontario Minimum Maintenance Standards for roads are met on Caledon roads while reducing the time frame required for supervisory staff to cover off after hours issues.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-----------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 81,217 | 7,400 | 107,140 |
| Total Tax Impact | | | | | | 88,617 | | |
| Expenditures | | | | | | | | |
| Road Supervisor - Afternoon Shift | 1 | | 9 | 59,821 | 17,946 | 77,767 | | 103,690 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,900 | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------------|
| Request | 2022-009 Supervisor, Roads | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 600 | | 600 |
| Uniforms/Protective Clothing | | | | | | 1,000 | | 1,000 |
| Mobile Phones / Pagers | | | | | | 300 | | 300 |
| Expenditures Total | 1 | | | | | 81,217 | 7,400 | 107,140 |

Attributes

| Attribute | Value | Comment |
|--|---|---|
| Department | 008 Operations | |
| Division | 495 Road & Fleet Services | |
| Director | Brian Baird | |
| Requested By: | Delton Zehr | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | Yes | Ensure town is meeting Mnimum Maintenance Standard response times for Class 2 roads |
| Status | Funded | |
| Alternatives Considered | Establish a non-union Foreman (Supervisory position | |
| Implementation Plan | April 1, 2021 | Time required to post, interview and hire candidate after budget approval. |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--------------------------------------|-----------------|-----------------------|
| Request | 2022-014 Technician, Road Operations | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Ontario Minimum Maintenance Standards (MMS) requires that all roads be classified based on Average Annual Daily Traffic versus the posted speed limit to determine minimum maintenance needs. Higher road classes (1-3) are to be patrolled more frequently and in both directions. Lower road classes (4-6) are to be patrolled less frequently and in one direction. This proposal recommends adding a Road Technician to assist the Town in ensuring MMS are met with respect to road patrol requirements especially after-hours and therefore reduce the need for Supervisor on-call hours of work.

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

MMS is the Town's first line of defence against damage claims and motor vehicle collisions. The most important standard is patrolling roads. Town roads are currently patrolled by a temporary fulltime operator. Winter months require 24/7 patrol to ensure the Ontario Minimum Maintenance Standards are met especially after-hours. The after-hours call-in and direction of unionized operators requires a minimum level of management authority to oversee any operation year-round and to handle worker safety issues currently requiring a Road Supervisor to report to work. The average number of weekend operator call-outs in the winter from 2018-2021 is 184 or 9 operators called out requiring direction every weekend. Winter weekday overnight hours add 48 call-outs.

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

The Town's ability to defend against claims for litigation that might otherwise ended with a complete road patrol program in place could increase and result in paying out more settlements or awards. The Town should work to meet or exceed the Minimum Maintenance Standards as its first line of defense. The TFT patrol person does not have supervisory authority which requires the two Road Supervisors to come in frequently at all hours of the day to call in operators and handle issues but this can result in fatigue, loss or home/work balance and can cause a safety concern for the Road Supervisor working excessive hours. Patrol requirements increase as traffic volumes increase.

IV. Recommendation - Proposed Service Level Impact

This proposal is to hire one (1) Technician, Road Operations in 2022 and one (1) Technician, Road Operations in 2023 and one (1) Technician, Road Operations in 2024 as steps towards meeting this road patrol requirement for the Minimum Maintenance Standards. Roads management staff will analyze over 2022 if and when additional Technicians will be required to ensure the Town meets or exceeds this regulation.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 9,522 | 7,400 | 37,477 |
| Total Tax Impact | | | | | | 16,922 | | |
| Expenditures | | | | | | | | |
| Roads Operation Technician | 1 | | 8 | 43,008 | 12,902 | 55,911 | | 83,866 |
| Restructure savings | | -1 | 12 | (41,380) | (8,859) | (50,239) | | (50,239) |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|--------------------------------------|-----------------|-----------------------|
| Request | 2022-014 Technician, Road Operations | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|----------|-----------|------|-----------|------------|-----------------|--------------|---------------|
| Expenditures | | | | | | | | |
| New Staff Technology | | | | | | | 4,900 | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |
| Memberships/Dues | | | | | | 500 | | 500 |
| Uniforms/Protective Clothing | | | | | | 1,500 | | 1,500 |
| Mobile Phones / Pagers | | | | | | 300 | | 300 |
| Expenditures Total | 1 | -1 | | | | 9,522 | 7,400 | 37,477 |

Attributes

| Attribute | Value | Comment |
|--|--|--|
| Department | 008 Operations | |
| Division | 495 Road & Fleet Services | |
| Director | Brian Baird | |
| Requested By: | Delton Zehr | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | Yes | Road patrol is the first line of defence and required by the Minimum Maintenance Standards. Maintenance needs are identified through the road frequency patrols required based on road classification under the Ontario Minimum Maintenance Standards. |
| Status | Funded | |
| Alternatives Considered | Non-Union Foreman or additional Road Supervisors | |
| Implementation Plan | Advertise and interview in Q1 and have succesful candidate commence in Q2 - 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-----------------------|
| Request | 2022-015 Operator II, Roads (Conversion of Summer & Winter TFT's) | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Roads and Fleet Services annually hires 16 Temporary Full Time (TFT) seasonal staff for November to April and 8 Temporary Full Time (TFT) seasonal staff for May to October. To manage the hiring and rehiring of TFT's in the spring and fall requires significant time to initiate and implement the recruitment process annually. It can be difficult to retain high quality staff because of the seasonal and temporary nature of the work as well as reduced benefits due to the job classification. A change in service level converting 4 TFT staff (2 summer road and 2 winter road) to 2 Permanent Full Time will provide valuable staff retention.

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

In the past 5 years, nine (9) TFT's left Caledon for other external FT jobs. Average Daily Traffic volumes have increased over the last 7 years as follows: Kennedy Rd- 4,211 to 21,014; Old School- 1,053 to 2,568; McLaughlin- 1,320 to 2,849 and Centreville Creek- 521 to 1,356 resulting in higher MMS Road Classes requiring higher levels of maintenance and shorter response times. Service Requests are higher: 2019-2,043; 2020-3,503; 2021- forecasted at 3,816. Dumping on roads: 2019-254; 2020-406; 2021-forecasted at 428. These higher traffic volumes and service requests due to population growth require an increase in PFT staff to ensure Ontario Minimum Maintenance standards are met and service levels are maintained.

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

Loss of trained and well performing staff to other Permanent Full Time opportunities with employers other than the Town of Caledon. Risks include an increase in volume of claims due to higher road classifications and maintenance requirements not being met.

IV. Recommendation - Proposed Service Level Impact

This proposal includes the converting TFT to PFT staff and will assist in retaining staff that have been working well for Road Operations, reduce recruitment efforts, and boost staff morale by committing FT positions. This proposal will provide consistent service levels in Roads by retaining temporary Town staff with experience working at the Town.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|------------------------------|----------|-----------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 31,295 | - | 31,295 |
| Total Tax Impact | | | | | | 31,295 | | |
| Expenditures | | | | | | | | |
| Remove 4 TFTs | | -4 | 12 | (113,235) | (13,588) | (126,823) | | (126,823) |
| Operator | 2 | | 12 | 121,014 | 36,304 | 157,319 | | 157,319 |
| Uniforms/Protective Clothing | | | | | | 800 | | 800 |
| Expenditures Total | 2 | -4 | | | | 31,295 | | 31,295 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-----------------------|
| Request | 2022-015 Operator II, Roads (Conversion of Summer & Winter TFT's) | | |
| Department | Operations | Division | Road & Fleet Services |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

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

Attributes

| Attribute | Value | Comment |
|--|---------------------------------|---|
| Department | 008 Operations | |
| Division | 495 Road & Fleet Services | |
| Director | Brian Baird | |
| Requested By: | Delton Zehr | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | Continue hiring temporary staff | Increased risk of not finding temporary staff and competition with nearby municipalities for same people. |
| Implementation Plan | May 2022 | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|------------------|
| Request | 2022-049 Operating Costs of Proposed Bolton Bandshell at RJA Potts Park | | |
| Department | Operations | Division | Parks Operations |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

If the Trillium grant funding application is successful, design and construction of a Bandshell within RJA Potts Park will occur in 2022 under Proposed Capital Project 22-091. The target completion date is June 2022.

Ongoing additional annual operating costs are anticipated for litter control, event set-up assistance, grounds maintenance, and vandalism management. It is anticipated there will be \$10,000 annual rental income for the bandshell which partially offsets the operating costs.

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

Parks Operations currently maintains the RJA Potts Park. As the bandshell will be used as an outdoor venue with the front grass area of the park used for the audience, this type of usage requires additional costs to ensure the park continues to be well maintained and the bandshell structure is operational.

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

Parks Operations will not have the ability to adequately maintain RJA Potts Park with the added bandshell. Alternatively, the level of service at all Town parks will be lowered to accommodate the additional requirements for the bandshell.

IV. Recommendation - Proposed Service Level Impact

To continue to provide the existing level of service for Town parks, it is recommended the proposed operating costs be approved.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 69,140 | - | 69,140 |
| Total Tax Impact | | | | | | 69,140 | | |
| Expenditures | | | | | | | | |
| 2 Temporary FT staff | | 2 | 7 | 54,678 | 6,561 | 61,240 | | 61,240 |
| Uniforms/PPE | | | | | | 400 | | 400 |
| Operating Supplies | | | | | | 2,500 | | 2,500 |
| Electricity | | | | | | 7,500 | | 7,500 |
| Vehicle Rental 5 mths X \$1,500 | | | | | | 7,500 | | 7,500 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|---------------------|---|-----------------|------------------|
| Request | 2022-049 Operating Costs of Proposed Bolton Bandshell at RJA Potts Park | | |
| Department | Operations | Division | Parks Operations |
| Version | Department Submission - Pre | Year | 2022 |
| Expenditures | Total | 2 | 79,140 |
| | | | 79,140 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------|--------------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Funding | | | | | | | | |
| Park Rentals | | | | | | (10,000) | | (10,000) |
| Funding | Total | | | | | (10,000) | | (10,000) |

Attributes

| Attribute | Value | Comment |
|--|----------------------|---------|
| Department | 008 Operations | |
| Division | 385 Parks Operations | |
| Director | Brian Baird | |
| Requested By: | Jeremy Johnson | |
| Council Work Plan Priority | Connected Community | |
| General Location | Town Wide | |
| Is there related capital | Yes | 22-091 |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|------------|---|----------|------------------|
| Request | 2022-071 Bolton Revitalization - Parking Lot Cleaning | | |
| Department | Operations | Division | Parks Operations |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

Adopted by Council in 2020, the Economic Development Strategy (the Strategy) guides the Town of Caledon's efforts in building the economic wellbeing of Caledon. A key deliverable in achieving the vision laid out in the Strategy was the development of the Bolton Downtown Revitalization Plan (the Plan). The Plan guide the actions of Council and staff in the improvement of the historic downtown area of Bolton towards the creation of a vibrant area for residents, business owners and visitors. Under the Plan, the physical environment of Bolton's downtown core is prioritized through a number of deliverables, including direction to "implement a scheduled and meticulous cleaning, sanitation and weed control regime for all commercial streets, sidewalks and parking lots in the downtown core" (Action 4-e). Staff and Task Force members charged with implementing the deliverables of the Plan have identified gaps in Bolton's downtown streets, sidewalks and parking lots, specifically its cleanliness, visual appeal, and general upkeep as related to the Town's Operations team as well as the Region of Peel

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

Current service levels with regard to cleanliness and upkeep are minimal. The Region of Peel provides its standard services (garbage collection on an approved schedule from roadside garbages, general upkeep of streetlight infrastructure, maintenance of roadside trees, and seasonal street cleaning). The Town provides its services where appropriate, which may include displaying banners on streetlights, changing of garbages in municipal spaces, and other commitments outlined in agreements with the Region of Peel). The service level currently in place does not provide the outcomes required in order to deliver on Action 4-e). To achieve success, services must be delivered outside the context of garbage cans, trees planted along King Street and Queen Street, periodic street sweeping, and upkeep of streetlights. There are significant areas of the downtown environment which are not addressed; specifically parking lots, sidewalks and areas of downtown that are conducive to plant growth.

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

Without the establishment of a position that services the sidewalks, parking lots and garden-type spaces, a cleanliness program is not possible, and the downtown environment will continue to gather litter, discarded masks, and other refuse. Further, to attract visitors and create a pleasant pedestrian experience, the Town must take action to eliminate barriers for visitor or shopper retention, such as unsanitary sidewalks, sitting areas, and parking lots. There is urgency to the implementation of this change from additional factors including the upcoming Bolton Bi-Centennial Celebration (taking place in the Spring and Summer of 2022), as well as the priorities and concerns identified by the Town's small businesses, as part of the (COVID-19) Community Recovery Plan. To better support our businesses, revitalization, and our overall economic health, we must create environments that are clean and attractive to pedestrians, visitors and local shoppers.

IV. Recommendation - Proposed Service Level Impact

Introduction of a Main Street Ambassador, responsible for implementing scheduled upkeep and cleaning activities and positive community relations (including but not limited to litter removal, graffiti removal, safe handling of sharps, waste diversion, and weeding). This staff member would provide the services above as a primary function in Bolton's downtown, but also to Caledon's rural hamlets and villages on a modified and condensed schedule.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 41,520 | - | 41,520 |
| Total Tax Impact | | | | | | 41,520 | | |
| Expenditures | | | | | | | | |
| Parks Labourer | | 1 | 7 | 27,339 | 3,281 | 30,620 | | 30,620 |
| Uniforms/Protective Clothing | | | | | | 400 | | 400 |
| Vehicle rental \$1,500 monthly 7 months | | | | | | 10,500 | | 10,500 |
| Expenditures Total | | 1 | | | | 41,520 | | 41,520 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|------------------|
| Request | 2022-071 Bolton Revitalization - Parking Lot Cleaning | | |
| Department | Operations | Division | Parks Operations |
| Version | Department Submission - Pre | Year | 2022 |

Attributes

| Attribute | Value | Comment |
|--|----------------------|---------|
| Department | 008 Operations | |
| Division | 385 Parks Operations | |
| Director | Brian Baird | |
| Requested By: | Catherine McLean | |
| Council Work Plan Priority | Connected Community | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Unfunded | |
| Alternatives Considered | | |
| Implementation Plan | | |

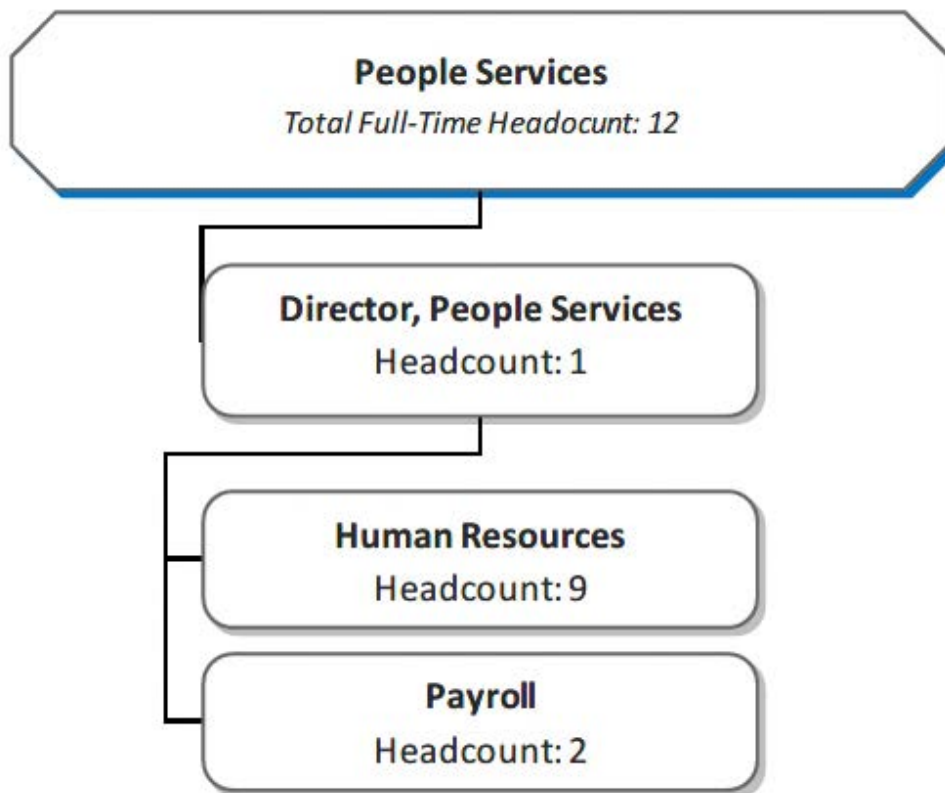
People Services

2022



People Services

Roles & Structure



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

Human Resources & Payroll key responsibilities include:

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

2021 Achievements

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

2022 Priorities

Payroll



- Source & Implementation of Time & Attendance Payroll System which will allow for efficiency and reduce manual paperwork processes. Improved access for employees and enhanced reporting systems for management.
- Implementation of Electronic T4's.

Human Resources



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

TOWN OF CALEDON
2022 OPERATING BUDGET - PEOPLE SERVICES

| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | |
|--------------------|-------------|---------------------|------------------|--|-----------------------|---------------------------|--------------------------|--------------|-----------|----------|---|---------------------------|
| | | | | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$30,000) | | (\$30,000) | | | | | | | | \$30,000 | \$0 |
| | | | | | | | | | | | | |
| Expenses | \$1,481,145 | | \$1,481,145 | | \$78,124 | | | \$6,998 | | | (\$30,000) | \$1,536,267 |
| | | | | | | | | | | | | |
| Net Exp./ (Rev.) | \$1,451,145 | \$0 | \$1,451,145 | \$0 | \$78,124 | \$0 | \$0 | \$6,998 | \$0 | \$0 | \$0 | \$1,536,267 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| | | | \$0 | \$0 | |
| | | | \$0 | \$1,536,267 | |
| \$0 | \$0 | \$0 | \$0 | \$1,536,267 | |

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

% Increase/(Decrease)

\$85,122

5.9%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 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 - 2021 Council Approved Budget - Net Expense/(Revenue) - "2022 Base Budget" in Appendix 1

\$1,451,145

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

\$0

1

2

E - Increases in employee compensation (existing staff)

\$78,124

3 Salaries and Benefits - Increases related to COLA, Grade and Grid moves \$78,124

4

F - Annualization of New Staff approved in the 2021 Budget

\$0

5

6

G - Annualization of Services approved in the 2021 Budget

\$0

7

H - Inflationary Adjustments

\$6,998

8 Corporate Training/Development \$6,998

9

I - Increases/(Decreases) for Utilities

\$0

10

11

J - Revenue (Increases)/Decreases

\$0

APPENDIX 2 - UNAVOIDABLE

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

\$0

| | | |
|----|---|----------|
| 14 | Removal of one-time revenue related to one-time costs for Employee Compensation Review (2021 CSL #14) | \$30,000 |
|----|---|----------|

| | | |
|----|--|------------|
| 15 | Removal of one-time costs related to Employee Compensation Review (2021 CSL #14) | (\$30,000) |
|----|--|------------|

Net Unavoidable Increases/(Decreases)

\$85,122

L Adjusted Base Budget for PEOPLE SERVICES

\$1,536,267

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: PEOPLE SERVICES

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - *see appendix 2* \$1,536,267

M - Service Delivery Efficiencies \$0

1

2

N - New Fees/Revenues \$0

3

4

O - Fee Rate Increases \$0

5

6

P - Total Recommended Reductions \$0

Q 2022 Budget to be presented to Council for PEOPLE SERVICES \$1,536,267

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

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------|
| Request | 2022-066 HRIS Analyst | | |
| Department | People Services | Division | Human Resources |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

This position is required to support the implementation and management of the HRIS (Human Resources Information System) in People Services. The HRIS analyst is responsible for maintaining the system, implementing (process) improvements, ensuring data quality, and analyzing and reporting on the data in the HRIS. This position serves as technical point of contact for information system for supporting HR planning and operations.

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

This position will support managing the data and reports required for business support of the Human Resources Business Partners, Management and Leadership. Ensuring the system is capturing and maintaining the growth of the employee population.

New HRIS/T&A system will provide opportunity for more timely data analysis and evidenced based decision making in regards to staffing issues. To operationalize this enterprise wide system, one resource is required.

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

With the significant amount of employee growth and management of employees this position is required to support the integrity of the data and to support the organization. Currently there is only a .5 dedicated to this operational role and that position has been in place for many years.

IV. Recommendation - Proposed Service Level Impact

The recommendation is to hire a full time HRIS Analyst.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 78,283 | 6,900 | 103,660 |
| Total Tax Impact | | | | | | 85,183 | | |
| Expenditures | | | | | | | | |
| HRIS Analyst | 1 | | 9 | 58,564 | 17,569 | 76,133 | | 101,510 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|-----------------|
| Request | 2022-066 HRIS Analyst | | |
| Department | People Services | Division | Human Resources |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 600 | | 600 |
| Expenditures Total | 1 | | | | | 78,283 | 6,900 | 103,660 |

Attributes

| Attribute | Value | Comment |
|--|---------------------|---------|
| Department | 011 People Services | |
| Division | 325 Human Resources | |
| Director | Tracey McKenna | |
| Requested By: | Tracey McKenna | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-----------------|
| Request | 2022-067 Human Resources Business Partner | | |
| Department | People Services | Division | Human Resources |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

The recommendation is to hire a full time Human Resources Business Partner (HRBP) to support the operation of the People Services Department. This role is to primarily support the Fire Services Department and additional client portfolio's.

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

With increasing complexities within our employee population it is vital to ensure that managers have support to manage their workforce and have a proactive workforce strategy in place. The HRBP ensures the alignment between business operations and HR practices and objectives are met. This role must have a understanding the organization workplace strategies, provide dynamic solutions using experience and data analyses, and organizational agility to guide and support managers. The Fire Services has not only career firefighters and the Volunteer Firefighters which make up approximately 300 people to manage.

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

With only two HRBP to support the organization managers often have to wait for advice, coaching and assistance with complex employee issues due to limited ability of the current HRBP's. Given the complexities of the employees and heightened COVID measure this has created a delay in providing the services that HRBP can and should provide to their client groups.

IV. Recommendation - Proposed Service Level Impact

The recommendation is to hire a full time HRBP.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|----------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 96,103 | 6,900 | 127,420 |
| Total Tax Impact | | | | | | 103,003 | | |
| Expenditures | | | | | | | | |
| Human Resources Business Partner | 1 | | 9 | 72,271 | 21,681 | 93,953 | | 125,270 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 1,000 | | 1,000 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|---|-----------------|-----------------|
| Request | 2022-067 Human Resources Business Partner | | |
| Department | People Services | Division | Human Resources |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|--------|------|-----------|------------|-----------------|--------------|----------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 600 | | 600 |
| Expenditures Total | 1 | | | | | 96,103 | 6,900 | 127,420 |

Attributes

| Attribute | Value | Comment |
|--|---------------------|---------|
| Department | 011 People Services | |
| Division | 325 Human Resources | |
| Director | Tracey McKenna | |
| Requested By: | Tracey McKenna | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Status | Funded | |
| Alternatives Considered | | |
| Implementation Plan | | |

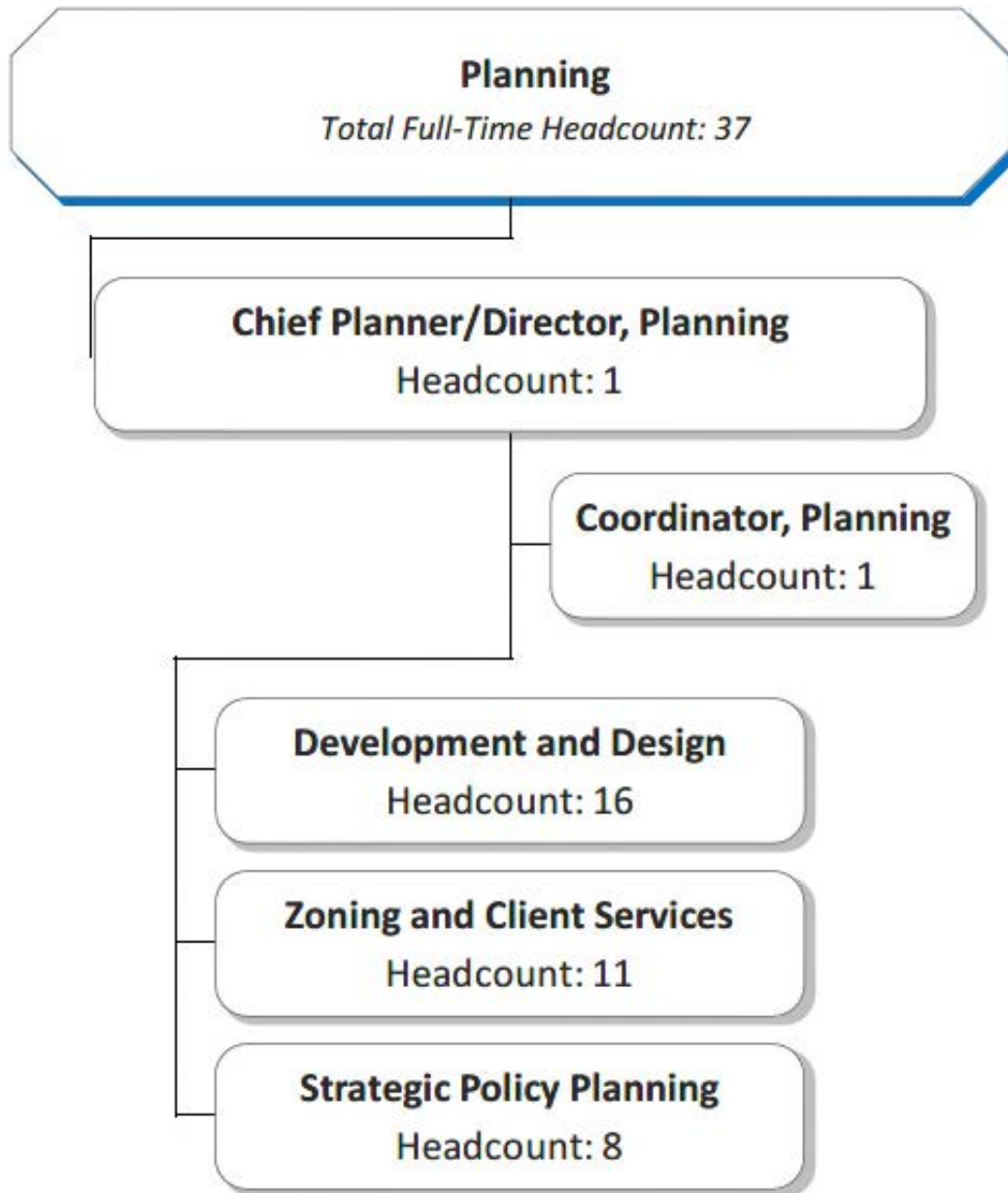
Planning

2022



Planning

Roles & Structure



The Planning Department is responsible for planning, zoning, development, design, policy and heritage services for the Town. Along with the long-term planning policy framework set by the goals and objectives for growth and development of the Official Plan, the department intakes and processes planning applications (i.e. Official Plan and Zoning Bylaw amendments, Draft Plans of Condominium and Subdivision, Site Plans, Consent and Minor Variances, etc.). This work

balances the Town's goals for sustainable growth, environmental protection, employment and housing with the needs of the community. The Planning Department also administers the Comprehensive Zoning Bylaw and provides support to Heritage Caledon and Committee of Adjustment.

Zoning and Client Services

- Purpose of the divisions is to provide excellent customer service within a fast-paced planning environment by professionally responding to and processing all frontline planning and development enquiries including advisement on zoning information and development application requirements;
- Respond and manage Planning Department in-person counter services, phone and e-mail enquiries;
- Support for Development and Design (i.e. application circulations, etc.);
- Issuance of compliance letters;
- Respond to all zoning enforcement, Legal Non-Conforming applications and Zoning Certificates and zoning reviews on development applications;
- Manage and update Zoning By-law (including coordination of by-law review committee);
- Work with the Committee of Adjustment to provide support in issuing zoning comments, preparing Planning reports, and clearing applicable conditions (predominantly Minor Variances and Consent applications);
- Research, chair and participate in Preliminary and Mandatory Pre-consultation Meetings and manage the Development Application Review Team (DART) meetings.
- GIS and mapping services, including update of Zoning By-law;
- Special zoning and mapping/GIS projects as assigned.

Development and Design

- Assisting the Zoning and Client Services team in responding to general inquiries or providing support at Preliminary or Pre-Consultation (DART) Meetings.
- Assisting the Planning Services team in writing reports and providing land use opinion for Committee of Adjustment applications (i.e. Consent, Minor Variance and Validation Certificate) where such application is related to a development application being processed by Development Review.
- Providing professional land use planning support to Town Council and the processing all development applications:
 - Official Plan Amendments (including settlement area expansions);
 - Zoning by-law Amendments (including Temporary Use By-laws, Interim Control By-laws and Lifting of Holding ('H') Symbols)
 - Site Plan Control (including Oak Ridges Moraine Site Plan Control);
 - Draft Plans of Subdivision and Condominium;
 - Part Lot Control; and
 - Telecommunication Facilities.
- Providing comments on Development Applications as circulated from adjacent municipalities, and for Niagara Escarpment development permit and amendments.
- Providing design and landscape expertise, and review/comment on planning applications and submissions.
- Completing for site inspections, release of landscape securities and administration of cash in lieu of parkland.

- Administering the Town's Municipal Numbering By-law and Street Naming By-law.
- Administering the development application file closure policy.
- Reviewing and amending the development application process to ensure a client-based approach through streamlining, removal of "red tape" and creating efficiencies.

Strategic Policy Planning

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

2021 Achievements

Zoning and Client Services

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

Development and Design

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

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

Strategic Policy Planning

Policy

Future Caledon – Official Plan Review Project:

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

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

Other Policy Activities

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

Heritage

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

2022 Priorities

Zoning and Client Services



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

Development and Design



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

Strategic Policy Planning



Future Caledon – Our Official Plan (Official Plan Review)

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

Policy and Heritage

- Implementation of the Rehabilitation Masterplan, Aggregate policies and Excess Soils policies.
- Resumption of the Bicentennial Program to celebrate 7 villages/hamlets (in person events if permitted), including development of bicentennial plaques and posters.
- Complete over 5 individual Part IV property designations in priority areas.
- Complete Alton Heritage Conservation District Study and potentially initiate Plan phase .
- Implement Archaeological Management Plan
- Manage Heritage Tax Rebate program.
- Manage Spring and Fall Heritage Grant program and revise program bylaw
- Create AMANDA Heritage Folder.
- Develop Demolition Control and enhanced Property Standards policy/bylaw for Heritage Properties.
- Consult with MCFN on Town initiatives through implementation of Indigenous Community Engagement Protocol.
- Expand Indigenous Community Engagement Protocol consultation to other Indigenous communities
- Develop SOP and Knowledge Articles for Heritage.
- Anticipated high volume of review/comment planning applications (subdivision and site plan, etc.) and associated Preliminary Meeting, DART, Site Visits and inspections with MW2S2 and BRES.
- Initiate the Rural Property Community Incentive Program (CIP) study and guidelines.
- Project management of the Airport Road (Foodland to Walker Road) transect design study.

TOWN OF CALEDON
2022 OPERATING BUDGET - PLANNING

| UNAVOIDABLE BUDGET INCREASES/(DECREASES) | | | | | | | | | | | | |
|--|---------------|---------------------|------------------|-------------------------|-----------------------|---------------------------|--------------------------|--------------|-----------|-------------|---|---------------------------|
| Revenue or Expense | 2021 Budget | 2021 Budget Changes | 2022 Base Budget | Mandatory - Legislation | Employee Compensation | Annualization - New Staff | Annualization - Services | Inflationary | Utilities | Revenues | Previously Approved Council Initiatives | 2022 Adjusted Base Budget |
| | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) = (C) TO (K) |
| Revenues | (\$3,371,902) | \$62,339 | (\$3,309,563) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$143,049 | (\$376,784) | (\$3,543,298) |
| Expenses | \$4,450,850 | (\$158,408) | \$4,292,442 | \$0 | \$133,347 | \$503,071 | \$8,625 | \$4,950 | \$0 | (\$152,626) | \$0 | \$4,789,809 |
| Net Exp./(Rev.) | \$1,078,948 | (\$96,069) | \$982,879 | \$0 | \$133,347 | \$503,071 | \$8,625 | \$4,950 | \$0 | (\$9,577) | (\$376,784) | \$1,246,511 |

| RECOMMENDED BUDGET REDUCTIONS | | | | | |
|-------------------------------|-------------------|--------------------|------------------------------|--|--|
| Service Delivery Efficiencies | New Fees/Revenues | Fee Rate Increases | Total Base Budget Reductions | 2022 Budget to be presented to Council (excl. Unmet Needs) | |
| (M) | (N) | (O) | (P) = (M) to (O) | (Q) = (L) + (P) | |
| \$0 | | | \$0 | (\$3,543,298) | |
| \$0 | | | \$0 | \$4,789,809 | |
| \$0 | \$0 | \$0 | \$0 | \$1,246,511 | |

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

\$263,632
26.8%

**TOWN OF CALEDON
2022 OPERATING BUDGET**

2022 UNAVOIDABLE BUDGET INCREASES/(DECREASES)

DEPARTMENT NAME **PLANNING**

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

C - 2021 Council Approved Budget - Net - "2022 Base Budget" in Appendix 1 **\$982,879**

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

E - Increases in employee compensation (existing staff) **\$133,347**

Salaries and Benefits - Increases related to COLA, Grade and Grid moves \$133,347

F - Annualization of New Staff approved in the 2021 Budget **\$503,071**

2021 Budget Change in Service Level 37 - Intermediate Planner \$24,940

2021 Budget Change in Service Level 38 - Senior Planner, Urban Design \$30,779

2021 Budget Change in Service Level 39 - Intermediate Planner, Policy \$24,942

2021 Budget Change in Service Level 40 - Landscape Architect, Inspections \$28,128

Staff Report 2021-0271 Change in Service Level 1 - Senior Planner, Development \$101,561

Staff Report 2021-0271 Change in Service Level 2 - Community Planner, Development \$77,767

Staff Report 2021-0271 Change in Service Level 3 - Administrative Assistant, \$51,238

Staff Report 2021-0271 Change in Service Level 4 - Senior Planner, Policy \$93,952

Staff Report 2021-0271 Change in Service Level 5 - Intermediate Planner, Policy \$69,764

G - Annualization of Services approved in the 2021 Budget **\$8,625**

Personnel expenses approved as part Staff Report 2021-0271 \$8,625

H - Inflationary Adjustments **\$4,950**

Printing, advertising and courier for planning notices \$300

Personnel expenses for Urban Design & Landscape Planning \$4,650

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

APPENDIX 2 - UNAVOIDABLE**J - Revenue (Increases)/Decreases****(\$9,577)**

| | |
|---|---------------|
| Plan of Subdivision/Condominium Approval revenues | \$1,432,868 |
| Site Plan Control revenues | \$71,210 |
| Other Planning Application Fees revenues | \$19,573 |
| Official Plan Amendment revenues | (\$55,840) |
| Zoning By-law Amendment revenues | (\$59,952) |
| Budgeted draw from Development Approval and Planning Policy Reserve | (\$1,417,436) |

K - Previously Approved Council Initiatives - Increases/(Decreases)**(\$376,784)**

| | |
|--|-------------|
| Impact of approved draws from the DAAP Reserves and capital projects for Change In Service Levels approved as part of 2021 Budget and in-year council resolution | (\$376,784) |
|--|-------------|

Net Unavoidable Increases/(Decreases)

\$263,632

L Adjusted Base Budget for PLANNING**\$1,246,511**

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

APPENDIX 3 - RECOMMENDED REDUCTIONS

TOWN OF CALEDON 2022 OPERATING BUDGET

2022 RECOMMENDED BUDGET REDUCTIONS

DEPARTMENT NAME: PLANNING

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

L - Adjusted Base Budget after Unavoidable - Net Expense/(Revenue) - see appendix 2 \$1,246,511

M - Service Delivery Efficiencies \$0

| | |
|--|--|
| | |
| | |
| | |

N - New Fees/Revenues \$0

| | |
|--|--|
| | |
| | |
| | |
| | |

O - Fee Rate Increases \$0

| | |
|--|--|
| | |
| | |
| | |

P - Total Recommended Reductions \$0

Q 2022 Budget to be presented to Council for PLANNING \$1,246,511

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

**TOWN OF CALEDON
2022 OPERATING BUDGET**

SUMMARY OF 2022 CHANGES IN SERVICE LEVELS

PLANNING

DEPARTMENT NAME: _____

| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
|--|-------------------------------------|-----------------------|--|
| PROPOSED FUNDED CHANGES IN SERVICE LEVELS | | | |
| 2022-044 Business Analyst, Planning To support the modernization of all planning applications and functions within AMANDA. Support the process review associated with Planning application and streamlining the application process. Facilitate training, testing, implementation and data cleanup to ensure that the system is accurate and operating efficiently. | \$103,855 | 1.0 | Part Year |
| 2022-045 Planning Technician To provide additional customer service support for the Planning Department, primarily for responding to public development enquiries. | \$7,450 | 1.0 | Annual |
| 2022-046 Senior Landscape Architect To support the review of planning applications from a landscape perspective. | \$7,450 | 1.0 | Part Year |
| 2022-047 Urban Designer To support the review of planning applications from an urban design perspective. | \$7,450 | 1.0 | Part Year |
| 2022-058 Community Planner, Policy To support the intergovernmental monitoring of policies and continued work on the Official Plan and pertaining policies. | \$54,118 | 2.0 | Part Year |
| TOTAL URGENT CHANGES IN SERVICE LEVELS | \$180,323 | | |
| <i>ITEM</i> | <i>2022 Net Cost/ (Revenue)</i> | <i># of Staff</i> | <i>One-time, Part Year, Annual</i> |
| PROPOSED UNFUNDED CHANGES IN SERVICE LEVELS | | | |
| | | | |
| | | | |
| | | | |
| TOTAL OTHER CHANGES IN SERVICE LEVELS | \$0 | | |
| GRAND TOTAL | \$180,323 | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-------------------------------------|-----------------|------------------------------|
| Request | 2022-044 Business Analyst, Planning | | |
| Department | Planning | Division | Planning and Dev Review Srvs |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

A new, full-time, permanent AMANDA Business Analyst within the Planning Department to support the modernization of planning applications within AMANDA, streamlining the application process, finding efficiencies and reducing resources for the Town, external agencies and applicants. This position will support process improvements, modernization, training, testing, implementation and data cleanup to ultimately implement a streamlined and accessible portal for planning applications.

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

Currently this position does not exist within the Town. Many planning elements of AMANDA are exactly as they were when AMANDA was introduced in 2000 with no updates or process improvements since then. In order to implement a portal, data cleanup is required for planning folders (12,000+), property records (30,000+) and people records (65,000+) to allow applicants to locate their permits/applications. There is also support required for new and ongoing process improvements, training (10+ hr/planner), daily support, testing (weeks/upgrade).

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

AMANDA is critical to support the planning function. Should the position not be obtained, it will result in additional resources being spent (time, money, staff) to work (at a slower pace) to support the planning needs pertaining to AMANDA. The Town will need to retain external consultants to support planning, or modernization, process improvements and efficiencies will lag or not occur.

IV. Recommendation - Proposed Service Level Impact

It is recommended that the AMANDA Business Analyst be secured within the Planning Department to work with other Town staff to improve efficiencies, support AMANDA users, test, train and undertake data cleanup to streamline the planning application process, moving to an automated electronic solution with Key Performance Indicator reporting and ultimately portal functionality for an improved client experience.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 96,955 | 6,900 | 128,273 |
| Total Tax Impact | | | | | | 103,855 | | |
| Expenditures | | | | | | | | |
| Business Analyst, Planning | 1 | | | 72,273 | 21,682 | 93,955 | | 125,273 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 200 | | 200 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-------------------------------------|-----------------|------------------------------|
| Request | 2022-044 Business Analyst, Planning | | |
| Department | Planning | Division | Planning and Dev Review Srvs |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 2,000 | | 2,000 |
| Mileage | | | | | | 250 | | 250 |
| Expenditures | | | | | | | | |
| Total | 1 | | | | | 96,955 | 6,900 | 128,273 |

Attributes

| Attribute | Value | Comment |
|--|----------------------------------|---------|
| Department | 010 Planning | |
| Division | 225 Planning and Dev Review Srvs | |
| Director | Ed Sajecki | |
| Requested By: | Stephanie McVittie | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

Memorandum

Date: October 26, 2021

To: Members of Council

From: Stephanie McVittie, Acting Manager, Development Review Services, Planning Department

Subject: Additional Information relating to Change in Service Level 2022-044 Business Analyst, Planning

The purpose of this Memorandum is to provide additional information to support Change in Service Level 2022-044 Business Analyst, Planning.

Description

Development Review Services is requesting that Council support a new, full-time, permanent Business Analyst position within the Planning Department to support the modernization of all planning applications and functions within AMANDA, ultimately achieving a portal functionality where residents/applicants can view their permits/applications/requests online. The position would support the process review associated with Planning application, streamlining the application process, finding efficiencies and reducing resources for the Town, external agencies and applicants. This position would also facilitate training, testing, implementation and data cleanup to ensure that the system is accurate and operating efficiently.

What is AMANDA?

AMANDA is a database program which is used by various business units within the Town (Planning, Building, By-law Enforcement and Fire). The program contains property records, people records and permits/applications/requests, including workflow for those items. These building units rely on AMANDA for tracking of permits, applications and requests, associating these items to specific people and properties. Each business unit is responsible for “owning” their associated permit/application/request; however, the Planning Department also maintains people and property records in AMANDA. There is the ability to track, automate and obtain statistics and key performance indicators where there system is accurate and operating efficiently. This system will be the basis for the planning component of the portal.

Background – Current Service Level

Currently this position does not exist within the Town. The responsibilities of this role are currently being fulfilled on a part time (non-dedicated) basis by the Manager of Development Review Services, a Community Development Planner and Development Coordinator. In order to efficiently manage and

optimize AMANDA, a dedicated resource is required to provide the database the attention needed to move the platform forward to modernize planning applications.

Unlike other business units which have had dedicated resources, many planning folders of AMANDA are exactly as they were when AMANDA was introduced in 2000 with no updates or process improvements since then. There are over 12,000 planning folders in AMANDA and data cleanup to confirm accurate information is required for most of them. Not only do the planning folders not reflect legislated requirements, the planning folders within AMANDA have not been enhanced to be automated, to contain important elements to provide for key performance indicators or reporting (statistical or otherwise). Planning staff track all applications within this system, yet spend substantial time trying to make the system work for them, causing wasted and duplicative efforts. The system has abilities which are not being leveraged. In addition, there are over 12,000 planning folders in AMANDA and data cleanup is required to confirm accurate information will be presented over a portal.

In addition to the planning folder component, data cleanup is required for property records (30,000+) and people records (65,000+). This cleanup contributes to the accuracy and reliability of the program and will ultimately allow residents/applicants to view their permits/applications/requests associated with a specific property or person.

In addition to the above, there is also support required for testing for system upgrades or process improvement/folder upgradings, training, daily support, etc. As an example, each new planner currently requires about 10 hours of training, and regular ongoing support. Planning staff has developed two folders which have yet to be implemented due to staff availability for testing and deployment:

- Inquiry Folder: To automate workflow, provide reminders and identify KPI's associated with all planning inquiries, including automated reporting on statistics to Council. This folder has been designed to manage all planning inquiries. This folder has been developed with portal functionality in mind.
- Municipal Numbering Folder: To automate workflow, provide reminders and identify KPI's associated with municipal number requests. This folder has been developed with portal functionality in mind.

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

The Town has devoted resources to implement AMANDA and the system is more than capable of providing enhanced workflows and reporting for planning. AMANDA is critical to support the planning function. Should the position not be obtained, it will result in additional resources being spent (time, money, staff) to work at a slower pace to support the planning needs pertaining to AMANDA. The Town will need to retain external consultants to support planning, or modernization, process improvements and efficiencies will lag or not occur. AMANDA will continue to be supported at the rate it has been in the past which is proving to be detrimental to customer service.

Recommendation – Proposed Service Level Impact

It is recommended that the Business Analyst be secured within the Planning Department to support the modernization of all planning applications and functions within AMANDA, ultimately achieving a portal

functionality where residents/applicants can view their permits/applications/requests online. The position would work with and complement staff in the Project Management Office and Information Technology business units to support AMANDA. The position would support the process review associated with Planning application, streamlining the application process, finding efficiencies and reducing resources for the Town, external agencies and applicants. This position would also facilitate training, testing, implementation and data cleanup to ensure that the system is accurate and operating efficiently. The position would provide for enhanced reporting and updates on projects and KPI's to Council, staff, residents/applicants, etc. increasing customer service on all fronts.

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------|-----------------|------------------------------|
| Request | 2022-045 Planning Technician | | |
| Department | Planning | Division | Planning and Dev Review Svcs |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

A Planning Technician, Planning Services Section is required to provide additional customer service support for the Planning Department, primarily for responding to public development enquiries.

The position will improve customer service level in responding to phone, written and walk in enquiries in a more timely manner, as well as being able to support in an increased way Development Review Services staff in the processing of development applications.

The benefit of the investment is to ensure customer service delivery levels are improved, as demand increases with the growth of the Town.

The responsibility of this role will be 100% focused on development and will be fully funded by the Development Approvals Stabilization Reserve and Planning Fee revenues. The approximate impact to the tax base is \$0.

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

There are currently two Planning Technician positions. Their role is split between responding to both internal and external development enquiries, conducting preliminary meetings, and supporting Development Review Services staff with processing development applications. Development enquiries at this time are made up of phone enquiries along with the receipt of written requests. It is anticipated that with Town Hall reopening, there will once again be in-person counter enquiries. There are often occasions where the volume of enquiries received, in particular by phone, are beyond the ability of the current Planning Technicians to respond the day of.

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

Should this position not be added to the staff compliment for 2022, then Planning Services staff will be required to devote increased time to enquiries which affects expected corporate service delivery times and customer service. The Planning Services Section may not be able to meet the upcoming expected development pressures.

IV. Recommendation - Proposed Service Level Impact

It is recommended that a new full-time, permanent Planning Technician be obtained for Planning Service to provide to keep up customer service for public development enquiries.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 550 | 6,900 | 550 |
| Total Tax Impact | | | | | | 7,450 | | |
| Expenditures | | | | | | | | |
| Planning Technician | 1 | | | 64,728 | 19,418 | 84,146 | | 84,146 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 500 | | 500 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------|-----------------|------------------------------|
| Request | 2022-045 Planning Technician | | |
| Department | Planning | Division | Planning and Dev Review Svcs |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|---------------------------|----------|--------|------|-----------|------------|-----------------|--------------|-----------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 1,000 | | 1,000 |
| Expenditures Total | 1 | | | | | 86,196 | 6,900 | 86,196 |
| Funding | | | | | | | | |
| Reserve Fund To Revenue | | | | | | (85,646) | | (85,646) |
| Funding Total | | | | | | (85,646) | | (85,646) |

Attributes

| Attribute | Value | Comment |
|--|----------------------------------|---------|
| Department | 010 Planning | |
| Division | 225 Planning and Dev Review Svcs | |
| Director | Ed Sajecki | |
| Requested By: | Rob Hughes | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | Yes | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-------------------------------------|-----------------|------------------------------|
| Request | 2022-046 Senior Landscape Architect | | |
| Department | Planning | Division | Planning and Dev Review Svcs |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

A new, full-time, permanent Senior Landscape Architect within the Planning Department to support the review of planning applications from a landscape perspective.

The responsibility for this role will be 100% focused on development applications and will be fully funded by the Development Approvals Stabilization Reserve and Planning fee revenues. The approximate impact to the tax base is \$0.

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

Currently the Planning Department has one Senior Landscape Architect to complete landscape reviews for all development applications.

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

Due to the increase in large scale and complex development applications resulting from growth, there is an increase in landscape reviews to be undertaken. In Q1 and Q2 of 2021, the Planning Department received at least 50% more complex development applications then the same time over the last 5 years. Should this position not be secured, the Town may be required to seek external landscape assistance to assist in reviewing these applications at an increased cost to securing an additional landscape architect for either the Town or applicant.

IV. Recommendation - Proposed Service Level Impact

It is recommended that a new full-time, permanent Senior Landscape Architect be obtained for the Planning Department to assist in landscape review of complex planning applications.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 550 | 6,900 | 550 |
| Total Tax Impact | | | | | | 7,450 | | |
| Expenditures | | | | | | | | |
| Senior Landscape Architect | 1 | | | 78,125 | 23,437 | 101,562 | | 135,416 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 200 | | 200 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-------------------------------------|-----------------|------------------------------|
| Request | 2022-046 Senior Landscape Architect | | |
| Department | Planning | Division | Planning and Dev Review Srvs |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|------------------------------|----------|--------|------|-----------|------------|------------------|--------------|------------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 2,000 | | 2,000 |
| Uniforms/Protective Clothing | | | | | | 100 | | 100 |
| Mileage | | | | | | 350 | | 350 |
| Expenditures Total | 1 | | | | | 104,762 | 6,900 | 138,616 |
| Funding | | | | | | | | |
| Reserve Fund To Revenue | | | | | | (104,212) | | (138,066) |
| Funding Total | | | | | | (104,212) | | (138,066) |

Attributes

| Attribute | Value | Comment |
|--|----------------------------------|---------|
| Department | 010 Planning | |
| Division | 225 Planning and Dev Review Srvs | |
| Director | Ed Sajecki | |
| Requested By: | Stephanie McVittie | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|------------------------------|
| Request | 2022-047 Urban Designer | | |
| Department | Planning | Division | Planning and Dev Review Srvs |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

A new, full-time, permanent Urban Designer within the Planning Department to support the review of planning applications from an urban design perspective.

The responsibility for this role will be 100% focused on development applications and will be fully funded by the Development Approvals Stabilization Reserve and Planning fee revenues. The approximate impact to the tax base is \$0.

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

Currently the Town has one Senior Urban Design position to complete urban design reviews for all development applications, as well as provide design expertise to corporate and capital projects. As a result, urban design review is supplemented through external consultants at a cost paid by the applicants, in addition to their application fee.

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

Should this position not be secured, the Town will need to continue to retain external consultants to provide urban design review expertise on applications. This cost would either be at the applicant's cost (as it is now) or the Town would have to pay for the consultants.

IV. Recommendation - Proposed Service Level Impact

It is recommended that Urban Designer position be secured within the Planning Department to provide urban design review and expertise on planning applications, improving customer service and enhancing the services provided by the Town .

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 550 | 6,900 | 550 |
| Total Tax Impact | | | | | | 7,450 | | |
| Expenditures | | | | | | | | |
| Urban Designer | 1 | | | 72,273 | 21,682 | 93,955 | | 125,273 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 200 | | 200 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|-----------------------------|-----------------|------------------------------|
| Request | 2022-047 Urban Designer | | |
| Department | Planning | Division | Planning and Dev Review Srvs |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|------------------------------|----------|--------|------|-----------|------------|-----------------|--------------|------------------|
| Expenditures | | | | | | | | |
| Memberships/Dues | | | | | | 2,000 | | 2,000 |
| Uniforms/Protective Clothing | | | | | | 100 | | 100 |
| Mileage | | | | | | 200 | | 200 |
| Expenditures Total | 1 | | | | | 97,005 | 6,900 | 128,323 |
| Funding | | | | | | | | |
| Reserve Fund To Revenue | | | | | | (96,455) | | (127,773) |
| Funding Total | | | | | | (96,455) | | (127,773) |

Attributes

| Attribute | Value | Comment |
|--|----------------------------------|---------|
| Department | 010 Planning | |
| Division | 225 Planning and Dev Review Srvs | |
| Director | Ed Sajecki | |
| Requested By: | Stephanie McVittie | |
| Council Work Plan Priority | Improved Service Delivery | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------------|-----------------|--------------------------------|
| Request | 2022-058 Community Planner, Policy | | |
| Department | Planning | Division | Policy, Heritage & Design Svcs |
| Version | Department Submission - Pre | Year | 2022 |

Description

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

A new, full-time, permanent Community Planner within the Policy, Heritage and Design Section of the Planning Department to support the intergovernmental monitoring of policies, and continued work on the Official Plan and pertaining policies.

The responsibility for this role will have some involvement with development applications (est. 10%) and will be partially funded by the Development Approvals Stabilization Reserve and Planning fee revenues.

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

Currently the Town has a policy team, that includes Heritage, comprised of three Senior Planners, one that remains vacant, one Intermediate Planner, and two Heritage Planners. The team provides ongoing intergovernmental monitoring of policies, and continual review and revision of the Town's policies and Official Plan. The policy team works regularly with external consultants and levels of government, providing members to represent the Town on many committees and working groups.

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

Should this Position not be secured the Town will continue to require external support to assist with the progression of the Official Plan.

IV. Recommendation - Proposed Service Level Impact

It is recommended that the Community Planner position be secured within the Planning Department to provide ongoing support and expertise in the Policy Section.

Operating Impact

| | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------------|--------|--------|------|-----------|------------|-----------------|-------------|---------------|
| Net Tax Impact | | | | | | 47,218 | 6,900 | 93,075 |
| Total Tax Impact | | | | | | 54,118 | | |
| Expenditures | | | | | | | | |
| Community Planner, Policy | 1 | | | 39,195 | 11,758 | 50,953 | | 101,906 |
| Furniture/Fixtures | | | | | | | 2,500 | |
| Maintenance Contracts - IT | | | | | | 550 | | 550 |
| New Staff Technology | | | | | | | 4,400 | |
| Training/Development/Seminars | | | | | | 800 | | 800 |

TOWN OF CALEDON

Change in Service Level

| | | | |
|-------------------|------------------------------------|-----------------|--------------------------------|
| Request | 2022-058 Community Planner, Policy | | |
| Department | Planning | Division | Policy, Heritage & Design Svcs |
| Version | Department Submission - Pre | Year | 2022 |

Operating Impact

| | | FTE FT | FTE PT | Mths | Salary \$ | Benefit \$ | Re-occurring \$ | One Time \$ | Annualized \$ |
|-------------------------|--------------|----------|--------|------|-----------|------------|-----------------|--------------|-----------------|
| Expenditures | | | | | | | | | |
| Mileage | | | | | | | 100 | | 100 |
| Expenditures | Total | 1 | | | | | 52,403 | 6,900 | 103,356 |
| Funding | | | | | | | | | |
| Reserve Fund To Revenue | | | | | | | (5,185) | | (10,281) |
| Funding | Total | | | | | | (5,185) | | (10,281) |

Attributes

| Attribute | Value | Comment |
|--|------------------------------------|---|
| Department | 010 Planning | |
| Division | 405 Policy, Heritage & Design Svcs | |
| Director | Ed Sajecki | |
| Requested By: | Lynn Beaton | |
| Council Work Plan Priority | Sustainable Growth | |
| General Location | Town Wide | |
| Is there related capital | No | |
| Budget Year Submitted | 2022 | |
| Is there legislative or regulatory requirements? | | |
| Is there a safety requirement? | | |
| Status | Funded | |
| Posted | No | |
| Alternatives Considered | | |
| Implementation Plan | | It would be beneficial to advertise and hire the position in the first quarter of 2022. |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

| |
|----------------------|
| Proposed New Changes |
| Proposed Deletions |

SCHEDULE A

TOWN WIDE ADMINISTRATION FEES

| GENERAL | | | | | | | | |
|--------------------------------------|---|-------------------|---------------------|---------|---------------------|---------------------|---------|---------------------|
| | NSF Cheque | Per cheque | \$46.00 | - | \$46.00 | \$46.00 | - | \$46.00 |
| | Wire Payment Fee | Per wire | \$15.00 | - | \$15.00 | \$15.00 | - | \$15.00 |
| | Late payment charges for invoices past due | Per Month | 1.50% | - | 1.50% | 1.50% | - | 1.50% |
| | Cost recovery of external collection costs incurred to be added onto overdue accounts if applicable | Costs | Cost Recovery + 15% | - | Cost Recovery + 15% | Cost Recovery + 15% | - | Cost Recovery + 15% |
| PHOTOCOPYING | | | | | | | | |
| | Black & White - letter | fee per page | \$0.70 | \$0.09 | \$0.79 | \$0.70 | \$0.09 | \$0.79 |
| | Black & White - legal | fee per page | \$0.70 | \$0.09 | \$0.79 | \$0.70 | \$0.09 | \$0.79 |
| | Black & White - ledger | fee per page | \$1.20 | \$0.16 | \$1.36 | \$1.20 | \$0.16 | \$1.36 |
| | Colour - letter | fee per page | \$1.20 | \$0.16 | \$1.36 | \$1.20 | \$0.16 | \$1.36 |
| | Colour - legal | fee per page | \$1.20 | \$0.16 | \$1.36 | \$1.20 | \$0.16 | \$1.36 |
| | Colour - ledger | fee per page | \$2.52 | \$0.33 | \$2.85 | \$2.52 | \$0.33 | \$2.85 |
| | White print (survey) | fee per page | \$6.20 | \$0.81 | \$7.01 | \$6.20 | \$0.81 | \$7.01 |
| RESEARCH FEE | | | | | | | | |
| | First hour | | \$51.00 | - | \$51.00 | \$51.00 | - | \$51.00 |
| | Each additional one quarter hour | | \$15.30 | - | \$15.30 | \$15.30 | - | \$15.30 |
| MAPS | | | | | | | | |
| Air Photos (digital reproduction) | 8 1/2" x 11" | | \$29.00 | \$3.77 | \$32.77 | \$29.00 | \$3.77 | \$32.77 |
| | 8 1/2" x 14" | | | | | | | |
| | 11" x 17" | | | | | | | |
| | 24" x 36" | | \$74.00 | \$9.62 | \$83.62 | \$74.00 | \$9.62 | \$83.62 |
| Development Map | 36" x 48" | | \$118.00 | \$15.34 | \$133.34 | \$74.00 | \$9.62 | \$83.62 |
| | 24" x 36" Colour | | \$29.00 | \$3.77 | \$32.77 | \$29.00 | \$3.77 | \$32.77 |
| Provincial Plan area map | 11" x 17" | | \$12.00 | \$1.56 | \$13.56 | \$29.00 | \$3.77 | \$32.77 |
| | 24" x 36" | | \$29.00 | \$3.77 | \$32.77 | \$29.00 | \$3.77 | \$32.77 |
| Registered Plan Map | 24" x 36" Colour | | \$29.00 | \$3.77 | \$32.77 | \$29.00 | \$3.77 | \$32.77 |
| Street guide/street name listing | Colour | | \$29.00 | \$3.77 | \$32.77 | \$29.00 | \$3.77 | \$32.77 |
| Town of Caledon Maps | Town of Caledon Map - 11" x 17" Colour | | \$12.00 | \$1.56 | \$13.56 | \$29.00 | \$3.77 | \$32.77 |
| Caledon Wall Map | Shows major settlement & roads network 33" x 46" Colour | | \$29.00 | \$3.77 | \$32.77 | \$29.00 | \$3.77 | \$32.77 |
| Ward Maps | 11" x 17" Colour | | \$12.00 | \$1.56 | \$13.56 | \$12.00 | \$1.56 | \$13.56 |
| Zoning By-law Maps | 8 1/2" x 11"- Black & White | | \$12.00 | \$1.56 | \$13.56 | \$29.00 | \$3.77 | \$32.77 |
| | 24" x 36" - Black & White | | \$29.00 | \$3.77 | \$32.77 | \$29.00 | \$3.77 | \$32.77 |
| Official Plan Schedules | Colour 11" x 17" | | \$12.00 | \$1.56 | \$13.56 | \$12.00 | \$1.56 | \$13.56 |
| Municipal Numbering Book | Black & White | | \$44.00 | \$5.72 | \$49.72 | | | |
| Special mapping or other Services | \$60.00/hour (one hour minimum charge and 30 minute increments thereafter) | | \$60.00/hour | Yes | Fee + HST | \$60.00/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 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

| |
|----------------------|
| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

BUILDING SERVICES

BUILDING INQUIRY FORM

| | | | | | | | |
|-----------------------|--|---------|---------|----------|---------|---------|----------|
| Building Inquiry Form | | \$91.80 | \$11.93 | \$103.73 | \$91.80 | \$11.93 | \$103.73 |
|-----------------------|--|---------|---------|----------|---------|---------|----------|

COMPLIANCE LETTERS

| | | | | | | | |
|----------------------------|--|----------|---------|----------|----------|---------|----------|
| Building Compliance Letter | | \$126.48 | \$16.44 | \$142.92 | \$126.48 | \$16.44 | \$142.92 |
|----------------------------|--|----------|---------|----------|----------|---------|----------|

FORTIFICATION BY-LAW

| | | | | | | | | |
|---|--------------------------------------|--|----------|---|----------|----------|---|----------|
| Fortification of Land Exemption Application | Process application (non-refundable) | | \$765.00 | - | \$765.00 | \$765.00 | - | \$765.00 |
|---|--------------------------------------|--|----------|---|----------|----------|---|----------|

GENERAL

| | | | | | | | |
|------------|------------|---------|---|---------|---------|---|---------|
| NSF Cheque | Per cheque | \$46.92 | - | \$46.92 | \$46.92 | - | \$46.92 |
|------------|------------|---------|---|---------|---------|---|---------|

POOL ENCLOSURES

| | | | | | | | |
|---|--|----------|---|----------|----------|---|----------|
| Construction of a privately owned swimming pool | | \$364.14 | - | \$364.14 | \$364.14 | - | \$364.14 |
|---|--|----------|---|----------|----------|---|----------|

RESEARCH FEE

| | | | | | | | |
|----------------------------------|--|---------|---|---------|---------|---|---------|
| First hour | | \$51.00 | - | \$51.00 | \$51.00 | - | \$51.00 |
| Each additional one quarter hour | | \$15.30 | - | \$15.30 | \$15.30 | - | \$15.30 |
| First hour | | \$51.00 | - | \$51.00 | \$51.00 | - | \$51.00 |
| Each additional one quarter hour | | \$15.30 | - | \$15.30 | \$15.30 | - | \$15.30 |

SIGN BY-LAW

| | | | | | | | | |
|-------------------------|--|------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| Sign Permit Application | To place an awning sign, canopy sign, construction site sign, ground sign, menu board and/or pre-menu board sign, non-residential development sign, projecting sign, residential development sign, third party sign, traffic circulation control sign, and/or wall sign. | per square meter | \$30.60 | - | \$30.60 | \$30.60 | - | \$30.60 |
| | | | \$153 minimum | | \$153 minimum | \$153 minimum | | \$153 minimum |
| | Sign variance (non-refundable) | | \$663.00 | - | \$663.00 | \$663.00 | - | \$663.00 |
| | To alter or repair a sign | flat fee | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| | Any sign placed, altered, or repaired without a permit issued prior to commencement of work | | Applicable fee doubled | - | Applicable fee doubled | Applicable fee doubled | - | Applicable fee doubled |

BUILDING PERMIT FEES

Permit fees shall be calculated based on the formula given below, unless otherwise specified in the schedule.

Permit Fee = Service Index (SI) x Total floor area (A). Where floor area (A) is measured to the outer face of exterior walls and to the centre of party walls or demising walls, except when calculating partition work.

The minimum permit fee shall be \$153.00, unless stated otherwise.

The minimum permit fee for Groups A, B, D, E and F shall be \$260.10, unless stated otherwise.

For permits divided into partial permits, a \$510.00 additional fee will be added for each partial permit, unless stated otherwise.

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

| |
|----------------------|
| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

(A) Construction

Group A: Assembly Occupancies

| | | | | | | | | |
|-----|--|------------------|----------|---|----------|----------|---|----------|
| (a) | Schools, libraries, churches, theatres, arenas, gymnasiums, pools, restaurants, recreation centres, bus terminals, banquet halls, etc. | per square meter | \$15.91 | - | \$15.91 | \$15.91 | - | \$15.91 |
| (b) | Occupancy Permit (Per Stage of Occupancy) | Flat fee | \$260.10 | - | \$260.10 | \$260.10 | - | \$260.10 |

Group B: Care, Care and Treatment or Detention Occupancies

| | | | | | | | | |
|-----|--|------------------|----------|---|----------|----------|---|----------|
| (a) | Hospitals, nursing homes, care homes, etc. | per square meter | \$19.07 | - | \$19.07 | \$19.07 | - | \$19.07 |
| (b) | Occupancy Permit (Per Stage of Occupancy) | Flat fee | \$260.10 | - | \$260.10 | \$260.10 | - | \$260.10 |

Group C: Residential Occupancies

| | | | | | | | | |
|-----|--|------------------|----------|---|----------|----------|---|----------|
| (a) | Detached, semis, townhouses, duplexes | per square meter | \$13.46 | - | \$13.46 | \$13.46 | - | \$13.46 |
| (b) | All other multiple unit residential buildings (apartments, etc.) | per square meter | \$12.34 | - | \$12.34 | \$12.34 | - | \$12.34 |
| (c) | Hotels, motels | per square meter | \$17.03 | - | \$17.03 | \$17.03 | - | \$17.03 |
| (d) | Addition (heated) | per square meter | \$11.30 | - | \$11.30 | \$11.30 | - | \$11.30 |
| (e) | Addition (unheated) | per square meter | \$10.70 | - | \$10.70 | \$10.70 | - | \$10.70 |
| (f) | Detached garage/shed/accessory building to detached, semis, townhouses, duplexes | per square meter | \$5.00 | - | \$5.00 | \$5.00 | - | \$5.00 |
| (g) | Finished Basements of detached, semis, townhouses, duplexes | per square meter | \$4.40 | - | \$4.40 | \$4.40 | - | \$4.40 |
| (h) | Issued repeats to detached, semis, townhouses, duplexes | per square meter | \$12.14 | - | \$12.14 | \$12.14 | - | \$12.14 |
| (i) | Occupancy Permit (Per Stage of Occupancy) | Flat fee | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |

Group D: Business and Personal Services Occupancies

| | | | | | | | | |
|-----|---|------------------|----------|---|----------|----------|---|----------|
| (a) | Office buildings (shell) | per square meter | \$14.28 | - | \$14.28 | \$14.28 | - | \$14.28 |
| (b) | Office buildings (finished) | per square meter | \$17.14 | - | \$17.14 | \$17.14 | - | \$17.14 |
| (c) | Funeral homes, banks, medical clinics, fire halls, etc. | per square meter | \$17.14 | - | \$17.14 | \$17.14 | - | \$17.14 |
| (d) | Occupancy Permit (Per Stage of Occupancy) | Flat fee | \$260.10 | - | \$260.10 | \$260.10 | - | \$260.10 |

Group E: Mercantile Occupancies

| | | | | | | | | |
|-----|---|------------------|----------|---|----------|----------|---|----------|
| (a) | Retail stores (shell/strip) plazas | per square meter | \$13.06 | - | \$13.06 | \$13.06 | - | \$13.06 |
| (b) | Retail stores (finished), supermarkets, department stores | per square meter | \$16.32 | - | \$16.32 | \$16.32 | - | \$16.32 |
| (c) | Occupancy Permit (Per Stage of Occupancy) | Flat fee | \$260.10 | - | \$260.10 | \$260.10 | - | \$260.10 |

Group F: Industrial Occupancies

| | | | | | | | | |
|-----|--|------------------|----------|---|----------|----------|---|----------|
| (a) | Warehouses, factories (shell)(<600 sq.m) | per square meter | \$8.87 | - | \$8.87 | \$8.87 | - | \$8.87 |
| (b) | Warehouses, factories (single tenancy, finished)(<600 sq. m) | per square meter | \$10.20 | - | \$10.20 | \$10.20 | - | \$10.20 |
| (c) | Warehouses, factories (shell)(>600 sq.m) | per square meter | \$6.53 | - | \$6.53 | \$6.53 | - | \$6.53 |
| (d) | Warehouses, factories (single tenancy, finished)(>600 sq. m) | per square meter | \$7.24 | - | \$7.24 | \$7.24 | - | \$7.24 |
| (e) | Repair garages, car washes | per square meter | \$10.40 | - | \$10.40 | \$10.40 | - | \$10.40 |
| (f) | Canopies over gas pumps, outside storage, etc. | per square meter | \$4.79 | - | \$4.79 | \$4.79 | - | \$4.79 |
| (g) | Parking garages (underground & open air) | per square meter | \$6.53 | - | \$6.53 | \$6.53 | - | \$6.53 |
| (h) | Offices in warehouses or factories | per square meter | \$4.28 | - | \$4.28 | \$4.28 | - | \$4.28 |
| (i) | Farm Buildings | per square meter | \$1.53 | - | \$1.53 | \$1.53 | - | \$1.53 |
| (j) | Occupancy Permit (Per Stage of Occupancy) | Flat fee | \$260.10 | - | \$260.10 | \$260.10 | - | \$260.10 |

Sewage Systems

| | | | | | | | | |
|-----|--|----------|----------|---|----------|----------|---|----------|
| (a) | New or replacement (includes bed replacement only) | flat fee | \$448.80 | - | \$448.80 | \$448.80 | - | \$448.80 |
| (b) | Repair (excludes bed replacement) | flat fee | \$224.40 | - | \$224.40 | \$224.40 | - | \$224.40 |

Demolition

| | | | | | | | | |
|-----|---------------------------------------|--------------------------------------|----------|---|----------|----------|---|----------|
| (a) | Any building including sewage systems | flat fee, per building and/or system | \$255.00 | - | \$255.00 | \$255.00 | - | \$255.00 |
|-----|---------------------------------------|--------------------------------------|----------|---|----------|----------|---|----------|

Miscellaneous

| | | | | | | | | |
|-----|---|------------------|---------|---|---------|---------|---|---------|
| (a) | Permanent tents, air supported structures | per square meter | \$4.39 | - | \$4.39 | \$4.39 | - | \$4.39 |
| (b) | Pedestrian bridges, crane runways, etc. | per square meter | \$2.96 | - | \$2.96 | \$2.96 | - | \$2.96 |
| (c) | Repair or re clad (per surface area) | per square meter | \$0.71 | - | \$0.71 | \$0.71 | - | \$0.71 |
| (d) | Ceiling (new or replacement) | per square meter | \$0.71 | - | \$0.71 | \$0.71 | - | \$0.71 |
| (e) | Balcony repairs | per square meter | \$1.53 | - | \$1.53 | \$1.53 | - | \$1.53 |
| (f) | Parking garage repairs | per square meter | \$2.24 | - | \$2.24 | \$2.24 | - | \$2.24 |
| (g) | Sprinklers | per square meter | \$0.77 | - | \$0.77 | \$0.77 | - | \$0.77 |
| (h) | Trailers or buildings on construction sites for Office or Sales purpose | per square meter | \$10.00 | - | \$10.00 | \$10.00 | - | \$10.00 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

(B) Alterations/Renovations

Interior alterations and partitioning and Change of Occupancy Classification

| | | | | | | | | |
|-----|---|------------------|-----------------------------|---|-----------------------------|-----------------------------|---|-----------------------------|
| (a) | Group A: Assembly Occupancies | per square meter | \$4.28 | - | \$4.28 | \$4.28 | - | \$4.28 |
| (b) | Group B: Care, Care and Treatment or Detention Occupancies | per square meter | \$4.28 | - | \$4.28 | \$4.28 | - | \$4.28 |
| (c) | Group C: Residential Occupancies | per square meter | \$4.49 | - | \$4.49 | \$4.49 | - | \$4.49 |
| (d) | Group D: Business and Personal Services Occupancies | per square meter | \$4.49 | - | \$4.49 | \$4.49 | - | \$4.49 |
| (e) | Group E: Mercantile Occupancies | per square meter | \$4.28 | - | \$4.28 | \$4.28 | - | \$4.28 |
| (f) | Group F: Industrial Occupancies | per square meter | \$4.28 | - | \$4.28 | \$4.28 | - | \$4.28 |
| (g) | Group F: Industrial Occupancies (fit-out for warehousing space, racking, shelving, equipment or machinery placement only) | per square meter | \$0.765/m2 \$510 minimum | - | \$0.765/m2 \$510 minimum | \$0.765/m2 \$510 minimum | - | \$0.765/m2 \$510 minimum |
| (h) | Demising walls only (upgrade or new) | Each | \$510.00 | - | \$510.00 | \$510.00 | - | \$510.00 |
| (i) | Roof Replacement (Structural) | per square meter | \$4.49 | - | \$4.49 | \$4.49 | - | \$4.49 |

(C) Other Miscellaneous Work

| | | | | | | | | |
|-----|--|-------------|----------|---|----------|----------|---|----------|
| (a) | New Portable Classrooms (per building group), Mobile Homes, etc. | Each | \$899.64 | - | \$899.64 | \$899.64 | - | \$899.64 |
| (b) | Moving or Relocating a Building on the Same Property (portable classrooms per building group, mobile homes per building, etc.) | Each | \$481.95 | - | \$481.95 | \$481.95 | - | \$481.95 |
| (c) | Temporary tents | Each | \$171.36 | - | \$171.36 | \$171.36 | - | \$171.36 |
| (d) | Communication and transmission towers | Each | \$289.17 | - | \$289.17 | \$289.17 | - | \$289.17 |
| (e) | Foundation for Tanks, Silos, Dust Collectors, etc. | Each | \$289.17 | - | \$289.17 | \$289.17 | - | \$289.17 |
| (f) | Solar Collectors for detached, semis, townhouses, duplexes | Each | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (g) | Solar Collectors (other) | Each | \$255.00 | - | \$255.00 | \$255.00 | - | \$255.00 |
| (h) | Fire alarms | Each | \$224.91 | - | \$224.91 | \$224.91 | - | \$224.91 |
| (i) | Electromagnetic locks | Each | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (j) | Decks, porches, basement walkout, etc. to detached, semis, townhouses, duplexes | Each | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (k) | Fireplaces, wood stoves, etc. | Each | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (l) | Window replacements (except for single dwelling) | Each | \$7.14 | - | \$7.14 | \$7.14 | - | \$7.14 |
| (m) | Underground and above ground storage tank | per tank | \$294.58 | - | \$294.58 | \$294.58 | - | \$294.58 |
| (n) | Balcony guard replacements | per lin. m. | \$1.84 | - | \$1.84 | \$1.84 | - | \$1.84 |
| (o) | Retaining walls | per lin. m. | \$9.69 | - | \$9.69 | \$9.69 | - | \$9.69 |

(D) Mechanical Components

Heating ventilation, air conditioning, etc. (work independent of building permit)

| | | | | | | | | |
|-----|--|------------------|--------|---|--------|--------|---|--------|
| (a) | Group A: Assembly Occupancies | per square meter | \$0.97 | - | \$0.97 | \$0.97 | - | \$0.97 |
| (b) | Group B: Care, Care and Treatment or Detention Occupancies | per square meter | \$0.97 | - | \$0.97 | \$0.97 | - | \$0.97 |
| (c) | Group C: Residential Occupancies | per square meter | \$0.97 | - | \$0.97 | \$0.97 | - | \$0.97 |
| (d) | Group D: Business and Personal Services Occupancies | per square meter | \$0.97 | - | \$0.97 | \$0.97 | - | \$0.97 |
| (e) | Group E: Mercantile Occupancies | per square meter | \$0.97 | - | \$0.97 | \$0.97 | - | \$0.97 |
| (f) | Group F: Industrial Occupancies | per square meter | \$0.97 | - | \$0.97 | \$0.97 | - | \$0.97 |

Miscellaneous

| | | | | | | | | |
|-----|--|-------------------|----------|---|----------|----------|---|----------|
| (a) | Commercial kitchen exhaust (including related make-up air) | Flat Fee Per Unit | \$275.40 | - | \$275.40 | \$275.40 | - | \$275.40 |
| (b) | Spray booth, dust collector, etc. | Flat Fee Per Unit | \$275.40 | - | \$275.40 | \$275.40 | - | \$275.40 |
| (c) | Furnace replacement | Flat Fee Per Unit | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (d) | Boiler replacement | Flat Fee Per Unit | \$289.17 | - | \$289.17 | \$289.17 | - | \$289.17 |
| (e) | Boiler replacement for detached, semis, townhouses, duplexes | Flat Fee Per Unit | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (f) | Minor alterations to mechanical systems (duct work only, space heater, exhaust fan, unit heater, etc.) | Flat Fee Per Unit | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

(E) Plumbing and Drain Components

| | | | | | | | | |
|-----|--|-----------------|---------|---|---------|---------|---|---------|
| (a) | Group A: Assembly Occupancies | Fee per Fixture | \$26.52 | - | \$26.52 | \$26.52 | - | \$26.52 |
| (b) | Group B: Care, Care and Treatment or Detention Occupancies | Fee per Fixture | \$26.52 | - | \$26.52 | \$26.52 | - | \$26.52 |
| (c) | Group C: Residential Occupancies | Fee per Fixture | \$27.85 | - | \$27.85 | \$27.85 | - | \$27.85 |
| (d) | Group D: Business and Personal Services Occupancies | Fee per Fixture | \$27.85 | - | \$27.85 | \$27.85 | - | \$27.85 |
| (e) | Group E: Mercantile Occupancies | Fee per Fixture | \$26.52 | - | \$26.52 | \$26.52 | - | \$26.52 |
| (f) | Group F: Industrial Occupancies | Fee per Fixture | \$26.52 | - | \$26.52 | \$26.52 | - | \$26.52 |

Miscellaneous

| | | | | | | | | |
|-----|---|---------------------------------|----------|---|----------|----------|---|----------|
| (a) | Inside sanitary and storm piping | per lin. m. | \$1.84 | - | \$1.84 | \$1.84 | - | \$1.84 |
| (b) | Outside water services, sanitary and storm piping** (when not included in complete building permit or permit for site services) | per lin. m. | \$5.00 | - | \$5.00 | \$5.00 | - | \$5.00 |
| (c) | Manholes, catch basins, interceptors, sumps, etc. (when not included in complete building permit or permit for site services) | Each | \$27.85 | - | \$27.85 | \$27.85 | - | \$27.85 |
| (d) | Site Services (for mechanical site services that serve more than one building) | Each building or block of units | \$255.00 | - | \$255.00 | \$255.00 | - | \$255.00 |
| (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 \$357.00 | | \$0.00 | - | \$0.00 | \$0.00 | - | \$0.00 |

(F) Other

| | | | | | | | | |
|-----|---|----------------------------------|------------|---|------------|------------|---|------------|
| (a) | Early Review of House Model Drawings | per square meter | \$13.46 | - | \$13.46 | \$13.46 | - | \$13.46 |
| (b) | Duplicate Sets of Drawing (counter) | per hour | \$91.29 | - | \$91.29 | \$91.29 | - | \$91.29 |
| (c) | Resubmission Review (per review stream, discretionary up to two resubmissions) | per hour | \$91.29 | - | \$91.29 | \$91.29 | - | \$91.29 |
| (d) | | minimum | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (e) | Expedited Service (Fast track, etc.) | per hour | \$91.29 | - | \$91.29 | \$91.29 | - | \$91.29 |
| (f) | | minimum | \$255.00 | - | \$255.00 | \$255.00 | - | \$255.00 |
| (g) | Material Change (revision) | per hour | \$91.29 | - | \$91.29 | \$91.29 | - | \$91.29 |
| (h) | | minimum | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (i) | Alternative Solution (Each submission) | per hour | \$91.29 | - | \$91.29 | \$91.29 | - | \$91.29 |
| (j) | | minimum | \$510.00 | - | \$510.00 | \$510.00 | - | \$510.00 |
| (k) | Change of Use (no construction proposed) | per hour (review and inspection) | \$91.29 | - | \$91.29 | \$91.29 | - | \$91.29 |
| (l) | | minimum | \$255.00 | - | \$255.00 | \$255.00 | - | \$255.00 |
| (m) | Conditional Building Permit - New and/or Extension (in addition to permit fee, excluding cost of agreement) | flat fee | \$1,020.00 | - | \$1,020.00 | \$1,020.00 | - | \$1,020.00 |
| (n) | Transfer Building Permit (to new owner) | flat fee | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (o) | Repeat inspection (previous inspection not ready, discretionary up to two repeats) | flat fee | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (p) | Miscellaneous Inspections- ICI (resulting from a compliance letter, outstanding permits older than two years, etc.) | flat fee | \$255.00 | - | \$255.00 | \$255.00 | - | \$255.00 |
| (q) | Miscellaneous Inspections- Residential (resulting from a compliance letter, outstanding permits older than two years, etc.) | flat fee | \$153.00 | - | \$153.00 | \$153.00 | - | \$153.00 |
| (r) | Reactivate Dormant Permit by property owner request | minimum | \$306.00 | - | \$306.00 | \$306.00 | - | \$306.00 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

Notes:

1. Fees for classes of permits not described or included in this schedule shall be determined by the Chief Building Official
2. The occupancy classification shall be established in accordance with the occupancy definitions of the Ontario Building Code.
3. Except as provided in Item 5, the floor area is the sum of the areas of all floors including basement and shall be measured to the outer face of the walls.
4. No deductions shall be made for openings within the floor area; i.e., stairs, elevators, ducts, etc.
5. A garage serving only the dwelling unit to which it is attached or built in and an unfinished basement located within the dwelling unit shall not be included in the area calculations.
6. Issued models (house types) are referred to as "issued repeats". An "issued repeat application" is a repeat of the identical house design that the applicant builder has previously submitted as a model for which a building permit has been issued.
7. The maximum amount of payment that may be charged to a credit card is \$5000.00 per building permit application.
8. Only applicants for building permits with a value of over \$5,150.00 may elect to either:
 -Pay the full permit fee at the time of application; or
 -Pay 50% of the full permit fee at the time of application to a maximum amount of \$10,000.00 and the balance at the time of permit issuance.
9. With respect to any work commenced prior to permit application, prior to permit issuance, and/or after issuance but prior to permit closure, and is not in accordance with the approved permit, including failure to arrange for a mandatory inspection prior to proceeding to the next phase of work and/or occupancy, administration charges are due to the municipality for the additional expenditure required because of such unlawful commencement, and the permit fee shall be increased by the greater of:
 - (a) \$150.00, or
 - (b) with respect to work commenced before permit application 50%, and
 - (c) with respect to work commenced after permit application, but prior to permit issuance, 25% of the total permit fee, based on the entire work to be performed and exclusive of any part into which the application for permit may be sub-divided, and
 - (d) with respect to work commenced after permit issuance, but not in accordance with the approved permit, 10% of the total permit fee, based on the entire work to be performed and exclusive of any part into which the application for permit may be sub-divided.
 - (e) In no case shall the total increase in permit fee exceed \$10,000 for each action of unlawful activity commenced.

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.

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

Building Permit Fees Refunds

- 1.1.6. 0% after a period of not less than one (1) year from the date of application being received, if the application has not been cancelled, or the permit has not been issued, or an issued permit has not been acted upon.
- 1.1.7. If the calculated refund is less than the minimum permit fee applicable to the work, no refund shall be made for the fees paid.
- 1.2. The refund shall be returned to the person named on the fee receipt, unless such person advises the Chief Building Official, in writing and prior to the release of the refund, of a change in name, in which case the refund shall be returned to the person then authorized to receive it.
- 1.3. The refund, if applicable, shall be the difference between total calculated fee for functions undertaken and the deposit made at time of permit application.
- 1.4. If an overpayment of a permit fee occurs on a permit application and the overpayment is less than \$50.00 the difference will not be refunded.

MUNICIPAL LAW ENFORCEMENT SERVICES

LICENSES

Adult Store

| | | | | | | | | |
|-----------------------------------|--|--|----------|---|----------|----------|---|----------|
| i) Application for owner | | | \$625.00 | - | \$625.00 | \$625.00 | - | \$625.00 |
| ii) Application for each operator | | | \$100.00 | - | \$100.00 | \$100.00 | - | \$100.00 |

Buses

| | | | | | | | | |
|-------|---|--------------------|------------|---|------------|------------|---|------------|
| Owner | Initial licence first vehicle | Original | \$1,000.00 | - | \$1,000.00 | \$1,000.00 | - | \$1,000.00 |
| | Initial licence first vehicle | Renewal | \$600.00 | - | \$600.00 | \$600.00 | - | \$600.00 |
| | Each additional vehicle | Original & Renewal | \$600.00 | - | \$600.00 | \$600.00 | - | \$600.00 |
| Other | Fee for missed inspection appointment | | \$75.00 | - | \$75.00 | \$75.00 | - | \$75.00 |
| | Replacement fee for owner's licence | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Replacement fee for owner's plate | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Registration of replacement vehicle (must be identical ownership) | | \$300.00 | - | \$300.00 | \$300.00 | - | \$300.00 |
| | Late Renewal Fee (if inspection required) | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |

REFRESHMENT VEHICLE

| | | | | | | | | |
|----------|---|--------------------|----------|---|----------|----------|---|----------|
| Operator | Refreshment Vehicle Operator Licence | Original & Renewal | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |
| Owner | Motorized Refreshment Vehicle Owner Licence | Original & Renewal | \$250.00 | - | \$250.00 | \$250.00 | - | \$250.00 |
| | Non-motorized Refreshment Vehicle Owner Licence | Original & Renewal | \$250.00 | - | \$250.00 | \$250.00 | - | \$250.00 |
| Other | Replacement fee for driver's photo identification card | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Replacement fee for driver's or owner's licence | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Replacement fee for owner's plate | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Registration of replacement vehicle (must be identical ownership) | | \$300.00 | - | \$300.00 | \$300.00 | - | \$300.00 |
| | Change of information | per licence | \$30.00 | - | \$30.00 | \$30.00 | - | \$30.00 |
| | Missed or additional vehicle inspection | | \$60.00 | - | \$60.00 | \$60.00 | - | \$60.00 |
| | Corporate search | | \$60.00 | - | \$60.00 | \$60.00 | - | \$60.00 |
| | Business name search | | \$60.00 | - | \$60.00 | \$60.00 | - | \$60.00 |
| | Late Renewal Fee (if inspection required) | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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|----------------------|
| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

TAXICAB OR LIMOUSINE LICENCES

| | | | | | | | | |
|--------------|---|-------------------------------|----------|---|----------|----------|---|----------|
| Broker/Owner | Taxicab broker's licence | Original & Renewal | \$400.00 | - | \$400.00 | \$400.00 | - | \$400.00 |
| | Taxicab owner's licence | Original | \$425.00 | - | \$425.00 | \$425.00 | - | \$425.00 |
| | Taxicab owner's licence | Renewal | \$325.00 | - | \$325.00 | \$325.00 | - | \$325.00 |
| | Limousine owner's licence | Original | \$400.00 | - | \$400.00 | \$400.00 | - | \$400.00 |
| | Limousine owner's licence | Renewal | \$325.00 | - | \$325.00 | \$325.00 | - | \$325.00 |
| | Accessible taxicab licence | Original - 1st Vehicle | \$400.00 | - | \$400.00 | \$400.00 | - | \$400.00 |
| | Accessible taxicab licence | Original - Subsequent Vehicle | \$325.00 | - | \$325.00 | \$325.00 | - | \$325.00 |
| | Accessible taxicab licence | Renewal | \$325.00 | - | \$325.00 | \$325.00 | - | \$325.00 |
| | Extension of vehicle model year | Original | \$115.00 | - | \$115.00 | \$115.00 | - | \$115.00 |
| Driver | Taxicab driver or limousine driver | Renewal | \$125.00 | - | \$125.00 | \$125.00 | - | \$125.00 |
| | Taxicab driver or limousine driver | New Licence | \$125.00 | - | \$125.00 | \$125.00 | - | \$125.00 |
| Other | Replacement fee for driver's photo identification card | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Replacement fee for driver's or owner's licence | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Replacement fee for owner's plate | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Registration of replacement vehicle (must be identical ownership) | | \$225.00 | - | \$225.00 | \$225.00 | - | \$225.00 |
| | Change of information | per licence | \$120.00 | - | \$120.00 | \$120.00 | - | \$120.00 |
| | Missed or additional vehicle inspection | | \$60.00 | - | \$60.00 | \$60.00 | - | \$60.00 |
| | Corporate Search | | \$30.00 | - | \$30.00 | \$30.00 | - | \$30.00 |
| | Business name search | | \$30.00 | - | \$30.00 | \$30.00 | - | \$30.00 |
| | Late renewal fee (if inspection required) | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |
| | Additional Driver's Test | each subsequent test | \$115.00 | - | \$115.00 | \$115.00 | - | \$115.00 |

TOW TRUCK LICENCES

| | | | | | | | | |
|--------|--|--------------------|----------|---|----------|----------|---|----------|
| Owner | Initial licence first vehicle | Original | \$425.00 | - | \$425.00 | \$425.00 | - | \$425.00 |
| | Initial licence subsequent vehicle(s) | Original | \$400.00 | - | \$400.00 | \$400.00 | - | \$400.00 |
| | Vehicle - Renewal (prior to May 1 of the year the licence is set to expire) | Renewal | \$350.00 | - | \$350.00 | \$350.00 | - | \$350.00 |
| | Vehicle - Renewal (on or after May 1 of the year the licence is set to expire) | Renewal | \$400.00 | - | \$400.00 | \$400.00 | - | \$400.00 |
| Driver | New and Renewal | Original & Renewal | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |
| | Renewal (prior to May 1 of the year the licence is set to expire) | Renewal | \$100.00 | - | \$100.00 | \$100.00 | - | \$100.00 |
| Other | Replacement fee for driver or owner's licence | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Replacement fee for owner's plate | | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| | Registration of replacement vehicle (must be identical ownership) | | \$560.00 | - | \$560.00 | \$560.00 | - | \$560.00 |
| | Missed or additional vehicle inspection | | \$60.00 | - | \$60.00 | \$60.00 | - | \$60.00 |
| | Late Renewal Fee (if inspection required) | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |

DONATION BOX LICENCES

| | | | | | | | | |
|--|--|--------------|----------|---|----------|----------|---|----------|
| | Initial Donation box licence | per location | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |
| | Donation box licence annual renewal | per location | \$75.00 | - | \$75.00 | \$75.00 | - | \$75.00 |
| | Donation box licence annual renewal for Charities that have a Charitable registration number issued by the Canada Revenue Agency | per location | \$35.00 | - | \$35.00 | \$35.00 | - | \$35.00 |

PARKING

| | | | | | | | | |
|--|---|--|----------|---|----------|----------|---|----------|
| | Process application for private property owners to administer parking enforcement | | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |
| | To appoint Private Parking Enforcement Officer after application is approved | | \$200.00 | - | \$200.00 | \$200.00 | - | \$200.00 |

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% Admin. | Yes | Fee + HST |
|--|---|--|----------------------------|-----|-----------|----------------------------|-----|-----------|

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE B

BUILDING & MUNICIPAL LAW ENFORCEMENT SERVICES DEPARTMENT

| | | | | | | | | |
|--|---|-------------------|---|---------|---|---|---------|---|
| FILL BY-LAW | | | | | | | | |
| Fill permit application | i) Application process administration fee (non-refundable) | flat fee | \$510.00 | - | \$510.00 | \$510.00 | - | \$510.00 |
| | ii) For fill up to 10,000 cubic metres in volume -payment due at time of application and is refunded if permit is denied -standard permit processing time is 14 business days - Fill Permit application fee of \$2 per cubic meter is waived for topsoil fill relating to sod-farm operations, greenhouse and horticultural nurseries. | per cubic metre | Flat Fee of \$510.00 + \$2 per cubic meter | - | Flat Fee of \$510.00 + \$2 per cubic meter | Flat Fee of \$510.00 + \$2 per cubic meter | - | Flat Fee of \$510.00 + \$2 per cubic meter |
| | iii) Permit is submitted after on-site work has started (non-refundable) | | \$200.00 | - | \$200.00 | \$200.00 | - | \$200.00 |
| SIGN BY-LAW | | | | | | | | |
| Sign Permit Application | Process application for a mobile sign (30 day limit) | | \$75.00 | - | \$75.00 | \$75.00 | - | \$75.00 |
| | Sign redemption fee | per sign, per day | \$65.00 | - | \$65.00 | \$65.00 | - | \$65.00 |
| FENCE BY-LAW | | | | | | | | |
| Fence Variance Application | Process application (Non-refundable) | | \$500.00 | \$65.00 | \$565.00 | \$500.00 | \$65.00 | \$565.00 |
| WOODLANDS BY-LAW | | | | | | | | |
| | Process application | | \$250.00 | \$32.50 | \$282.50 | \$250.00 | \$32.50 | \$282.50 |
| APPLICATION FOR EXEMPTION FROM BY-LAW | | | | | | | | |
| | Process application (for By-laws without a variance or exemption provision (non-refundable) | | \$625.00 | \$81.25 | \$706.25 | \$625.00 | \$81.25 | \$706.25 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE C PLANNING DEPARTMENT

PLANNING & DEVELOPMENT

COMPLIANCE LETTERS

| | | | | | | | | |
|---|--|--|----------|---------|----------|----------|---------|----------|
| Planning and Zoning Compliance Letters | | | \$126.48 | \$16.44 | \$142.92 | \$126.48 | \$16.44 | \$142.92 |
| Heritage Designation and Cemetery Compliance Letter | | | \$126.48 | \$16.44 | \$142.92 | \$126.48 | \$16.44 | \$142.92 |

LAND USE INQUIRY FORM

| | | | | | | | | |
|--------------------------------|--|--|----------|---------|----------|----------|---------|----------|
| Planning Land Use Inquiry Form | | | \$126.48 | \$16.44 | \$142.92 | \$126.48 | \$16.44 | \$142.92 |
|--------------------------------|--|--|----------|---------|----------|----------|---------|----------|

PEER REVIEW

| | | | | | | | |
|--|--|------------------------|---------|-----------|------------------------|---------|-----------|
| Peer Review Administration Fee | | 15% Administration Fee | Yes | Fee + HST | 15% Administration Fee | Yes | Fee + HST |
| Development Invoice Administration Fee | | \$200.00 | \$26.00 | \$226.00 | \$200.00 | \$26.00 | \$226.00 |

OFFICIAL PLAN AND ZONING BY-LAW

| | | | | | | | |
|--|-----------------|----------|---------|----------|----------|---------|----------|
| Copy of Official Plan | By Hard Copy | \$137.70 | \$17.90 | \$155.60 | \$137.70 | \$17.90 | \$155.60 |
| Copy of Official Plan | By CD | \$25.50 | \$3.32 | \$28.82 | \$25.50 | \$3.32 | \$28.82 |
| Annual subscription to Office Consolidation of the Official Plan (affected pages only) | By email | \$132.60 | \$17.24 | \$149.84 | \$132.60 | \$17.24 | \$149.84 |
| Annual subscription to Office Consolidation of the Official Plan (affected pages only) | By regular mail | \$168.30 | \$21.88 | \$190.18 | \$168.30 | \$21.88 | \$190.18 |
| Official Plan Schedules (Colour) | Per page | \$5.10 | \$0.66 | \$5.76 | \$5.10 | \$0.66 | \$5.76 |
| Copy of Comprehensive Zoning By-law | By Hard Copy | \$545.70 | \$70.94 | \$616.64 | \$545.70 | \$70.94 | \$616.64 |
| Copy of Zoning By-law | By CD | \$25.50 | \$3.32 | \$28.82 | \$25.50 | \$3.32 | \$28.82 |
| Annual subscription to amendments to the Comprehensive Zoning By-law | By email | \$135.66 | \$17.64 | \$153.30 | \$135.66 | \$17.64 | \$153.30 |

NEC

| | | | | | | | |
|---|--|------------|---|------------|------------|---|------------|
| Niagara Escarpment Plan Amendment | | \$2,189.94 | - | \$2,189.94 | \$2,189.94 | - | \$2,189.94 |
| Niagara Escarpment Development permit application or renewal of application | | \$397.80 | - | \$397.80 | \$397.80 | - | \$397.80 |
| Niagara Escarpment - Legal Searches | | \$204.00 | - | \$204.00 | \$204.00 | - | \$204.00 |

PUBLIC INFORMATION MEETINGS & ADVERTISING

| | | | | | | | |
|---|-------------|-----------|---------|-----------|-----------|---------|-----------|
| Cost Recovery for advertising of Public Meetings and Notice of Applications | | Fee + HST | Yes | Fee + HST | Fee + HST | Yes | Fee + HST |
| DART (Development Application Review Team) Pre-Consultation Meetings | Per meeting | \$362.10 | \$47.07 | \$409.17 | \$362.10 | \$47.07 | \$409.17 |

TELECOMMUNICATIONS

| | | | | | | | |
|--------------------------------|--|------------|---|------------|------------|---|------------|
| 1. (a) Full Stream Application | | \$6,793.20 | - | \$6,793.20 | \$6,793.20 | - | \$6,793.20 |
| (b) Scoped Stream | | \$6,212.82 | - | \$6,212.82 | \$6,212.82 | - | \$6,212.82 |
| (c) Intermediate Stream | | \$3,151.80 | - | \$3,151.80 | \$3,151.80 | - | \$3,151.80 |
| (d) Fast Track Stream | | \$328.44 | - | \$328.44 | \$328.44 | - | \$328.44 |

SITE PLAN APPLICATIONS

| | | | | | | | |
|--------|---|---|----------|--|---|----------|--|
| 2. (a) | Full Stream Site Plan Application ¹ (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees) | \$16,328.16 plus \$1.22/m ² gross floor area (GFA) to maximum fee of \$29,000 | \$310.28 | \$16,638.44 plus \$1.22/m ² gross floor area (GFA) to maximum fee of \$29,000 | \$16,354.48 plus \$1.22/m ² gross floor area (GFA) to maximum fee of \$29,000 | \$313.14 | \$16,667.62 plus \$1.22/m ² gross floor area (GFA) to maximum fee of \$29,000 |
| | Recirculation Fee (for each subsequent site plan recirculation after the 3rd) | \$1,060.80 | - | \$1,060.80 | \$1,060.80 | - | \$1,060.80 |
| (b) | Full Stream (Complex) ¹ (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees) | \$34,113.90 plus \$5,333/gross hectare | \$310.28 | \$34,424.18 plus \$5,333/gross hectare | \$34,140.22 plus \$5,333/gross hectare | \$313.14 | \$34,453.36 plus \$5,333/gross hectare |
| | Recirculation Fee (for each subsequent site plan recirculation after the 3rd) | \$1,060.80 | - | \$1,060.80 | \$1,060.80 | - | \$1,060.80 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE C PLANNING DEPARTMENT

SITE PLAN APPLICATIONS

| | | | | | | | | |
|-----|---|------|------------------------------------|----------|-----------------------------|------------------------------------|----------|-----------------------------|
| 2. | | | | | | | | |
| (c) | Amendment Stream ¹ (Includes Site Plan Undertaking, Landscape and Engineering Inspection Fees) | | \$6,991.08 | \$310.28 | \$7,301.36 | \$7,017.40 | \$313.14 | \$7,330.54 |
| | Recirculation Fee for Amendment Stream (for each subsequent site plan recirculation after the 3rd) | Each | \$250.00 | - | \$250.00 | \$250.00 | - | \$250.00 |
| (d) | Scoped Stream | | \$3,141.60 | - | \$3,141.60 | \$3,141.60 | - | \$3,141.60 |
| | Recirculation Fee for Scoped Stream (for each subsequent site plan recirculation after the 3rd) | Each | \$200.00 | - | \$200.00 | \$200.00 | - | \$200.00 |
| (e) | Fast Track Stream | | \$450.00 | - | \$450.00 | \$450.00 | - | \$450.00 |
| | Recirculation Fee for Fast Track Stream (for each subsequent site plan recirculation after the 3rd) | Each | \$100.00 | - | \$100.00 | \$100.00 | - | \$100.00 |
| (f) | Fast Track Stream - No Circulation | | \$100.00 | - | \$100.00 | \$100.00 | - | \$100.00 |
| (g) | Site Plan Agreement, including amendments to executed or registered site plan agreements. | | \$1,428 plus costs | Yes | Fee + HST | \$1,428 plus costs | Yes | Fee + HST |
| (h) | Additional undertaking or amendment to executed undertaking | | \$1,050.60 plus costs | Yes | Fee + HST | \$1,050.60 plus costs | Yes | Fee + HST |
| (i) | Additional charge per agreement or amendment for a non-standard site plan, agreement, development, grading or servicing agreement or amendment. | | \$2,295 plus costs | Yes | Fee + HST | \$2,295 plus costs | Yes | Fee + HST |
| (j) | Grading or Servicing Agreement* | | \$5,406 plus costs | Yes | Fee + HST | \$5,406 plus costs | Yes | Fee + HST |
| (k) | Phased Site Plan Approval (each of pre-grading, pre-servicing, conditional permit, phased approval) | Each | 10% of application fee | - | 10% of application fee | 10% of application fee | - | 10% of application fee |
| (l) | Appeal to Local Planning Appeal Tribunal | | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery |
| (m) | Annual carrying fee for inactive files (non-ORM) | | \$1,644.24 | - | \$1,644.24 | \$1,644.24 | - | \$1,644.24 |
| (n) | Application administration charge for proceeding with earth works, servicing or construction without necessary planning act approvals (excluding ORM applications) * | | 25% of original application amount | Yes | Fee + HST | 25% of original application amount | Yes | Fee + HST |
| (o) | Engineering Fee: 6% of Town infrastructure works for Engineering reviews (Inspections if the site plan application involves the construction of or change to Town-owned infrastructure) | | 6% of works | Yes | Fee + HST | 6% of works | Yes | Fee + HST |

* "plus costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

¹ HST not applicable on whole fee

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE C PLANNING DEPARTMENT

OAK RIDGES MORaine (ORM) SITE PLAN APPLICATION

| | | | | | | | | | |
|----|-----|--|------|----------|---|----------|----------|---|----------|
| 3. | (a) | (i) ORM Full | | \$832.32 | - | \$832.32 | \$836.58 | - | \$836.58 |
| | (b) | (ii) ORM Scoped | | \$567.12 | - | \$567.12 | \$571.38 | - | \$571.38 |
| | (c) | (iii) ORM Fast Track | | \$408.00 | - | \$408.00 | \$412.26 | - | \$412.26 |
| | (d) | (iv) ORM Fast Track Stream - No Circulation | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |
| | (e) | (v) Recirculation Fee for All Streams (for each subsequent oak ridges moraine site plan recirculation after the 3rd) | Each | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |
| | (f) | (vi) Annual carrying fee for inactive files (ORM) | | \$265.20 | - | \$265.20 | \$265.20 | - | \$265.20 |

OFFICIAL PLAN AMENDMENT APPLICATIONS

| | | | | | | | | | |
|----|-----|---|--|-----------------------------|---|-----------------------------|-----------------------------|---|-----------------------------|
| 4. | (a) | Minor Official Plan Amendment Application | | \$17,431.80 | - | \$17,431.80 | \$17,436.17 | - | \$17,436.17 |
| | (b) | Major Official Plan Amendment Application | | \$33,574.32 | - | \$33,574.32 | \$33,578.69 | - | \$33,578.69 |
| | (c) | Appeal to Local Planning Appeal Tribunal | | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery |
| | (d) | Aggregate Application | | Full cost recovery | - | Full cost recovery | Full cost recovery | - | Full cost recovery |
| | (e) | Annual carrying fee for inactive files | | \$3,000.00 | - | \$3,000.00 | \$3,000.00 | - | \$3,000.00 |
| | (f) | Recirculation Fee (for each subsequent Official Plan Amendment recirculation after the 3rd) | | \$1,592.22 | - | \$1,592.22 | \$1,592.22 | - | \$1,592.22 |

ZONING BY-LAW AMENDMENT APPLICATIONS

| | | | | | | | | | |
|----|-----|--|--|---|---|---|---|---|---|
| 5. | (a) | Extension of Temporary Use By-laws for Garden Suites | | \$767.04 plus cost of advertising or posting on property together with required circulation | - | \$767.04 plus cost of advertising or posting on property together with required circulation | \$771.41 plus cost of advertising or posting on property together with required circulation | - | \$771.41 plus cost of advertising or posting on property together with required circulation |
| | (b) | Temporary Use Application | | \$13,374.24 | - | \$13,374.24 | \$13,378.61 | - | \$13,378.61 |
| | | Temporary Use Application Extension | | \$13,374.24 | - | \$13,374.24 | \$13,378.61 | - | \$13,378.61 |
| | (c) | Minor Zoning By-law Amendment Application | | \$13,374.24 | - | \$13,374.24 | \$13,378.61 | - | \$13,378.61 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE C PLANNING DEPARTMENT

ZONING BY-LAW AMENDMENT APPLICATIONS

| | | | | | | | | | |
|----|-----|--|--|-----------------------------|---|-----------------------------|-----------------------------|---|-----------------------------|
| 5. | (d) | Major Zoning By-law Amendment Application | | \$17,777.58 | - | \$17,777.58 | \$17,781.95 | - | \$17,781.95 |
| | (e) | Aggregate Application | | Full cost recovery | - | Full cost recovery | Full cost recovery | - | Full cost recovery |
| | (f) | Removal of Holding (H) Zone | | \$6,367.86 | - | \$6,367.86 | \$6,372.23 | - | \$6,372.23 |
| | (g) | Annual Carrying Fee for Inactive files | | \$2,000.00 | - | \$2,000.00 | \$2,000.00 | - | \$2,000.00 |
| | (h) | Appeal to Local Planning Appeal Tribunal | | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery |
| | (i) | Zoning Certificate | | \$218.28 | - | \$218.28 | \$218.28 | - | \$218.28 |
| | (j) | Application to establish a Legal Non-Conforming Use | | \$2,295.00 | - | \$2,295.00 | \$2,302.87 | - | \$2,302.87 |
| | (k) | Recirculation Fee (for each subsequent Rezoning recirculation after the 3rd) | | \$1,592.22 | - | \$1,592.22 | \$1,592.22 | - | \$1,592.22 |

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. | | \$30,598.98 plus \$631 per unit | \$2,691.51 | \$33,290.49 plus \$631 per unit | \$31,030.97 plus \$631 per unit | \$2,743.67 | \$33,774.64 plus \$631 per unit |
| | | (ii) Plan of Subdivision Application - Palgrave Estates 1 Preparation of first 3 agreements (subdivision agreement, grading agreement, and preservicing agreement) and registration of a draft plan of subdivision and compliance documents Does not include revised or additional agreement and/or phased registration. | | \$57,794.22 plus \$631 per unit | \$2,691.51 | \$60,485.73 plus \$631 per unit | \$58,226.21 plus \$631 per unit | \$2,743.67 | \$60,969.88 plus \$631 per unit |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE C PLANNING DEPARTMENT

SUBDIVISION APPLICATIONS

| | | | | | | | | | |
|-----|-----|--|--|---|------------|---|---|------------|---|
| 6. | (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. | | \$30,598.98 plus \$5,439 per gross hectare | \$2,691.51 | \$33,290.49 plus \$5,439 per gross hectare | \$31,030.97 plus \$5,439 per gross hectare | \$2,743.67 | \$33,774.64 plus \$5,439 per gross hectare |
| (c) | | Plus additional fees, if applicable: | | | | | | | |
| | | (i) Revisions requiring re-circulation | | \$5,623.26 | - | \$5,623.26 | \$5,623.26 | - | \$5,623.26 |
| | | (ii) Registration of each phase of a plan | | \$7,282.80 | - | \$7,282.80 | \$7,282.80 | - | \$7,282.80 |
| | | (iii) Extension of draft plan approval | | \$5,623.26 | - | \$5,623.26 | \$5,623.26 | - | \$5,623.26 |
| | | (iv) Revised draft approval plan requiring re-circulation | | \$6,366.84 | - | \$6,366.84 | \$6,366.84 | - | \$6,366.84 |
| | | (v) Appeal of plan to Local Planning Appeal Tribunal | | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery |
| (d) | | Administration Fee: Plan of subdivision applications filed on or before Feb. 5, 2008 ² | | 7% of works | Yes | Fee + HST | 7% of works | Yes | Fee + HST |
| (e) | | Administration Fee: Plan of subdivision applications filed on or after Feb. 6, 2008 and on or before Jan. 31, 2011 ² | | 0% of works | Yes | Fee + HST | 0% of works | Yes | Fee + HST |
| (f) | | Administration Fee: Plan of subdivision applications filed on or after Feb. 1, 2011 ² | | 6% of works | Yes | Fee + HST | 6% of works | Yes | Fee + HST |
| (g) | | Amendment to any registered agreement or fully executed agreement* | | \$2,188 plus costs | Yes | Fee + HST | \$2,188 plus costs | Yes | Fee + HST |
| (h) | | Each Subdivision Agreement/Grading Agreement/Preservicing Agreement/Development Agreement except otherwise noted * | | \$5,518 plus costs | Yes | Fee + HST | \$5,518 plus costs | Yes | Fee + HST |
| (i) | | Review and/or preparation of documents related to the registration of Subdivisions and Condominiums including additional phases except otherwise noted | | \$3,121 plus costs | Yes | Fee + HST | \$3,121 plus costs | Yes | Fee + HST |
| (j) | | Additional Development Agreement | | \$5,518 plus costs | Yes | Fee + HST | \$5,518 plus costs | Yes | Fee + HST |
| (k) | | Additional charge per agreement or amendment for a non-standard subdivision, development, grading or preservicing agreement or amendment. | | \$2,341.00 plus costs | \$304.33 | \$2,645.33 plus costs | \$2,341.00 plus costs | \$304.33 | \$2,645.33 plus costs |
| (l) | | Annual Carrying fee for inactive files | | \$1,643.22 | - | \$1,643.22 | \$1,643.22 | - | \$1,643.22 |
| (m) | | Landscape Resubmission Fee (for each submission after the 3rd submission) | | \$3,121.20 | - | \$3,121.20 | \$3,121.20 | - | \$3,121.20 |
| (n) | | Engineering Resubmission Fee (for each submission after the 3rd submission) | | \$3,183.42 | - | \$3,183.42 | \$3,183.42 | - | \$3,183.42 |
| (o) | | 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 |

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)

¹ HST not applicable on whole fee

² 50% of total fee due at time of 1st Engineering submission. Balance of fee due upon registration.

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE C PLANNING DEPARTMENT

CONDOMINIUM APPLICATIONS

| | | | | | | | | | | |
|----|-----|---|--|--|-----------------------------------|----------|-----------------------------------|-----------------------------------|----------|-----------------------------------|
| 7. | (a) | Plan of Condominium Application ¹ (includes legal review) | | | \$22,340.04 plus \$52 per unit | \$413.84 | \$22,753.88 plus \$52 per unit | \$22,408.07 plus \$52 per unit | \$422.12 | \$22,830.19 plus \$52 per unit |
| | (b) | Plus additional fees, if applicable: | | | | | | | | |
| | | (i) Revisions requiring re-circulation | | | \$6,366.84 | - | \$6,366.84 | \$6,366.84 | - | \$6,366.84 |
| | | (ii) Registration of each phase of a plan | | | \$1,612.62 | - | \$1,612.62 | \$1,612.62 | - | \$1,612.62 |
| | | (iii) Extension of draft approval | | | \$5,623.26 | - | \$5,623.26 | \$5,623.26 | - | \$5,623.26 |
| | | (iv) Revised draft approval plan requiring re-circulation | | | \$5,623.26 | - | \$5,623.26 | \$5,623.26 | - | \$5,623.26 |
| | | (v) Appeal of plan to Local Planning Appeal Tribunal | | | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery |
| | (c) | Administration fee for Condominium Applications filed on or before Feb. 5, 2008 | | | 7% of works | Yes | Fee + HST | 7% of works | Yes | Fee + HST |
| | (d) | Administration fee for Condominium Applications filed on or after Feb. 6, 2008 to on or before Jan. 31, 2011 | | | 0% of works | Yes | Fee + HST | 0% of works | Yes | Fee + HST |
| | (e) | Administration fee: plan of condominium applications filed on or after Feb. 1, 2011 | | | 6% of works | Yes | Fee + HST | 6% of works | Yes | Fee + HST |
| | (f) | Annual Carrying Fee - Condominiums | | | \$1,611.60 | - | \$1,611.60 | \$1,611.60 | - | \$1,611.60 |

¹ HST not applicable on whole fee

PART LOT CONTROL EXEMPTION APPLICATIONS

| | | | | | | | | | | |
|----|-----|--|--|--|----------------------------------|----------|----------------------------------|----------------------------------|----------|----------------------------------|
| 8. | (a) | Part Lot Control Exemption Application (per adjacent blocks) ¹ includes legal review of title, by-law, registration and restrictions | | | \$6,220.98 plus \$52 per unit | \$142.68 | \$6,363.66 plus \$52 per unit | \$6,247.19 plus \$52 per unit | \$145.53 | \$6,392.72 plus \$52 per unit |
| | (b) | Extension of part lot control by-law | | | \$1,528.98 | \$198.77 | \$1,727.75 | \$1,555.19 | \$202.17 | \$1,757.36 |
| | (c) | Repeal of part lot control by-law and/or deletion of restrictions | | | \$1,528.98 | \$198.77 | \$1,727.75 | \$1,555.19 | \$202.17 | \$1,757.36 |
| | (d) | Additional by-law/restriction | | | \$520 plus costs* | Yes | Fee + HST | \$520 plus costs* | Yes | Fee + HST |

¹ HST not applicable on whole fee

REPORTS AND BY-LAWS

| | | | | | | | | | | |
|----|-----|--|--|--|-------------------|-----|------------------------|-------------------|-----|------------------------|
| 9. | (a) | Preparation of reports and by-laws for a private purpose or interest under <i>Planning Act</i> (i.e. merger of lots), payable in advance * | | | \$969 plus costs* | Yes | \$969 plus costs + HST | \$969 plus costs* | Yes | \$969 plus costs + HST |
| | (b) | Legal documentation regarding lifting of .03 m reserve for a private purpose * | | | \$561 plus costs* | Yes | \$561 plus costs + HST | \$561 plus costs* | Yes | \$561 plus costs + HST |

* "Plus Costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE D

FIRE AND EMERGENCY SERVICES DEPARTMENT

FIRE & EMERGENCY SERVICES

REPORTS

| | | | | | | | | |
|--|---|--|----------|---------|----------|----------|---------|----------|
| Fire Report | | | \$88.00 | \$11.44 | \$99.44 | \$88.00 | \$11.44 | \$99.44 |
| File Search Letter | | | \$88.00 | \$11.44 | \$99.44 | \$88.00 | \$11.44 | \$99.44 |
| Posting of Licenses - Assembly occupancies | Where no alcoholic beverages are served | | \$183.00 | \$23.79 | \$206.79 | \$183.00 | \$23.79 | \$206.79 |
| | Where alcoholic beverages are served | | \$269.00 | \$34.97 | \$303.97 | \$269.00 | \$34.97 | \$303.97 |

INSPECTIONS (in excess of Fire Code Requirements)

| | | | | | | | | |
|--|--|----------|----------|---------|-------------|----------|---------|-------------|
| Industrial/Commercial | Single Tenant or Occupancy | | | | | | | |
| | i) up to 10,000 sq. ft. or 929 m ² | | \$191.00 | \$24.83 | \$215.83 | \$191.00 | \$24.83 | \$215.83 |
| | ii) for every additional 10,000 sq. ft. or 929 m ² part thereof | | \$104.00 | \$13.52 | \$117.52 | \$104.00 | \$13.52 | \$117.52 |
| Residential/Commercial | Multiple occupancy complex | | | | | | | |
| | i) Base inspection | | \$191.00 | \$24.83 | \$215.83 | \$191.00 | \$24.83 | \$215.83 |
| | ii) Plus each tenant or occupancy up to 10,000 sq. ft. or 929m ² | | \$104.00 | \$13.52 | \$117.52 | \$104.00 | \$13.52 | \$117.52 |
| | iii) Plus tenant or occupancy over 10,000 sq. ft. or 929m ² | | \$104.00 | \$13.52 | \$117.52 | \$104.00 | \$13.52 | \$117.52 |
| Residential/apartment or Condominium buildings | i) Base inspection | | \$191.00 | \$24.83 | \$215.83 | \$191.00 | \$24.83 | \$215.83 |
| | ii) Plus each tenant, occupancy or apartment | | \$96.00 | \$12.48 | \$108.48 | \$96.00 | \$12.48 | \$108.48 |
| Office Commercial | i) Base inspection | | \$191.00 | \$24.83 | \$215.83 | \$191.00 | \$24.83 | \$215.83 |
| | ii) Plus each single tenant or occupancy over 10,000 sq. ft. or 929 m ² | | \$103.00 | \$13.39 | \$116.39 | \$103.00 | \$13.39 | \$116.39 |
| | iii) Plus tenant or occupancy over 10,000 sq. ft. or 929m ² | | \$103.00 | \$13.39 | \$116.39 | \$103.00 | \$13.39 | \$116.39 |
| Tent or Marquee | Where Fire Code inspection is mandated | | \$191.00 | \$24.83 | \$215.83 | \$191.00 | \$24.83 | \$215.83 |
| Portable Classroom | Per class | | \$104.00 | \$13.52 | \$117.52 | \$104.00 | \$13.52 | \$117.52 |
| Daycare/nursery school | i) First inspection | | \$269.00 | \$34.97 | \$303.97 | \$269.00 | \$34.97 | \$303.97 |
| | ii) Each subsequent inspection | | \$96.00 | \$12.48 | \$108.48 | \$96.00 | \$12.48 | \$108.48 |
| Liquor Licence | i) First inspection | | \$269.00 | \$34.97 | \$303.97 | \$269.00 | \$34.97 | \$303.97 |
| | ii) Plus each subsequent inspection | | \$126.00 | \$16.38 | \$142.38 | \$126.00 | \$16.38 | \$142.38 |
| Refer to Schedule C for Liquor Licence fees | | | | | | | | |
| Inspection of any building for the purpose of tenants | i) First hour | | \$204.00 | \$26.52 | \$230.52 | \$204.00 | \$26.52 | \$230.52 |
| | ii) Plus staff research time after first hour | Per hour | \$87.00 | \$11.31 | \$98.31 | \$87.00 | \$11.31 | \$98.31 |
| Any inspection performed in association with the purchase or sale or with potential purchase or sale of property | | | | | | | | |
| | i) First inspection | | \$291.00 | \$37.83 | \$328.83 | \$291.00 | \$37.83 | \$328.83 |
| | ii) Each subsequent inspection | | \$96.00 | \$12.48 | \$108.48 | \$96.00 | \$12.48 | \$108.48 |
| Inspections of Marijuana Grow Operations | | | \$652.00 | \$84.76 | \$736.76 | \$652.00 | \$84.76 | \$736.76 |
| Unsafe Buildings | Boarding or barricading of unsafe buildings pursuant to the Fire Code | | | | | | | |
| | i) Per hour | | \$184.00 | \$23.92 | \$207.92 | \$184.00 | \$23.92 | \$207.92 |
| | ii) Plus costs | + costs | + costs | Yes | Costs + HST | + costs | Yes | Costs + HST |
| | iii) Plus administration fee | 15% | 15% | Yes | Fee + HST | 15% | Yes | Fee + HST |
| Post fire watch pursuant to Fire Code | iv) Per hour/per firefighter | | \$248.00 | \$32.24 | \$280.24 | \$248.00 | \$32.24 | \$280.24 |
| | v) Plus administration fee | 15% | 15% | Yes | Fee + HST | 15% | Yes | Fee + HST |
| Inspection of Dry Hydrant | | | \$433.00 | \$56.29 | \$489.29 | \$433.00 | \$56.29 | \$489.29 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE D

FIRE AND EMERGENCY SERVICES DEPARTMENT

EMERGENCY RESPONSES

| | | | | | | | | | |
|---|---|-----------|------------------|-----------|----------------------------|------------------|-----------|----------------------------|--|
| False Alarms | Response to false alarm property owner shall pay: | | | | | | | | |
| | First false alarm | no charge | | no charge | | | no charge | | |
| | Second fire alarm and each subsequent false alarm: | | \$1,443.00 | - | \$1,443.00 | \$1,443.00 | - | \$1,443.00 | |
| | 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 | | | | | | | | |
| Gas Leaks | Each half hour beyond the first two hours | | \$326.00 | - | \$326.00 | \$326.00 | - | \$326.00 | |
| | Each additional piece of apparatus after the first three pieces of apparatus per hour | | \$652.00 | - | \$652.00 | \$652.00 | - | \$652.00 | |
| | Plus administration fee | | 15% | Yes | Fee + HST | 15% | Yes | Fee + HST | |
| | | | | | | | | | |
| Hazardous Material spill clean up | Response to gas leak where service locate has not been obtained or where requirements of service locate have not been followed, the property owner shall pay: | | | | | | | | |
| | i) Per vehicle per hour | | \$652.00 | - | \$652.00 | \$652.00 | - | \$652.00 | |
| | ii) Plus any clean-up costs | | + costs | - | Costs no applicable tax | + costs | - | Costs no applicable tax | |
| | iii) Plus administration fee | | 15% | Yes | Fee + HST | 15% | Yes | Fee + HST | |
| Hydro Response | i) Per vehicle per hour | | \$652.00 | - | \$652.00 | \$652.00 | - | \$652.00 | |
| | 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 | |
| | | | | | | | | | |
| Motor Vehicle Collision / Incident - Non - Resident | Emergency response to occurrence on Town of Caledon, Regional Municipality of Peel or Provincial highway within the Town of Caledon related to hydro distribution equipment | | | | | | | | |
| | i) First 2 hours or each part thereof | | \$652.00 | - | \$652.00 | \$652.00 | - | \$652.00 | |
| | ii) For each additional 30 minute period or part thereof | | \$326.00 | - | \$326.00 | \$326.00 | - | \$326.00 | |
| | iii) Plus administration fee | | 15% | Yes | Fee + HST | 15% | Yes | Fee + HST | |
| Use of materials, Equipment and Vehicles in Exceptional Circumstances | Emergency responses to motor vehicle occurrence/incident/collision anywhere within the Town of Caledon. In the case of a multiple vehicle collision, where those owners involved consist of a Caledon resident and a non-resident, the fee invoiced to the non-resident(s) shall be pro-rated and divided up equally among the non-resident owners. | | | | | | | | |
| | Initial response (up to 3 pieces of apparatus) for the first 2 hours | | \$1,443.00 | - | \$1,443.00 | \$1,443.00 | - | \$1,443.00 | |
| | Per apparatus dispatched - for each additional one-half hour or part thereof | | \$326.00 | - | \$326.00 | \$326.00 | - | \$326.00 | |
| | For each additional piece of apparatus dispatched (after the first 3 pieces of apparatus) per hour per apparatus or part thereof | | \$652.00 | - | \$652.00 | \$652.00 | - | \$652.00 | |
| | 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 | \$312.00 | \$40.56 | \$352.56 | \$312.00 | \$40.56 | \$352.56 | |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE D

FIRE AND EMERGENCY SERVICES DEPARTMENT

OPEN AIR BURN PERMITS

| | | | | | | | | |
|---------------------------|---|--|----------|---|----------|----------|---|----------|
| Burn Permit | Residential - Open Air Burning (minimum 1/2 acre lot) | | \$43.00 | - | \$43.00 | \$43.00 | - | \$43.00 |
| | Contractors | | \$233.00 | - | \$233.00 | \$233.00 | - | \$233.00 |
| | Construction Site | | \$601.00 | - | \$601.00 | \$601.00 | - | \$601.00 |
| | Recreational Burn Permits | | \$26.00 | - | \$26.00 | \$26.00 | - | \$26.00 |
| Response to open air burn | The property owner shall pay for the fire service response required to control or to extinguish open fire where open air burn permit has not been issued or where there is a failure to comply with a condition or conditions of open air burn permit or a failure to burn in accordance with requirements of the applicable by-law (Per vehicle, per hour, A minimum one(1) hour charge for up to and including the first 60 minutes, and for every 15 minutes after the first hour a fee of one quarter of the hour shall be charge until such time that the fire apparatus is made available plus cleanup costs, plus 15% administration fee) The Response to Open Air Burn Fee will be waived for a resident, one time within their Caledon residency, who does not have a burn permit and where responding the Fire Chief determines it was a non-emergency and there were no damages. The applicable burn permit fee will be payable. | | \$652.00 | - | \$652.00 | \$652.00 | - | \$652.00 |

FIRE SAFETY PLAN REVIEW AND APPROVAL

| | | | | | | | | |
|--|-------------------------------------|--|-----------|---------|-----------|-----------|---------|-----------|
| | Review First submission - No charge | | no charge | - | no charge | no charge | - | no charge |
| | Second Submission - No charge | | no charge | - | no charge | no charge | - | no charge |
| | Third Submission | | \$124.00 | \$16.12 | \$140.12 | \$124.00 | \$16.12 | \$140.12 |

REVIEW AND APPROVAL PROPANE RISK & SAFETY MANAGEMENT PLANS (RSMP)

| | | | | | | | |
|---|--|------------|----------|------------|------------|----------|------------|
| Level 1 RSMP Existing Small Propane Facility | | \$275.00 | \$35.75 | \$310.75 | \$275.00 | \$35.75 | \$310.75 |
| Level 1 RSMP New / Modified Small Propane Facility | | \$551.00 | \$71.63 | \$622.63 | \$551.00 | \$71.63 | \$622.63 |
| Level 2 RSMP Existing Medium and Large Propane Facilities | | \$2,479.00 | \$322.27 | \$2,801.27 | \$2,479.00 | \$322.27 | \$2,801.27 |
| Level 2 RSMP New / Modified Medium and Large Propane Facilities | | \$2,754.00 | \$358.02 | \$3,112.02 | \$2,754.00 | \$358.02 | \$3,112.02 |

FIREWORKS BY-LAW

| | | | | | | | |
|--|--|----------|---|----------|----------|---|----------|
| Application for a permit under the Fireworks By-law to set off display fireworks or pyrotechnics | | \$615.06 | - | \$615.06 | \$615.06 | - | \$615.06 |
| Application for a permit under the Fireworks By-law for the sale of consumer fireworks | | \$183.00 | - | \$183.00 | \$183.00 | - | \$183.00 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE E COMMUNITY SERVICES DEPARTMENT

OTHER SERVICES

CEMETERY FEES

| | | | | | | | | |
|---------------------|---|--|---------------|----------|------------|---------------|----------|------------|
| Cremation interment | Opening and closing of a grave space to transfer cremation ashes to a permanent place (eg. burial plot) | | \$250.00 | \$32.50 | \$282.50 | \$250.00 | \$32.50 | \$282.50 |
| Full interment | Opening and closing of a grave space, grounds personnel and administrative services | | \$1,250.00 | \$162.50 | \$1,412.50 | \$1,250.00 | \$162.50 | \$1,412.50 |
| Other | Other cemetery services | | Cost Recovery | Yes | Fee + HST | Cost Recovery | Yes | Fee + HST |

MEMORIAL PROGRAM

| | | | | | | | | |
|------------------|--|--|--|--|--|---------------|-----|------------|
| Memorial program | Options to commemorate individuals/groups with plaques, memorial bench, trees and other commemorate options from town selection. | | | | | Cost Recovery | Yes | Cost + HST |
|------------------|--|--|--|--|--|---------------|-----|------------|

PARKS AND RECREATION

INDOOR FACILITY RENTALS

INSURANCE

| | | | | | | | | |
|--|--|--|-----------|-----|-----------|-----------|-----|-----------|
| | As shown on fee sheet. Insurance fee applied to rentals where there is no proof of other coverage. This charge is considered part of the facility rental charge. | | Fee + HST | Yes | Fee + HST | Fee + HST | Yes | Fee + HST |
|--|--|--|-----------|-----|-----------|-----------|-----|-----------|

SOCAN and RE:Sound Tariff

| | | | | | | | | |
|----------------------|--|--|-----------|-----|-----------|-----------|-----|-----------|
| SOCAN TARIFF 8 Fees | As indicated by Society of Composers, Authors and Music Publishers of Canada (SOCAN) | | Fee + HST | Yes | Fee + HST | Fee + HST | Yes | Fee + HST |
| Sound Tariff 5B Fees | | | Fee + HST | Yes | Fee + HST | Fee + HST | Yes | Fee + HST |
| Re:Sound Tariff | As indicated by Re:Sound Music Licensing Company | | Fee + HST | Yes | Fee + HST | Fee + HST | Yes | Fee + HST |

POOL RENTALS

| | | | | | | | | |
|--|---|---------------------|--------------------|-----|-----------|--------------------|-----|-----------|
| | Private/hours - ranges depending on services required | | | | | | | |
| | i) Resident / hour | | \$50.59 - \$101.18 | Yes | Fee + HST | \$51.18 - \$103.20 | Yes | Fee + HST |
| | ii) Non-resident/Commercial / hour | | \$60.71 - \$121.41 | Yes | Fee + HST | \$61.92 - \$123.83 | Yes | Fee + HST |
| | iii) Subsidized/Not-For-Profit / hour | | \$35.41 - \$70.83 | Yes | Fee + HST | \$36.12 - \$72.25 | Yes | Fee + HST |
| | iv) Affiliate Rate (effective Aug 4, 2020 to April 12, 2021) / hour | | \$35.41 - \$70.83 | Yes | Fee + HST | \$36.12 - \$72.25 | Yes | Fee + HST |
| | Individual pool swim lane rental | per lane / per hour | \$23.46 | Yes | Fee + HST | \$23.93 | Yes | Fee + HST |

ARENA RENTALS

| | | | | | | | | |
|--|--|--|--|-----|-----------|--|-----|-----------|
| | Fees vary depending on prime time, non-prime, summer and last minute | | | | | | | |
| | i) Resident / hour | | \$99.65 - \$234.25 | Yes | Fee + HST | \$101.64 - \$238.93 | Yes | Fee + HST |
| | ii) Non-resident/Commercial / hour | | \$145.74 - \$264.98 | Yes | Fee + HST | \$148.65 - \$270.27 | Yes | Fee + HST |
| | iii) Subsidized/Not-For-Profit / hour | | \$85.02 - \$162.03 | Yes | Fee + HST | \$86.72 - \$165.27 | Yes | Fee + HST |
| | iv) Affiliate Rate (effective August 4, 2020 to April 12, 2021) / hour | | \$85.02 - \$162.03 | Yes | Fee + HST | \$86.72 - \$165.27 | Yes | Fee + HST |
| | iv) Small Group / hour | | \$41.67 - \$71.44 | Yes | Fee + HST | \$42.50 - \$72.86 | 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 | | \$62.55 - \$107.22 | Yes | Fee + HST | \$63.80 - \$109.36 | Yes | Fee + HST |
| | Floor Rental / Booking | | \$500.36 - \$714.80 | Yes | Fee + HST | \$510.37 - \$729.10 | Yes | Fee + HST |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE E

COMMUNITY SERVICES DEPARTMENT

GYMNASIUM RENTALS

| | | | | | | | | |
|--|---------------------------------------|--|--------------------|-----|-----------|--------------------|-----|-----------|
| | Fees vary based on half or whole gym | | | | | | | |
| | i) Resident / hour | | \$71.79 - \$143.59 | Yes | Fee + HST | \$73.22 - \$146.46 | Yes | Fee + HST |
| | ii) Non-resident/Commercial / hour | | \$86.15 - \$172.30 | Yes | Fee + HST | \$87.87 - \$175.75 | Yes | Fee + HST |
| | iii) Subsidized/Not-For-Profit / hour | | \$50.26 - \$100.51 | Yes | Fee + HST | \$51.27 - \$102.52 | Yes | Fee + HST |

| | | | | | | | | |
|---|---|-------------|-------------------|-----|-----------|-------------------|-----|-----------|
| Facility Amenities 2% increase in fees effective September 1, 2020-2022 - August 31, 2024-2023 | i) Additional Staff | per hour | \$15.92 | Yes | Fee + HST | \$15.92 | Yes | Fee + HST |
| | ii) Additional Staff - STAT Holiday | per hour | \$58.36 | Yes | Fee + HST | \$58.36 | Yes | Fee + HST |
| | iii) Additional Staff - LIFEGUARD | per hour | \$21.76 | Yes | Fee + HST | \$21.76 | Yes | Fee + HST |
| | iv) Additional Staff - PARTY INSTRUCTOR | per hour | \$53.06 | Yes | Fee + HST | \$53.06 | Yes | Fee + HST |
| | v) Fitness Day Rate - School Group (15) | per booking | \$40.62 - \$153 | Yes | Fee + HST | \$40.62 - \$153 | Yes | Fee + HST |
| | vi) Fitness Day Rate - Additional Student | per booking | \$2.71 - \$10.20 | Yes | Fee + HST | \$2.71 - \$10.20 | Yes | Fee + HST |
| | vii) Coffee and/or Tea Service - Large | per urn | \$41.62 | Yes | Fee + HST | \$42.45 | Yes | Fee + HST |
| | - Small | per urn | \$26.01 | Yes | Fee + HST | \$26.53 | Yes | Fee + HST |
| | viii) Kitchen Fee | per booking | \$26.01 - \$76.50 | Yes | Fee + HST | \$26.53 - \$78.03 | Yes | Fee + HST |
| | ix) Audio Equipment Rental | per booking | \$40.80 | Yes | Fee + HST | \$41.61 | Yes | Fee + HST |
| | x) Sport Equipment Rental | per booking | \$25.50 | Yes | Fee + HST | \$26.01 | Yes | Fee + HST |

HALL AND ROOM RENTALS

| | | | | | | | | |
|--------------------|--|--|---------------------|-----|-----------|---------------------|-----|-----------|
| | Community Centres - Rooms are available to accommodate groups of various sizes | | | | | | | |
| | i) Resident / hour | | \$11.49 - \$80.43 | Yes | Fee + HST | \$11.72 - \$82.04 | Yes | Fee + HST |
| | ii) Non-resident/Commercial / hour | | \$31.21 - \$96.51 | Yes | Fee + HST | \$31.83 - \$98.44 | Yes | Fee + HST |
| | iii) Subsidized/Not-For-Profit / hour | | \$15.25 - \$56.29 | Yes | Fee + HST | \$15.56 - \$57.42 | Yes | Fee + HST |
| | Room Rental / Booking | | \$208.08 - \$643.39 | Yes | Fee + HST | \$212.24 - \$656.26 | Yes | Fee + HST |
| | Security deposit/damage deposit | | \$51 - \$255 | No | Fee | \$52.02 - \$260.10 | No | Fee |
| Holiday Rental Fee | i) Resident / Booking | | \$502.81 | Yes | Fee + HST | \$512.87 | Yes | Fee + HST |
| | ii) Non-resident/Commercial / Booking | | \$654.83 | Yes | Fee + HST | \$667.93 | Yes | Fee + HST |

SPONSORED DROP-IN ACTIVITIES

| | | | | | | | | |
|--|---|--|---------------------|-----|-----------|---------------------|-----|-----------|
| | Fees vary depending on drop-in activity type, time of the activity, cost to participate and supervision requirements. | | \$186.33 - \$387.74 | Yes | Fee + HST | \$186.33 - \$387.74 | 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. | | \$180.00-\$380.00 | Yes | Fee + HST | \$180.00-\$380.00 | Yes | Fee + HST |
|--|---|--|-------------------|-----|-----------|-------------------|-----|-----------|

STORAGE

| | | | | | | | | |
|--------------|-------------------------------|------------|----------------|-----|-----------|----------------|-----|-----------|
| Storage Fee | Community group storage fee | per sq ft. | \$1.50-\$2.50 | Yes | Fee + HST | \$1.50-\$2.50 | Yes | Fee + HST |
| Leased Space | Community office space rental | per sq ft. | \$5.00-\$25.00 | Yes | Fee + HST | \$5.00-\$25.00 | Yes | Fee + HST |

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 | | \$3.98 - \$22.26 | Yes | Fee + HST | \$4.06 - \$22.71 | Yes | Fee + HST |
| | ii) Non-resident/Commercial | | \$4.67 - \$26.70 | Yes | Fee + HST | \$4.76 - \$27.23 | Yes | Fee + HST |
| | iii) Subsidized/Not-For-Profit | | \$2.77 - \$15.58 | Yes | Fee + HST | \$2.83 - \$15.89 | Yes | Fee + HST |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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|----------------------|
| Proposed New Changes |
| Proposed Deletions |

SCHEDULE E

COMMUNITY SERVICES DEPARTMENT

OUTDOOR RENTALS

SPORT AND PASSIVE PARK RENTALS - PLUS PARK AMENITIES

| | | | | | | | | | |
|------------------------------|--|---------------|-------------------------|-----|-----------|-------------------------|-----|-----------|--|
| 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 | | \$1.52 - \$19.94 | Yes | Fee + HST | \$1.55 - \$20.34 | Yes | Fee + HST | |
| | ii) Non-resident/Commercial | | \$1.84 - \$24.03 | Yes | Fee + HST | \$1.88 - \$24.51 | Yes | Fee + HST | |
| | iii) Subsidized/Not-For-Profit | | \$1.06 - \$14.01 | Yes | Fee + HST | \$1.08 - \$14.29 | Yes | Fee + HST | |
| Tennis Facilities Rental | 2 courts - Per season use (not including portalets) | | \$623.78 - \$1,269.33 | Yes | Fee + HST | \$636.26 - \$1,294.72 | Yes | Fee + HST | |
| | 4 courts - Per season use (not including portalets) | | \$1,126.16 - \$1,269.33 | Yes | Fee + HST | \$1,148.68 - \$1,294.72 | Yes | Fee + HST | |
| Bocce Court Rental | Per court - Per season use | | \$198.01 | Yes | Fee + HST | \$201.97 | Yes | Fee + HST | |
| | Per court - Per time slot - unlit | | \$8.07 | Yes | Fee + HST | \$8.23 | Yes | Fee + HST | |
| | Per court - Per time slot - lit | | \$19.34 | Yes | Fee + HST | \$19.73 | Yes | Fee + HST | |
| | Bocce Indoor Rental | | \$21.36 - \$36.61 | Yes | Fee + HST | \$21.79 - \$37.34 | Yes | Fee + HST | |
| Outdoor Fitness | Per Time Slot - Resident | | \$5.62 - \$12.27 | Yes | Fee + HST | \$5.73 - \$12.52 | Yes | Fee + HST | |
| | Per Time Slot - Non-Resident/Commercial | | \$6.74 - \$14.72 | Yes | Fee + HST | \$6.87 - \$15.01 | Yes | Fee + HST | |
| Picnic Rentals | Full Day - Resident | | \$95.80 - \$266.87 | Yes | Fee + HST | \$97.72 - \$272.21 | Yes | Fee + HST | |
| | Full Day - Non-Resident/Commercial | | \$114.96 - \$320.25 | Yes | Fee + HST | \$117.26 - \$326.66 | Yes | Fee + HST | |
| | Hourly - Resident | per hour | \$11.97 - \$33.36 | Yes | Fee + HST | \$12.21 - \$34.03 | Yes | Fee + HST | |
| | Hourly - Non-Resident/Commercial | per hour | \$14.37 - \$40.04 | Yes | Fee + HST | \$14.66 - \$40.84 | Yes | Fee + HST | |
| Artificial Turf Field Rental | Artificial Turf field rentals hourly rates | | \$74-\$160 | Yes | Fee + HST | \$75.48 - \$163.20 | Yes | Fee + HST | |
| | Artificial Turf field rentals half day rates | | \$250-\$550 | Yes | Fee + HST | \$255 - \$561 | Yes | Fee + HST | |
| | Artificial Turf field rentals full day rates | | \$600-\$1,200 | Yes | Fee + HST | \$612 - \$1,224 | Yes | Fee + HST | |
| Beach Volleyball | Resident | Per time slot | \$5.39 | Yes | Fee + HST | \$5.50 | Yes | Fee + HST | |
| | Non-Resident/Commercial | Per time slot | \$6.47 | Yes | Fee + HST | \$6.60 | Yes | Fee + HST | |
| Wedding Photos | Wedding photots | | \$54.04 | Yes | Fee + HST | \$55.12 | Yes | Fee + HST | |
| Parking Lot | Subsidized/Not-For-Profit / Booking | Per time slot | \$272.21 | Yes | Fee + HST | \$277.65 | Yes | Fee + HST | |
| | Commercial / Booking | Per time slot | \$816.63 | Yes | Fee + HST | \$832.96 | Yes | Fee + HST | |
| Farmers Market | Category A / Booking | Per time slot | \$81.18 | Yes | Fee + HST | \$82.80 | Yes | Fee + HST | |
| | Category B / Booking | Per time slot | \$56.81 | Yes | Fee + HST | \$57.95 | 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 | \$0.00 | Yes | \$0.00 | \$0.00 | Yes | \$0.00 | |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE E COMMUNITY SERVICES DEPARTMENT

OUTDOOR RENTALS

SPORT AND PASSIVE PARK RENTALS - PLUS PARK AMENITIES

| | | | | | | | | |
|--|---|-------------|------------------------|-----|-----------|------------------------|-----|-----------|
| Fiat Rate rental for Campus rentals Caledon East | Outside organizations to rent the entire facility or trade shows or special events | | \$5,000.00 | Yes | Fee + HST | \$5,000.00 | Yes | Fee + HST |
| Fiat Rate rental for Campus rentals Mayfield | Outside organizations to rent the entire facility or trade shows or special events | | \$4,000.00 | Yes | Fee + HST | \$4,000.00 | Yes | Fee + HST |
| Fiat Rate Rental for Campus rentals Lloyd Wilson Arena | Outside organizations to rent the entire facility or trade show or special events | | \$2,000.00 | Yes | Fee + HST | \$2,000.00 | Yes | Fee + HST |
| Fiat Rate Rental for Campus rentals Southfields Community Centre | Outside organizations to rent the entire facility or trade show or special events | | \$7,000.00 | Yes | Fee + HST | \$7,000.00 | Yes | Fee + HST |
| Fiat Rate Rental for Campus rentals Albion Bolton Community Centre | Outside organizations to rent the entire facility or trade show or special events | | \$4,000.00 | Yes | Fee + HST | \$4,000.00 | Yes | Fee + HST |
| Park Amenities | i) Barricades (10 per load) with other deliveries; or | 10 per load | \$42.25 | Yes | Fee + HST | \$43.10 | Yes | Fee + HST |
| | ii) Barricades per load if ordered separately - delivery | 10 per load | \$132.72 | Yes | Fee + HST | \$135.37 | Yes | Fee + HST |
| | iii) Beer garden (staff set-up) | | \$585.84 | Yes | Fee + HST | \$597.56 | Yes | Fee + HST |
| | iii) Extra picnic tables (7 per load) - delivery fee | 7 per load | \$153.54 | Yes | Fee + HST | \$156.61 | 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 | \$17.45 | Yes | Fee + HST | \$17.80 | Yes | Fee + HST |
| | - Soccer Field | Soccer/hr | \$21.84 | Yes | Fee + HST | \$22.28 | Yes | Fee + HST |
| | vi) Event support (for tournaments and large events) | | | | | | | |
| | - First day | per day | \$121.80 | Yes | Fee + HST | \$124.24 | Yes | Fee + HST |
| | - Each additional day | per day | \$90.53 | Yes | Fee + HST | \$92.34 | Yes | Fee + HST |
| | viii) Hourly onsite event support (minimum 3 hours) | per hour | \$126.53 | Yes | Fee + HST | \$129.06 | Yes | Fee + HST |
| | ix) Use of washrooms only (Caledon Fairgrounds) | | \$33.90 | Yes | Fee + HST | \$34.58 | Yes | Fee + HST |
| | x) Use of snack bar (where available) | | \$27.59 | Yes | Fee + HST | \$28.14 | 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 |

PROGRAMS

AQUATICS

| | | | | | | | | |
|--|---|--------------------------------------|--------------------|-----|-----------|--------------------|-----|-----------|
| Public Swim | Ranges depending on age, type of activity and length of program | | \$2.70 - \$10.18 | Yes | Fee + HST | \$2.70 - \$10.18 | Yes | Fee + HST |
| Swim Lessons | Swim kids - Leaders courses Leadership workbooks/materials | (No taxes for ages 14 years & under) | \$52.71 - \$312.12 | Yes | Fee + HST | \$53.76 - \$318.36 | Yes | Fee + HST |
| 2% increase in fees. Effective September 1, 2020 2022 - August 31, 2024 2023 | | | | | | | | |

ARENAS

| | | | | | | | | |
|--|---|--------------------------------------|--------------------|-----|-----------|--------------------|-----|-----------|
| Public Skating | Rates vary based on age and family size, includes shinny and ticket ice | | \$2.70 - \$7.67 | Yes | Fee + HST | \$2.70 - \$7.67 | Yes | Fee + HST |
| Skating Lessons | Learn to Skate | (No taxes for ages 14 years & under) | \$49.39 - \$202.98 | Yes | Fee + HST | \$50.38 - \$207.04 | Yes | Fee + HST |
| 2% increase in fees. Effective September 1, 2020 2022 - August 31, 2024 2023 | | | | | | | | |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE E

COMMUNITY SERVICES DEPARTMENT

| PROGRAMS | | | | | | | | |
|---|---|--|-----------------------|----------------------|---------------------------------------|-----------------------|----------------------|---------------------------------------|
| CAMPS | | | | | | | | |
| Various weekly camps 2% increase in fees. Effective September 1, 2020 2022 - August 31, 2024 2023 | Ages 14 and under | | \$41.62 - \$392.65 | No | Fee | \$42.45 - \$400.50 | No | Fee |
| | Ages 15 and over | | \$41.62 - \$392.65 | Yes | Fee + HST | \$42.45 - \$400.50 | Yes | Fee + HST |
| Extended camp fees 2% increase in fees. Effective September 1, 2020 2022 - August 31, 2024 2023 | Ages 13 and under | | \$2.86 - \$52.02 | No | Fee | \$2.92 - \$53.06 | No | Fee |
| Support Worker fees 2% increase in fees. Effective September 1, 2020 2022 - August 31, 2024 2023 | Support Worker Fees | | \$91.80 - \$624.24 | No | Fee | \$93.64 - \$636.72 | No | Fee |
| FITNESS & LIFESTYLE | | | | | | | | |
| Memberships | Memberships | | \$22.30 - \$575.22 | Yes | Fee + HST | \$22.75 - \$586.72 | Yes | Fee + HST |
| | Non-resident additional charge for fitness membership | | 5% - 20% of base fee | Yes | Fee + 5% to 20% + HST | 5% - 20% of base fee | Yes | Fee + 5% to 20% + HST |
| | Pre Authorized Payment Plan | | \$15.30 | Yes | Fee + HST | \$15.61 | Yes | Fee + HST |
| | Membership Card Replacement | | \$5.10 | Yes | Fee + HST | \$5.20 | Yes | Fee + HST |
| | Medical Holds and Withdrawal Fee | | \$25.50 | Yes, when applicable | Fee + HST when applicable | \$26.01 | Yes, when applicable | Fee + HST when applicable |
| Pay as You Go / Services | Fitness/Gymnasium/Youth Centre | | \$2.70 - \$12.55 | Yes | Fee + HST | \$2.70 - \$12.55 | Yes | Fee + HST |
| | Childminding | | \$1.91 - \$907.70 | Yes | Fee + HST | \$1.91 - \$907.70 | Yes | Fee + HST |
| | Personal Training | | \$20.05 - \$3,559.21 | Yes | Fee + HST | \$20.05 - \$3,559.21 | Yes | Fee + HST |
| | Snoezelen | | \$5.10 - \$435.93 | Yes | Fee + HST | \$5.10 - \$435.93 | Yes | Fee + HST |
| | Equipment Rental | | \$2.03 - \$5.10 | Yes | Fee + HST | \$2.03 - \$5.10 | Yes | Fee + HST |
| Youth fieldhouse orientation | Youth Fieldhouse Orientation | | \$20.40 - \$21.47 | Yes | Fee + HST | \$20.81 - \$21.90 | Yes | Fee + HST |
| Special Event | Special Event | | \$6.00 - \$7,500.00 | No | Fee | \$6.00 - \$7,500.00 | No | Fee |
| Registered Program Fees 2% increase in fees. Effective September 1, 2020 2022 - August 31, 2024 2023 | Pre-registered Programs | | \$2.40 - \$334.28 | (When applicable) | Fee + HST (HST where applicable) | \$2.45 - \$340.97 | (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 |
| | Refund Fee | | \$15.30 - \$51.02 | (When applicable) | Fee + HST | \$15.61 - \$52.04 | (When applicable) | Fee + HST |
| Caledon 55+ Games | Flat participation rate for all activities organized under the Caledon 55+ Games. | | | | | | | |
| | Registration > Caledon 55+ Games > Resident | | \$13.27 | Yes | Fee + HST | \$13.27 | Yes | Fee + HST |
| | Registration > Caledon 55+ Games > Non-Resident | | \$17.70 | Yes | Fee + HST | \$17.70 | Yes | Fee + HST |
| NOTE: For specific rates at each facility consult the appropriate facility office. | | | | | | | | |
| Cancellation/Changes | Room rentals and programs | | \$10.50 - \$1,500.00 | No | Fee | \$10.50 - \$1,500.00 | No | Fee |
| | Ice rentals with less than 14 days notice | | No refund | No | No refund | No refund | No | No refund |
| CONCESSIONS | | | | | | | | |
| Point of Sale Items | Point of Sale Items | | \$0.25 - \$75.00 | Yes | Fee + HST | \$0.25 - \$75.00 | Yes | Fee + HST |
| ADVERTISING | | | | | | | | |
| Facility Advertising | Advertising Sales using Recreation Assets | | \$166.46 - \$127,500 | Yes | Fee + HST | \$169.79 - \$130,050 | Yes | Fee + HST |
| Brochure Advertising | Brochure Advertising | | \$166.46 - \$3,489.71 | Yes | Fee + HST | \$169.79 - \$3,559.50 | Yes | Fee + HST |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE F CORPORATE SERVICES DEPARTMENT

LEGAL SERVICES

| AGREEMENTS | | | | | | | | |
|--|--|---------|---|------------|------------|---|------------|------------|
| Any Type of agreement ¹ | Standard: - easement/lease/license/other | + Costs | \$1,458.60 | \$189.62 | \$1,648.22 | \$1,487.77 | \$193.41 | \$1,681.18 |
| | Non-Standard: - easement/lease/license/other | + Costs | \$3,799.50 | \$493.94 | \$4,293.44 | \$3,875.49 | \$503.81 | \$4,379.30 |
| ¹ 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 | \$5,514.12 | \$716.84 | \$6,230.96 | \$5,624.40 | \$731.17 | \$6,355.57 |
| | Non-Standard Development charge credit agreement, front-ending financing agreement or other funding agreement | + Costs | \$7,855.02 | \$1,021.15 | \$8,876.17 | \$8,012.12 | \$1,041.58 | \$9,053.70 |
| 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 | \$137.70 | \$17.90 | \$155.60 | \$140.45 | \$18.26 | \$158.71 |

MISCELLANEOUS

| | | | | | | | | |
|--------------------------------------|---|---------------|----------------------|---------|-----------|----------------------|---------|-----------|
| Teraview Document | Preparation of any Teraview document, including a legal document for conveyancing purposes not otherwise listed herein | + Costs | \$540.60 | \$70.28 | \$610.88 | \$551.41 | \$71.68 | \$623.10 |
| 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. | | \$127.50 | - | \$127.50 | \$130.05 | - | \$130.05 |
| Subsequent Disclosure Package | Subsequent copy of Disclosure Package for POA related offences | | \$20.40 | \$2.65 | \$23.05 | \$20.81 | \$2.71 | \$23.51 |
| Consent | Consent to Transfer/Charge or Release | | \$102.00 plus costs* | Yes | Fee + HST | \$104.00 plus costs* | Yes | Fee + HST |
| | Consent to Transfer/Charge or Release (within 2 business days, subjected to availability) | | \$178.00 plus costs* | Yes | Fee + HST | \$182.00 plus costs* | Yes | Fee + HST |
| Heritage Property Tax Rebate Program | Heritage Tax Rebate Program Easement Agreement preparation | | \$200.00 | \$26.00 | \$226.00 | \$204.00 | \$26.52 | \$230.52 |

* "Plus Costs" include Registry Office Fees, External Counsel Fees, and Disbursements (inclusive of HST)

REPORTS AND BY-LAWS

| | | | | | | | | |
|---------------------|--|---------|---------------|----------|------------|---------------|----------|------------|
| Assumption By-law | Assumption By-law | + Costs | \$265.30 | \$34.49 | \$299.79 | \$270.61 | \$35.18 | \$305.79 |
| Reports and By-Laws | Preparation of reports and by-law for a private purpose or interest | + Costs | \$1,009.19 | \$131.19 | \$1,140.38 | \$1,029.37 | \$133.82 | \$1,163.19 |
| 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* | \$520.20 | \$67.63 | \$587.83 | \$530.60 | \$68.98 | \$599.58 |
|----------------|---|----------|----------|---------|----------|----------|---------|----------|

* "Costs" include but are not limited to the cost of an appraisal report, letter of opinion and cost of a reference plan.

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE F

CORPORATE SERVICES DEPARTMENT

PROVINCIAL OFFENCES ADMINISTRATION

| | | | | | | | | |
|------|--|--|---------|---|---------|---------|---|---------|
| Fine | Defaulted Provincial Offences fine collection administration Fee | | \$30.00 | - | \$30.00 | \$30.00 | - | \$30.00 |
|------|--|--|---------|---|---------|---------|---|---------|

APPEAL HEARING TRIBUNAL

| | | | | | | | | |
|--|---|--|----------|---|----------|----------|---|----------|
| | Non-refundable filing fee for an Appeal | | \$200.00 | - | \$200.00 | \$200.00 | - | \$200.00 |
| | Non-refundable filing fee for a Property Standards Appeal | | \$200.00 | - | \$200.00 | \$200.00 | - | \$200.00 |

COMMITTEE OF ADJUSTMENT

| | | | | | | | | |
|-----|---|--|-----------------------------|---|-----------------------------|-----------------------------|---|-----------------------------|
| (a) | i) Minor variance application - Industrial/Commercial/Mixed Use | | \$2,062.44 | - | \$2,062.44 | \$2,066.81 | - | \$2,066.81 |
| | ii) Minor Variance application – Industrial/Commercial/Mixed Use (Application where variance is sought for existing structure(s) not in keeping with Zoning-By-Law) | | \$2,478.60 | - | \$2,478.60 | \$2,482.97 | - | \$2,482.97 |
| (b) | i) Minor Variance application – All other types | | \$1,213.80 | - | \$1,213.80 | \$1,218.17 | - | \$1,218.17 |
| | ii) Minor Variance application - All other types (Application where variance is sought for existing structure(s) not in keeping with Zoning-By-law) | | \$1,438.20 | - | \$1,438.20 | \$1,442.57 | - | \$1,442.57 |
| (c) | Consent application or Validation certificate | | \$4,463.52 | - | \$4,463.52 | \$4,467.89 | - | \$4,467.89 |
| (d) | Request to Change Condition(s) of Provisional Consent | | | | | | | |
| | (i) Change of Conditions requiring Notification | | \$1,275.00 | - | \$1,275.00 | \$1,275.00 | - | \$1,275.00 |
| | (ii) Change of Condition(s) not requiring Notification | | \$318.24 | - | \$318.24 | \$318.24 | - | \$318.24 |
| (e) | Consent or Validation Certificate issuance Fee | | \$780.30 | - | \$780.30 | \$784.67 | - | \$784.67 |
| (f) | Deferral of application | | \$250.92 | - | \$250.92 | \$250.92 | - | \$250.92 |
| (g) | Appeal to Local Planning Appeal Tribunal | | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery | \$213.18 plus cost recovery | - | \$213.18 plus cost recovery |

If an agreement is required see Legal Services Fees Section below above

LIQUOR LICENCE

| | | | | | | | | |
|--|---|--|----------|---------|----------|----------|---------|----------|
| | Permanent Liquor Licence Fee (includes inspection fees) ¹ | | \$554.00 | \$25.22 | \$579.22 | \$554.00 | \$25.22 | \$579.22 |
| | Liquor Licence Extension (includes inspection fees) ¹ | | \$276.00 | \$16.38 | \$292.38 | \$276.00 | \$16.38 | \$292.38 |
| | Special Occasion Permits | | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |
| | Special Occasion Permit - Municipal Designation Request (initial request) | | \$200.00 | - | \$200.00 | \$200.00 | - | \$200.00 |
| | Special Occasion Permit - Municipal Designation Request (subsequent requests) | | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |

*Exempted for events at Town owned facilities and / or affiliated groups approved by the Parks & Recreation Department

¹ HST not applicable on whole fee

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE F CORPORATE SERVICES DEPARTMENT

ANIMAL SERVICES

| ANIMAL SHELTER | | | | | | | | |
|---|---|--|---------------|---------|-----------|---------------|---------|-----------|
| Redemption Fees - Cats | Cats - on each occasion | | \$20.00 | \$2.60 | \$22.60 | \$20.00 | \$2.60 | \$22.60 |
| | In addition to above for each day or part thereof during which the cat remains at shelter | | \$5.00 | \$0.65 | \$5.65 | \$5.00 | \$0.65 | \$5.65 |
| Adoption Fees | Senior Dog (8+ years) | | \$100.00 | \$13.00 | \$113.00 | \$100.00 | \$13.00 | \$113.00 |
| | Senior Cat (8+ years) | | \$30.00 | \$3.90 | \$33.90 | \$30.00 | \$3.90 | \$33.90 |
| | Dog - spayed/neutered, vaccinated | | \$200.00 | \$26.00 | \$226.00 | \$200.00 | \$26.00 | \$226.00 |
| | Cat - spayed/neutered, vaccinated | | \$105.00 | \$13.65 | \$118.65 | \$105.00 | \$13.65 | \$118.65 |
| | Puppies - under 6 months (not spayed/neutered) | | \$150.00 | \$19.50 | \$169.50 | \$150.00 | \$19.50 | \$169.50 |
| | Kittens - not spayed/neutered due to age, vaccinated | | \$75.00 | \$9.75 | \$84.75 | \$75.00 | \$9.75 | \$84.75 |
| | Other small animals | | \$10.00 | \$1.30 | \$11.30 | \$10.00 | \$1.30 | \$11.30 |
| Surrender Fees | Surrendering dog for subsequent adoption to new owner where dog is spayed or neutered and vaccinated | | \$54.00 | \$7.02 | \$61.02 | \$54.00 | \$7.02 | \$61.02 |
| | Surrendering cat for subsequent adoption to new owner where cat is spayed or neutered and vaccinated | | \$27.00 | \$3.51 | \$30.51 | \$27.00 | \$3.51 | \$30.51 |
| | Surrendering dog for subsequent adoption to new owner where dog is not spayed or neutered and vaccinated | | \$100.00 | \$13.00 | \$113.00 | \$100.00 | \$13.00 | \$113.00 |
| | Surrendering cat for subsequent adoption to new owner where cat is not spayed or neutered and vaccinated | | \$50.00 | \$6.50 | \$56.50 | \$50.00 | \$6.50 | \$56.50 |
| Other Fees | Microchip Implantation | | \$22.12 | \$2.88 | \$25.00 | \$22.12 | \$2.88 | \$25.00 |
| | Rabies Vaccination | | \$22.12 | \$2.88 | \$25.00 | \$22.12 | \$2.88 | \$25.00 |
| | Personalized Pet Identification Tag service | | \$13.27 | \$1.73 | \$15.00 | \$13.27 | \$1.73 | \$15.00 |
| Redemption Fees - Dogs | i) Dog without identification including owner contact information | | \$100.00 | \$13.00 | \$113.00 | \$100.00 | \$13.00 | \$113.00 |
| | ii) Dog without up-to-date identification | | \$100.00 | \$13.00 | \$113.00 | \$100.00 | \$13.00 | \$113.00 |
| | iii) Dog with valid identification first redemption | | \$25.00 | \$3.25 | \$28.25 | \$25.00 | \$3.25 | \$28.25 |
| | iv) Dog with valid identification each subsequent redemption | | \$50.00 | \$6.50 | \$56.50 | \$50.00 | \$6.50 | \$56.50 |
| | In addition to i), ii), iii) and iv) above, for each day or part thereof during which the dog is impounded (excluding the first day the dog is impounded) | | \$20.00 | \$2.60 | \$22.60 | \$20.00 | \$2.60 | \$22.60 |
| | Where dog has been quarantined at shelter | | | | | | | |
| | i) First day of quarantine | | \$59.00 | \$7.67 | \$66.67 | \$59.00 | \$7.67 | \$66.67 |
| | ii) For each subsequent day of the quarantine period | | \$23.00 | \$2.99 | \$25.99 | \$23.00 | \$2.99 | \$25.99 |
| | After Hours Service | | | | | | | |
| | In addition to the applicable redemption fee where the impounded dog was retrieved by the animal control officer outside the usual business hours of the Town | | \$80.00 | \$10.40 | \$90.40 | \$80.00 | \$10.40 | \$90.40 |
| Disposal of Animal | Small Animal (rabbit, ferret, kitten, etc.) | | \$20.00 | \$2.60 | \$22.60 | \$20.00 | \$2.60 | \$22.60 |
| | Cat / Small Dog Disposal - Less than 20 lbs. | | \$30.00 | \$3.90 | \$33.90 | \$30.00 | \$3.90 | \$33.90 |
| | Dog Disposal - Medium (20-50 lbs.) | | \$50.00 | \$6.50 | \$56.50 | \$50.00 | \$6.50 | \$56.50 |
| | Dog Disposal - Large (50 + lbs.) | | \$75.00 | \$9.75 | \$84.75 | \$75.00 | \$9.75 | \$84.75 |
| | Dog Disposal - X Large (100 + lbs.) | | \$100.00 | \$13.00 | \$113.00 | \$100.00 | \$13.00 | \$113.00 |
| Impound fee for large animals other than dogs | For each animal other than a dog or cat for each day or part thereof during which such animal is impounded. | | Cost Recovery | Yes | Fee + HST | Cost Recovery | Yes | Fee + HST |
| Animal Care and Control Variance Application | Process application (Non-refundable) | | \$350.00 | \$45.50 | \$395.50 | \$350.00 | \$45.50 | \$395.50 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE G

CUSTOMER SERVICE & COMMUNICATIONS DEPARTMENT

| LOTTERIES | | | 3% of prize value | - | 3% of prize value | 3% of prize value | - | 3% of prize value |
|------------------------------|---|-----------------------------|-------------------|---------|-------------------|-------------------|---------|-------------------|
| CERTIFYING AND COMMISSIONING | | | | | | | | |
| | Burial Permit | | \$25.00 | - | \$25.00 | \$25.00 | - | \$25.00 |
| | Certifying of document - 1 to 3 documents | Resident of Town of Caledon | \$30.00 | \$3.90 | \$33.90 | \$30.00 | \$3.90 | \$33.90 |
| | Certifying of document - 4 documents or more | Resident of Town of Caledon | \$51.00 | \$6.63 | \$57.63 | \$51.00 | \$6.63 | \$57.63 |
| | Commissioning document - 1 to 3 documents | Resident of Town of Caledon | \$30.00 | \$3.90 | \$33.90 | \$30.00 | \$3.90 | \$33.90 |
| | Commissioning document - 4 document or more | Resident of Town of Caledon | \$51.00 | \$6.63 | \$57.63 | \$51.00 | \$6.63 | \$57.63 |
| MARRIAGE | | | | | | | | |
| | Marriage licence | | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |
| | Replacement marriage licence | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |
| | Replacement marriage licence (for reasons related to the pandemic) - Waived | | \$0.00 | - | \$0.00 | \$0.00 | - | \$0.00 |
| | Civil marriage ceremony | In Town Hall | \$300.00 | \$39.00 | \$339.00 | \$300.00 | \$39.00 | \$339.00 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE H FINANCE DEPARTMENT

TAX COLLECTION

| | | | | | | | |
|--|--|---------------------------------|---|---------------------------------|---------------------------------|---|---------------------------------|
| Arrear Notice - for each notice done 3 times a year (does not apply to first annual arrears notice) | | \$6.00 | - | \$6.00 | \$6.00 | - | \$6.00 |
| * Waived for those approved for COVID-19 property tax relief programs | | | | | | | |
| Final Notice before tax sale registration | | | | | \$25.00 | - | \$25.00 |
| Change of Ownership - for any changes to the tax rolls | | \$35.00 | - | \$35.00 | \$35.00 | - | \$35.00 |
| Duplicate tax bill | | \$20.00 | - | \$20.00 | \$25.00 | - | \$25.00 |
| Mortgage Company Fee - per transaction cost for all payment submitted by mortgage companies | | \$7.50 | - | \$7.50 | \$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 | | \$18.00 | - | \$18.00 | \$20.00 | - | \$20.00 |
| Statement of Account - more than 2 years of history | | \$20.00 | - | \$20.00 | \$25.00 | - | \$25.00 |
| Tax certificate | | \$60.00 | - | \$60.00 | \$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 | | \$125.00 | - | \$125.00 | \$130.00 | - | \$130.00 |
| Tax registration administration fee | | \$300.00 | - | \$300.00 | \$300.00 | - | \$300.00 |
| Local improvement fee | | \$20.00 | - | \$20.00 | \$20.00 | - | \$20.00 |
| Collection fee | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |
| Account Refund Fee - property owner requesting a refund due to overpayment on account (excludes refunds due to rebates or appeals) | | \$35.00 | - | \$35.00 | \$35.00 | - | \$35.00 |

| | | | | | | | | |
|---------------------|------------------|--|---------|--------|---------|---------|--------|---------|
| Municipal Tax Sales | Tender Documents | | \$15.00 | \$1.95 | \$16.95 | \$15.00 | \$1.95 | \$16.95 |
|---------------------|------------------|--|---------|--------|---------|---------|--------|---------|

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 |
| Standard Tender/Request for Proposal Documents pick up at Town Hall fee | | \$28.32 | \$3.68 | \$32.00 | | | |
| Complex Tender/Request for Proposal Documents pick up at Town Hall fee | | \$63.72 | \$8.28 | \$72.00 | | | |
| Large Construction Tender/Request for Proposal Documents pick up at Town Hall fee | | \$137.17 | \$17.83 | \$155.00 | | | |
| 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 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE I

OPERATIONS DEPARTMENT

| OPERATIONS | | | | | | | | |
|--|---|---|----------------------------------|----------|-------------|----------------------------------|----------|-------------|
| Snow clearing on Unassumed roads | | per lane km minimum charge 1/4 km | \$2,500.00 | \$325.00 | \$2,825.00 | \$2,500.00 | \$325.00 | \$2,825.00 |
| Culvert applications | i) Application fee | | \$3,750.00 | - | \$3,750.00 | \$3,750.00 | - | \$3,750.00 |
| | ii) Rush fee for processing of applications submitted with less than 2 business days notice | | \$4,310.00 | - | \$4,310.00 | \$4,310.00 | - | \$4,310.00 |
| | iii) Rush fee if permit application is received after on-site work has started if no prior permit obtained for culvert installation | | \$4,870.00 | - | \$4,870.00 | \$4,870.00 | - | \$4,870.00 |
| Road closure permits | i) Intermittent stoppage permit | per day | \$390.00 | - | \$390.00 | \$390.00 | - | \$390.00 |
| | ii) Rush fee (in addition to permit fee) for intermittent stoppage applications submitted with less than 2 business days notice | per day | \$470.00 | - | \$470.00 | \$470.00 | - | \$470.00 |
| | iii) Additional fee if no prior permit obtained for intermittent road stoppage | per day | \$550.00 | - | \$550.00 | \$550.00 | - | \$550.00 |
| | iv) Full closure permit | per day | \$750.00 | - | \$750.00 | \$750.00 | - | \$750.00 |
| | v) Rush fee (in addition to permit fee) for full closure applications submitted with less than 2 business days notice | per day | \$990.00 | - | \$990.00 | \$990.00 | - | \$990.00 |
| | vi) Additional fee if no prior permit obtained for full road closure | per day | \$1,230.00 | - | \$1,230.00 | \$1,230.00 | - | \$1,230.00 |
| Right of Way Occupancy Permit | i) Right of way occupancy permit (soft scape) | | \$110.25 | - | \$110.25 | \$110.25 | - | \$110.25 |
| | ii) Right of way occupancy permit (hard scape) | | \$300.00 | - | \$300.00 | \$300.00 | - | \$300.00 |
| | iii) Rush fee (in addition to permit fee) for right of way occupancy applications submitted with less than 2 business days notice | | \$395.00 | - | \$395.00 | \$395.00 | - | \$395.00 |
| | iv) Additional fee if no prior permit obtained for right of way occupancy | | \$490.00 | - | \$490.00 | \$490.00 | - | \$490.00 |
| Fill-Heavy Truck Load-Caledon Road Use | Heavy Truck Load - Caledon Road Use permit (Fees not applicable to Town of Caledon vehicles or approved Town contractors) | per load per lane km | \$2.00 | - | \$2.00 | \$2.00 | - | \$2.00 |
| Municipal Numbering By-law | Purchase of a municipal number | | \$50.00 | - | \$50.00 | \$50.00 | - | \$50.00 |
| | Purchase of a pole | | \$50.00 | \$6.50 | \$56.50 | \$50.00 | \$6.50 | \$56.50 |
| | Installation only | | \$300.00 | \$39.00 | \$339.00 | \$300.00 | \$39.00 | \$339.00 |
| | Address numbering alterations resulting from a development plan change | per unit | \$250.00 | - | \$250.00 | \$250.00 | - | \$250.00 |
| Where the Town performs the work upon the failure of the owner to do so. | | | | | | | | |
| | i) Removal of sign and relocation of sign | | \$350.00 | - | \$350.00 | \$350.00 | - | \$350.00 |
| | ii) Removal of sign and installation of replacement sign | | \$350.00 | - | \$350.00 | \$350.00 | - | \$350.00 |
| | iii) Installation of sign | | \$350.00 | - | \$350.00 | \$350.00 | - | \$350.00 |
| | iv) PLUS the costs of all materials required for the work described in i), ii) and iii) | | Costs + HST | Yes | Costs + HST | Costs + HST | Yes | Costs + HST |
| Damage to Town Assets | Damage to Town assets as a result of traffic incidents | | Cost Recovery + 15% Admin Fee | Yes | Fee + HST | Cost Recovery + 15% Admin Fee | Yes | Fee + HST |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE J

ENGINEERING SERVICES DEPARTMENT

| ENGINEERING | | | | | | | | |
|---|--|--|---|----------|------------|---|----------|------------|
| Copies of Engineering drawings | | per drawing | \$150.00 | \$19.50 | \$169.50 | \$150.00 | \$19.50 | \$169.50 |
| Benchmark | Horizontal & Vertical | per plan (horizontal & vertical) | \$2,754.00 | \$358.02 | \$3,112.02 | \$2,754.00 | \$358.02 | \$3,112.02 |
| Engineering Drawing Management | | per km of road Minimum of \$330 | \$540.60 | \$70.28 | \$610.88 | \$540.60 | \$70.28 | \$610.88 |
| Site Plan Applications- Environmental Compliance Approval Application Review | | Transfer review fee for applications requiring an Environmental Compliance Approval A separate fee is required for review of each Stormwater Conveyance System, Low Impact Development, Under Ground Storage, Manufactured Treatment Device, Stormwater Management Ponds, or any Infrastructure that the Town will assume that requires Environmental Compliance Approval | \$1,122.00 | - | \$1,122.00 | \$1,122.00 | - | \$1,122.00 |
| Compliance Letters | | Engineering Compliance Letter (compliance with subdivision or other similar inquiry letters) | \$126.48 | \$16.44 | \$142.92 | \$126.48 | \$16.44 | \$142.92 |
| Plan of Subdivision, Plan of Condominium and Development Agreement Engineering Fees | 6% of the approved estimated cost of Town Works. For plan of subdivision and plan condominium, 3% is due upon first engineering submission with the balance due upon registration of the plan. For Development Agreement the 6% is due prior to execution of the agreement. | | 6% of the approved estimated cost of Town Works. For plan of subdivision and plan condominium, 3% is due upon first engineering submission with the balance due upon registration of the plan. For Development Agreement the 6% is due prior to execution of the agreement. | Yes | Fee + HST | 6% of the approved estimated cost of Town Works. For plan of subdivision and plan condominium, 3% is due upon first engineering submission with the balance due upon registration of the plan. For Development Agreement the 6% is due prior to execution of the agreement. | Yes | Fee + HST |
| i) | Development agreement for construction of, repair or modification to Town infrastructure fee is 6% of estimated cost of Town works, due prior to execution of the development agreement. | | | | | | | |
| ii) | Residential or non-residential plan of subdivision or plan of condominium 3% estimated cost of Town Works, due at time of first Engineering submission with balance due upon registration. | | | | | | | |
| iii) | The effective date for determining the amount of the engineering fees to be paid for a plan of subdivision or plan of condominium is the date of the registration of the plan of subdivision or plan of condominium, regardless of the date of the submission of the draft plan of subdivision or draft plan of condominium or the date of the submission of any engineering drawings. | | | | | | | |
| iv) | Engineering fees paid at the time of the registration of the plan of subdivision or condominium shall be adjusted in accordance with the following protocol. | | | | | | | |
| 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. | | | | | | | |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

| |
|----------------------|
| Proposed New Changes |
| Proposed Deletions |

SCHEDULE J

ENGINEERING SERVICES DEPARTMENT

| | | | | | | | | |
|--|---|----------------|----------------------------------|----------|------------|----------------------------------|----------|------------|
| ENGINEERING | | | | | | | | |
| Any refund owed by the Town as a result of the adjustment shall be made within 30 days of agreed upon adjustments. | | | | | | | | |
| Non-Compliance Fee | Investigating a complaint or inspection where work is found to be non-compliant with approved plans or specifications | Per occurrence | \$520.20 | \$67.63 | \$587.83 | \$520.20 | \$67.63 | \$587.83 |
| Inspection Fee | Engineering Inspection for Partial Assumptions | Per assumption | \$5,202.00 | \$676.26 | \$5,878.26 | \$5,202.00 | \$676.26 | \$5,878.26 |
| TRAFFIC OPERATIONS | | | | | | | | |
| Traffic Data Requests | Turning Movement Count - per intersection | | \$367.20 | - | \$367.20 | \$367.20 | - | \$367.20 |
| | Average Annual Daily Traffic - per location per year (if data has already been collected) | | \$28.56 | - | \$28.56 | \$28.56 | - | \$28.56 |
| | Average Annual Daily Traffic - per location per year (if data has not already been collected) | | \$173.40 | - | \$173.40 | \$173.40 | - | \$173.40 |
| | Signal Timing - per intersection | | \$56.13 | - | \$56.13 | \$56.13 | - | \$56.13 |
| 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) | | \$2.00 | - | \$2.00 | \$2.00 | - | \$2.00 |
| | Youth (ages 13-19) | | \$2.55 | - | \$2.55 | \$2.55 | - | \$2.55 |
| | Senior (ages 65 or older) | | \$1.00 | - | \$1.00 | \$1.00 | - | \$1.00 |
| | Adults and all other riders | | \$4.00 | - | \$4.00 | \$4.00 | - | \$4.00 |
| ENGINEERING REVIEW | | | | | | | | |
| (a) | Grading Clearance - Review (this includes 1 site inspection) | | \$350.00 | - | \$350.00 | \$450.00 | - | \$450.00 |
| (b) | Grading Clearance - Additional Inspections | Each | \$150.00 | - | \$150.00 | \$150.00 | - | \$150.00 |

Town of Caledon 2022 Proposed User Fees By-law

FEES BY-LAW (Effective Date: January 1, 2022)

| 2021 Fee (Excl. Taxes) | HST | Total Fee | 2022 Fee (Excl. Taxes) | HST | Total Fee |
|---------------------------|-----|-----------|---------------------------|-----|-----------|
|---------------------------|-----|-----------|---------------------------|-----|-----------|

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| Proposed New Changes |
| Proposed Deletions |

SCHEDULE K

CORPORATE STRATEGY & INNOVATION DEPARTMENT

ENERGY AND ENVIRONMENT

| | | | | | | | | |
|--------------------------------|---|------------|--------|--------|--------|--------|--------|--------|
| Electric Vehicle Charging Fees | Electric Vehicle Charging Fee (Level 3 charging stations) for a successful charge | Per minute | \$0.18 | \$0.02 | \$0.20 | \$0.18 | \$0.02 | \$0.20 |
|--------------------------------|---|------------|--------|--------|--------|--------|--------|--------|

SCHEDULE L

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 |

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 | \$46.00 | - | \$46.00 | \$46.00 | - | \$46.00 |