



General Committee Meeting Agenda

Tuesday, December 18, 2018

1:00 p.m.

Council Chamber, Town Hall

1. CALL TO ORDER
2. DISCLOSURE OF PECUNIARY INTEREST
3. DELEGATIONS
4. PRESENTATIONS

4.1 Proposed 2019 Budget Presentation

Heather Haire, Treasurer, Finance and Infrastructure Services re: Proposed 2019 Budget Presentation

5. ADJOURNMENT
6. Accessibility Accommodations

Assistive listening devices for use in the Council Chamber are available upon request from the Staff in the Town's Legislative Services Section. American Sign Language (ASL) Interpreters are also available upon request.

Please provide advance notice if you require an accessibility accommodation to attend or participate in Council Meetings or to access information in an alternate format please contact Legislative Services by phone at 905-584-2272 x. 2366 or via email to legislative.services@caledon.ca.

Proposed 2019 Budget



2019 Budget Timeline

Dec 11th – Jan 9th

Online Budget Survey ~ Have your Say!

Dec 11th

2019 Budget Binders distributed to Council and posted on the Town's website – caledon.ca/budget

Dec 18th 1:00PM

Budget Introduction, Budget Presentation

Jan 9th 7:00PM

Budget Drop in Open House ~ Have your Say!

Jan 15th 9:30AM

General Committee Meeting 2019 Proposed Budget Deliberations

Jan 22nd 7:00PM

Council Budget Meeting Final Consideration of 2019 Proposed Budget and 2019 Proposed Fees By-Law



2019 Budget Pressures

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>
Inflation – CPI Canada (All Items)	2.5%	3.0%	2.8%	2.2%
Inflation – CPI Toronto (All Items)	2.5%	3.0%	3.1%	2.2%

Salaries and Staffing

- Cost of Living Adjustments
- 2019 staffing due to growth
- 2019 CUPE & Fire Union Contract Renegotiation Year

Growth

- Incremental equipment – e.g. fleet & other equipment
- Maintaining Service Levels – e.g. Roads, Parks, Fire
- Operating Costs related to new facilities – New Community Centre located in Southfields, Parks, Fire Training Facility
- Studies for future growth

2019 Budget Pressures

Capital Infrastructure

- Repair and renewal of aging infrastructure & funding Town's portion of growth-related infrastructure
- Continue debt-financed Enhanced Roads program (\$4.1 million per year)
- Continue to increase investment into Town infrastructure to reduce the infrastructure funding deficit & prepare for Asset Management Plan Recommendations

Debt

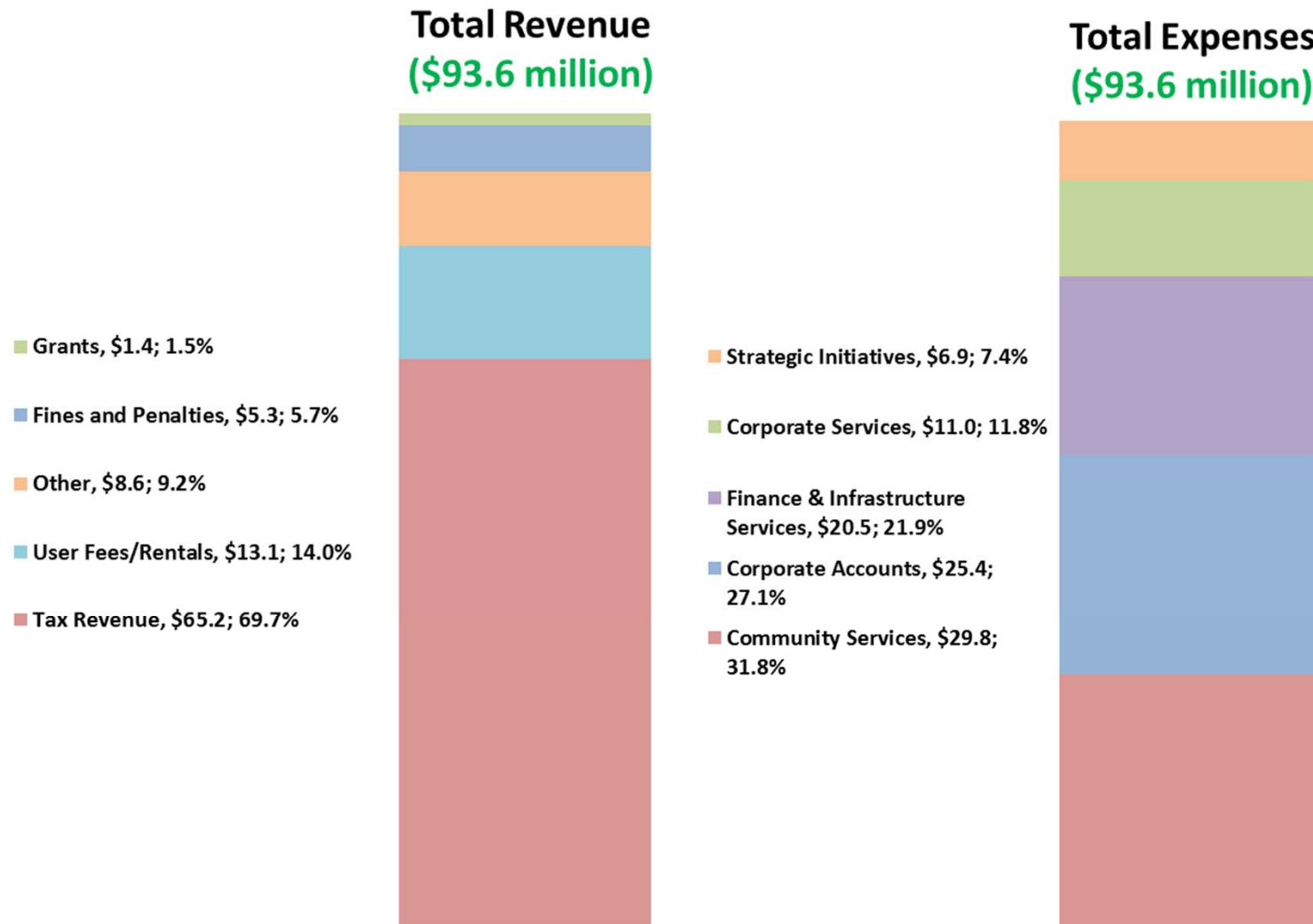
- Planned 2019 debenture for Enhanced Road Program (approved in 2017) – debt servicing costs estimated at \$0.5 million/year
- Last year of the Hydro debenture payment ~ \$2.6 million to be funded from the Capital Asset Replacement Reserve

Assessment Growth & User Fees to partially offset budget pressures

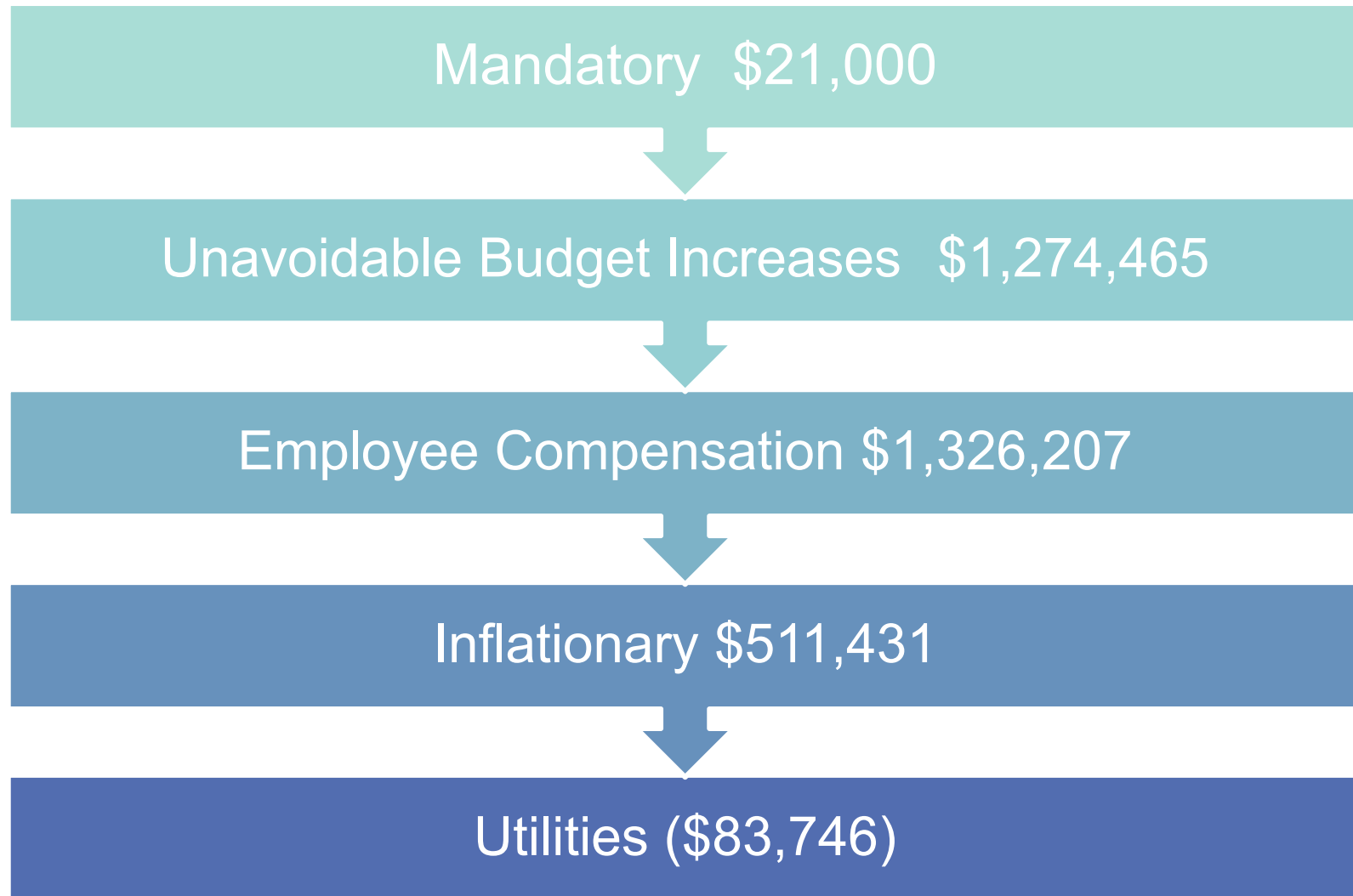
- \$1.3M of assessment growth to help offset the operating and capital budget pressures
- \$0.12M of fee increases and new user fees revenue (proposed fee increases and new fees included in the 2019 budget binder and available online.)



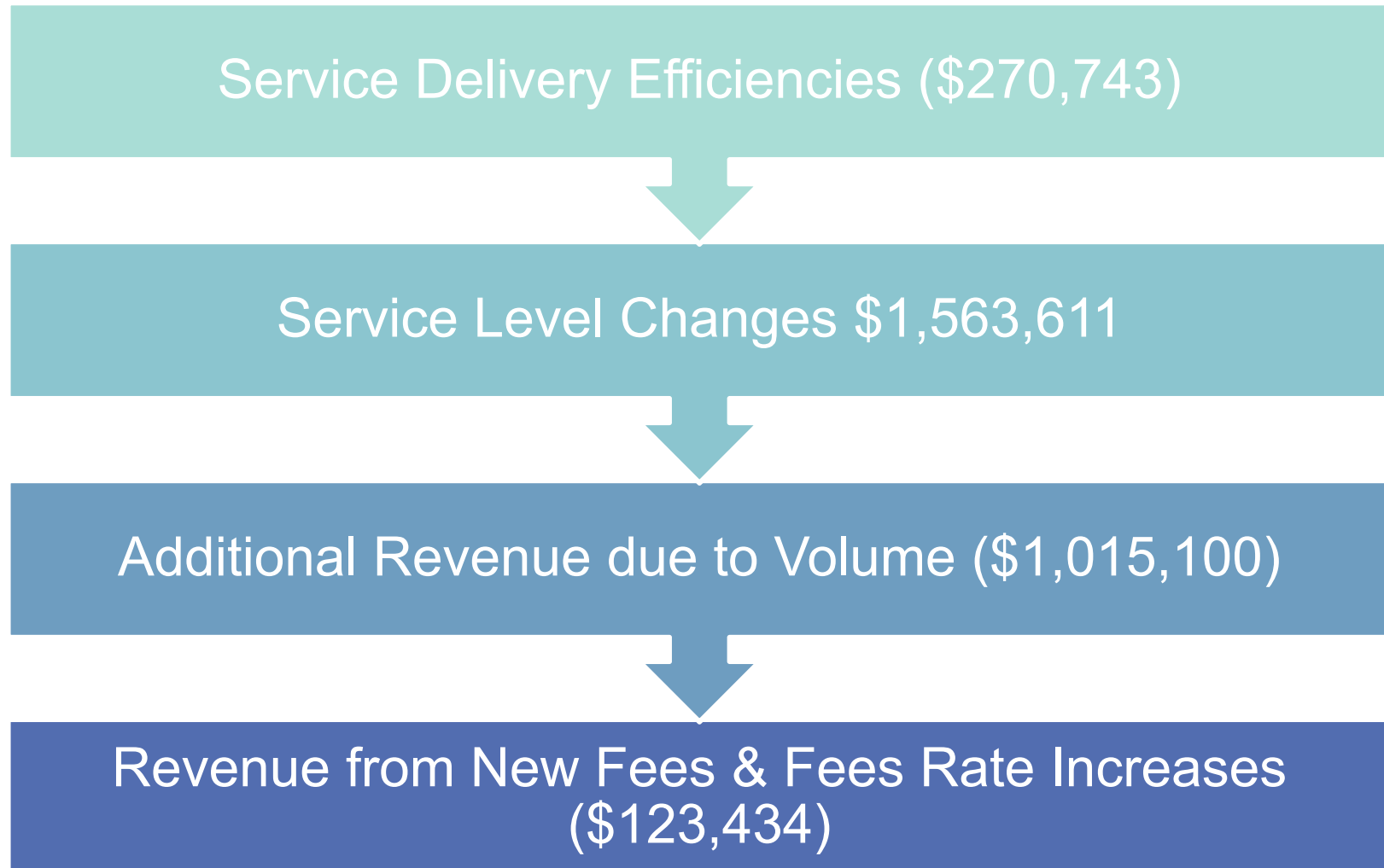
Starting Point – 2018 Approved Operating Budget



Proposed 2019 Budget Changes



Proposed 2019 Budget Changes (continued)



2019 Proposed Operating Budget

\$3,203,691 – 2018 Increase to Budget



(\$646,431) – Less 50% Assessment Growth allocated to Operating Budget

























\$2,557,260 – Total 2019 Proposed Operating Budget Increase

Increase of 3.95%

Proposed Service Level Changes included in 2019 Operating Budget

Priorities	Department	Division	Ref #	Description	2019 Net Budget \$	Full Time Headcount
Customer Service 	Community Services	Parks	25	Parks Operator	\$60,400	
Customer Service 	Community Services	Parks	32	Additional boulevard mowing services	\$25,000	
Customer Service 	Corporate Services	Legislative Services	39	Adjustment to Council Remuneration due to elimination of the one-third tax exemption	\$78,000	
Communications 	Strategic Initiatives	Communications	8	Enhanced Digital Communications Position	\$25,549	
Protection of Rural Environment 	Finance & Infrastructure Services	Corporate/Energy & Environment	9	Community Green Fund and Municipal Agricultural and Community Grant (MACG) increase	\$10,000	
Seniors' Housing 	Finance & Infrastructure Services	Corporate Accounts	10	Tax assistance grant indexing	\$3,250	
Infrastructure 	Finance & Infrastructure Services	Roads & Fleet	12	Project Manager (Contract) for Four-Year Unassumed Subdivision Project	\$8,475	
Infrastructure 	Finance & Infrastructure Services	Transportation	14	Phasing-in of public transit services	\$320,000	
Infrastructure 	Finance & Infrastructure Services	Transportation	16	Transportation Engineering Analyst, Co-op Student	\$32,336	
Tourism & Sports 	Community Services	Policy & Sustainability	18	200th Settlement Area Bi-Centennial Celebrations	\$10,000	
Tourism & Sports 	Community Services	Recreation	22	Caledon Sport Hall of Fame annual induction ceremonies.	\$5,000	
Growth 	Community Services	Building & Planning	17	Development Engineering Coordinator (Contract), Landscape Architect (Contract) and Building Services Associate (Full-time) due to growth in Mayfield West Phase 2	\$166,812	
Growth 	Community Services	Policy & Sustainability	21	Increase in Heritage Grants	\$15,000	

Proposed Service Level Changes Included in 2019 Operating Budget (continued)

Priorities	Department	Division	Ref #	Description	2019 Net Budget \$	Full Time Headcount
Customer Service 	Corporate Services	Regulatory Services	1	Municipal Law Enforcement Officer	\$97,347	
Customer Service 	Corporate Services	Regulatory Services	2	To produce and distribute a Community Guide	\$16,000	
Customer Service 	Strategic Initiatives	Caledon Public Library	4	Expanded Service at Caledon East Library with Public Service Coordinator (part-time)	\$29,788	
Customer Service 	Strategic Initiatives	Caledon Public Library	5	Digital Literacy and Innovation Coordinator	\$95,954	
Customer Service 	Strategic Initiatives	Service Caledon	6	Service Caledon Associate	\$79,281	
Customer Service 	Strategic Initiatives	Strategic Initiatives	7	Business Analyst	\$74,522	
Customer Service 	Finance & Infrastructure Services	Finance	11	POA Financial Analyst	\$37,245	
Customer Service 	Finance & Infrastructure Services	FIS Administration	13	School crossing guards (8 part-time)	\$58,780	
Customer Service 	Finance & Infrastructure Services	Transportation	15	Sustainable Transportation Coordinator	\$67,493	
Customer Service 	Finance & Infrastructure Services	Transportation	37	Beautifying Village Cores - snowflakes	\$110,000	
Customer Service 	Community Services	Planning & Development	24	Development Coordinator	\$81,380	
Customer Service 	Community Services	Fire & Emergency Services	28	Uniforms for Volunteer Firefighters	\$56,000	
Customer Service 	Community Services	Building	23	Building Coordinator and Building Inspector	\$0	 
Total Proposed Funded Changes in Service Levels					\$1,563,611	*



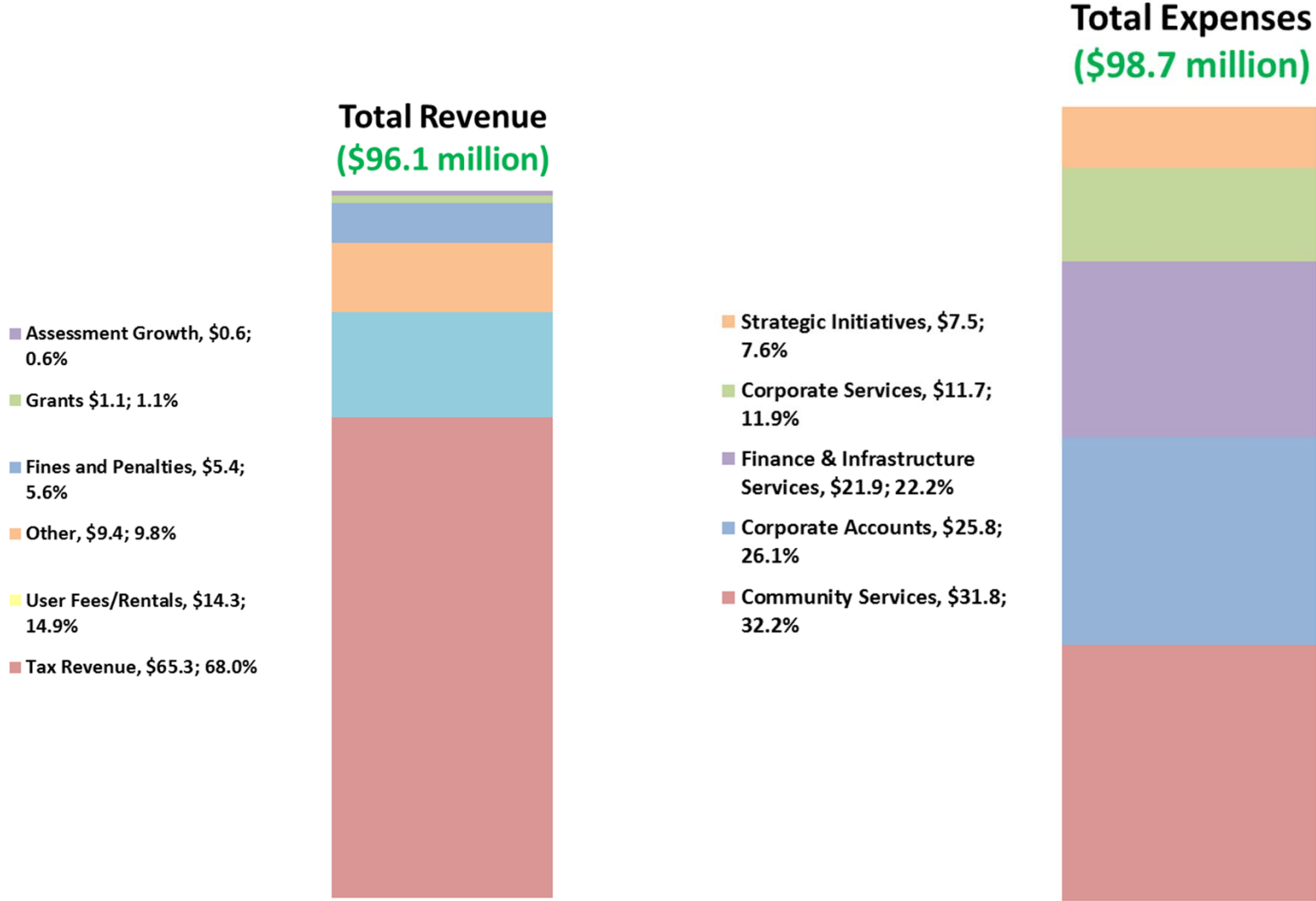
Finance and Infrastructure Services

New Full-Time Headcount  9

Conversion from Contract or Part-Time to Full-Time Headcount  3 **10**

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

2019 Proposed Operating Budget



Additional Funding Required of \$2.6 million

Year Over Year Net Operating Budget Changes By Department

Departments	2018 Net Budget*	2019 Proposed Operating Budget	\$ Change 2019 over 2018
Community Services	\$ 17,964,050	\$ 19,187,997	\$ 1,223,947
Corporate Accounts	\$ (47,984,114)	\$ (48,630,580)	\$ (646,466)
Corporate Services	\$ 5,394,952	\$ 5,670,210	\$ 275,258
Finance & Infrastructure	\$ 18,005,414	\$ 19,076,193	\$ 1,070,779
Strategic Initiatives	\$ 6,619,698	\$ 7,253,440	\$ 633,742
Total Additional Funding Required	\$ -	\$ 2,557,260	\$ 2,557,260

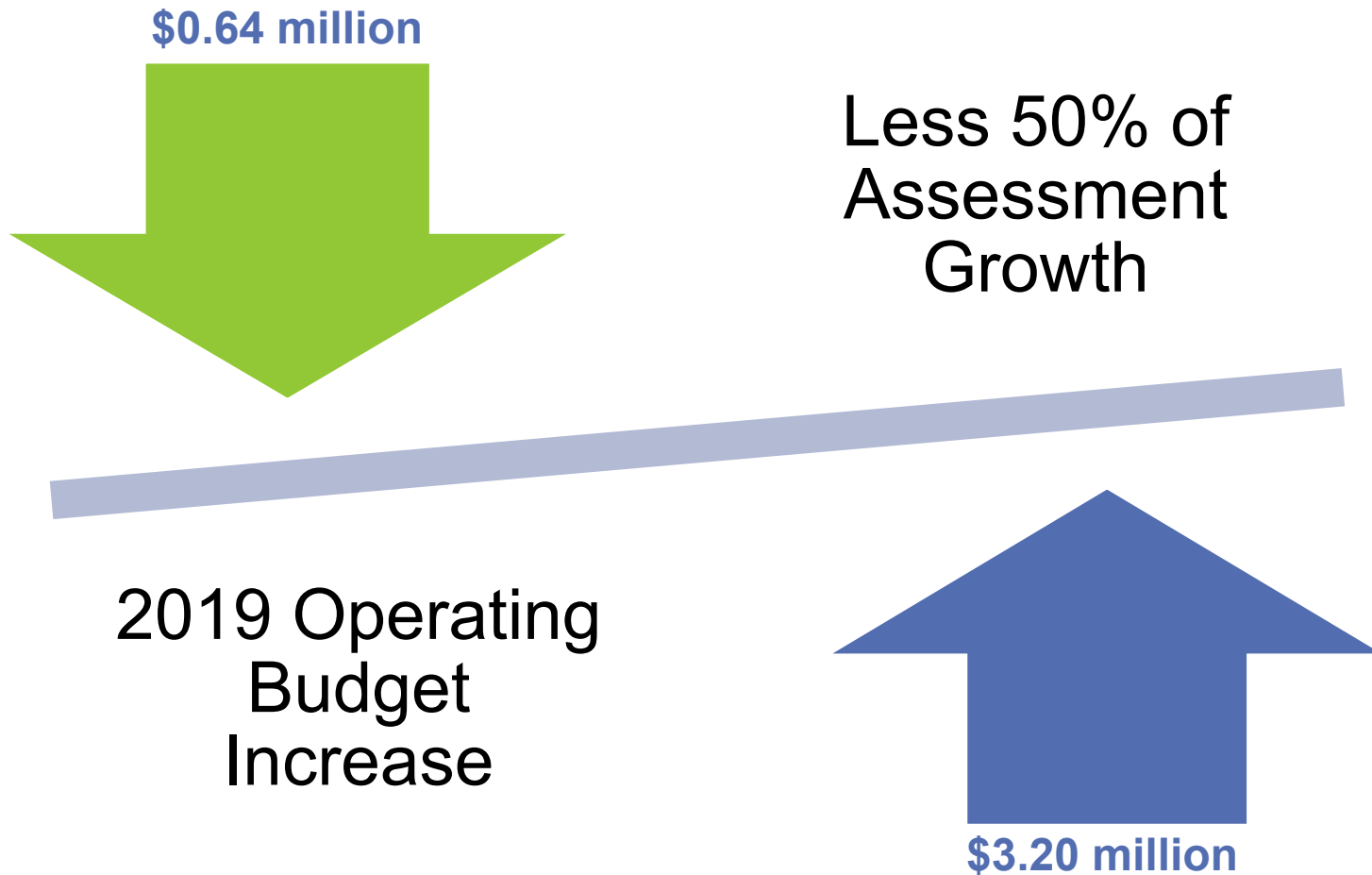
Overall increase of 3.95% including 50% of assessment growth

* Restated for internal budget transfers



Finance and Infrastructure Services

2019 Proposed Operating Budget



\$2.56 million net increase | 3.95% increase

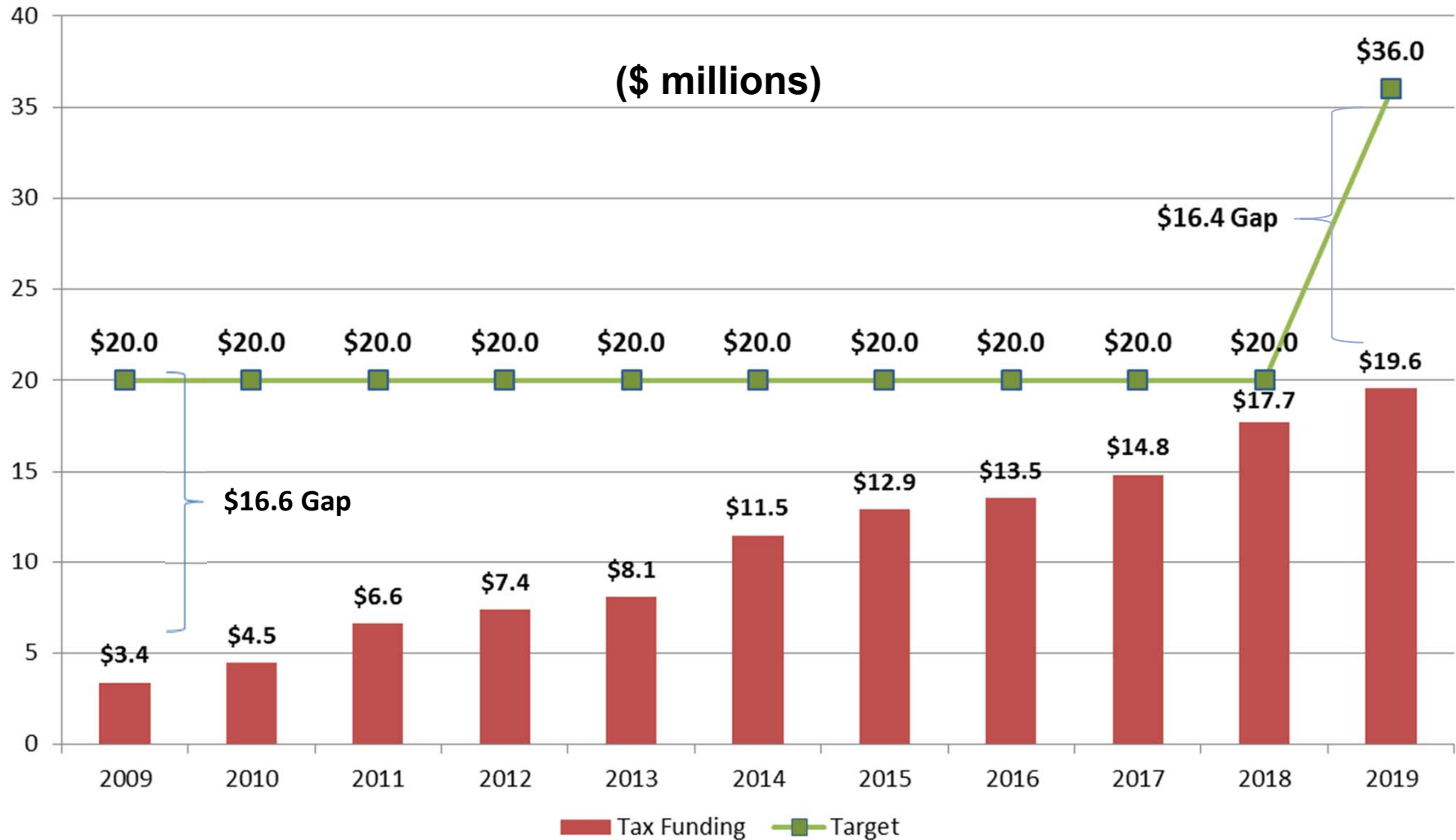
Proposed 2019 Capital Budget



Proposed 2019 Capital Budget

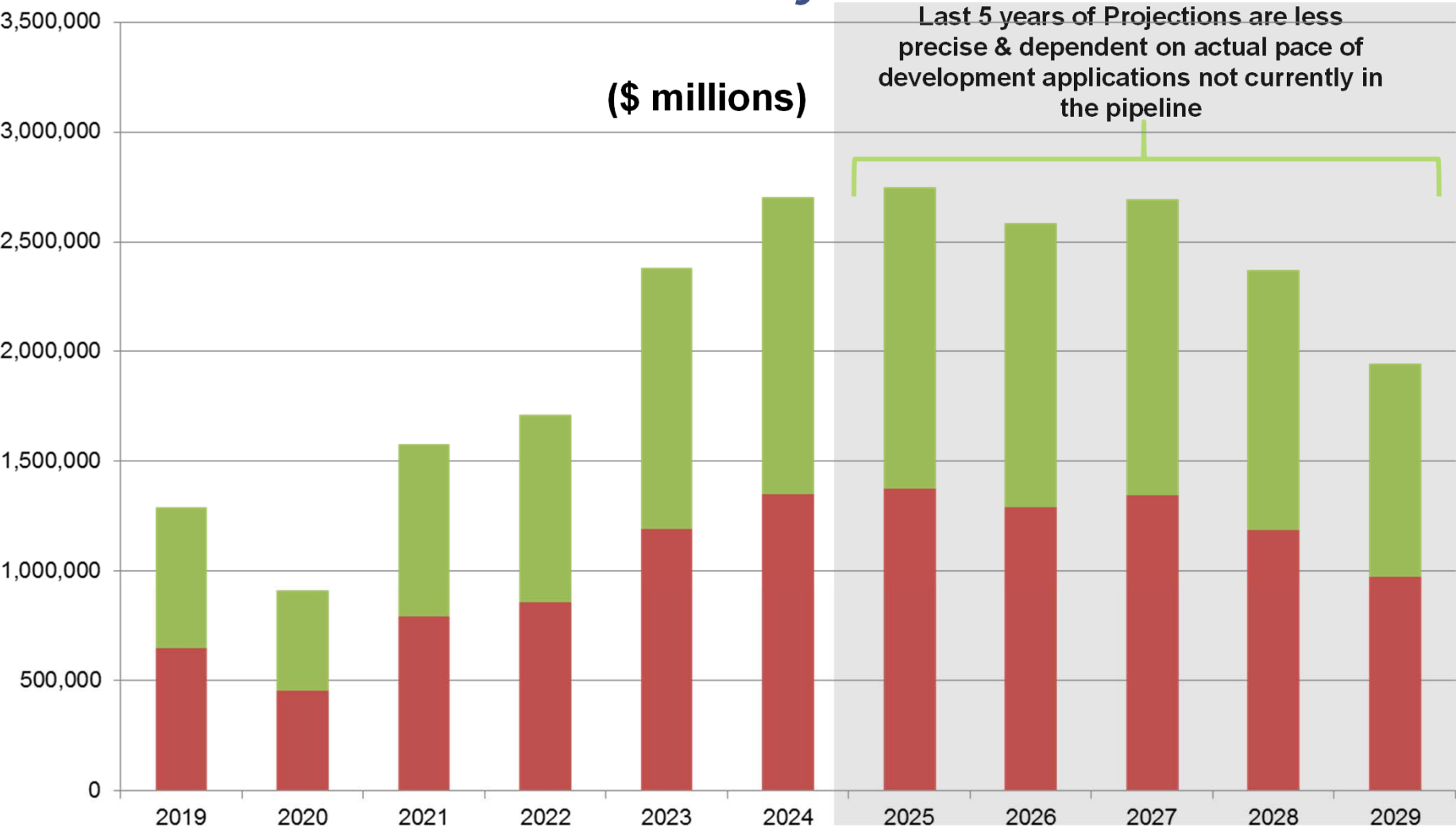
Base Tax Capital Funding	\$17,739,296	}
Assessment growth allocated to Capital (50%)	\$646,431	
Increase to Base Capital	\$1,190,150	
<hr/> Total Tax Funded Capital Program	<hr/> \$19,575,877	
<hr/>		
Total Net New funding for the Tax Funded Capital Program is \$1,836,581		

Tax Levy Funded Capital



***Proposed Target of \$36 million increased from \$20 million based on the results of the Town's Preliminary Asset Management Plan that will be brought forward in Q1 2019.**

Assessment Growth Projection



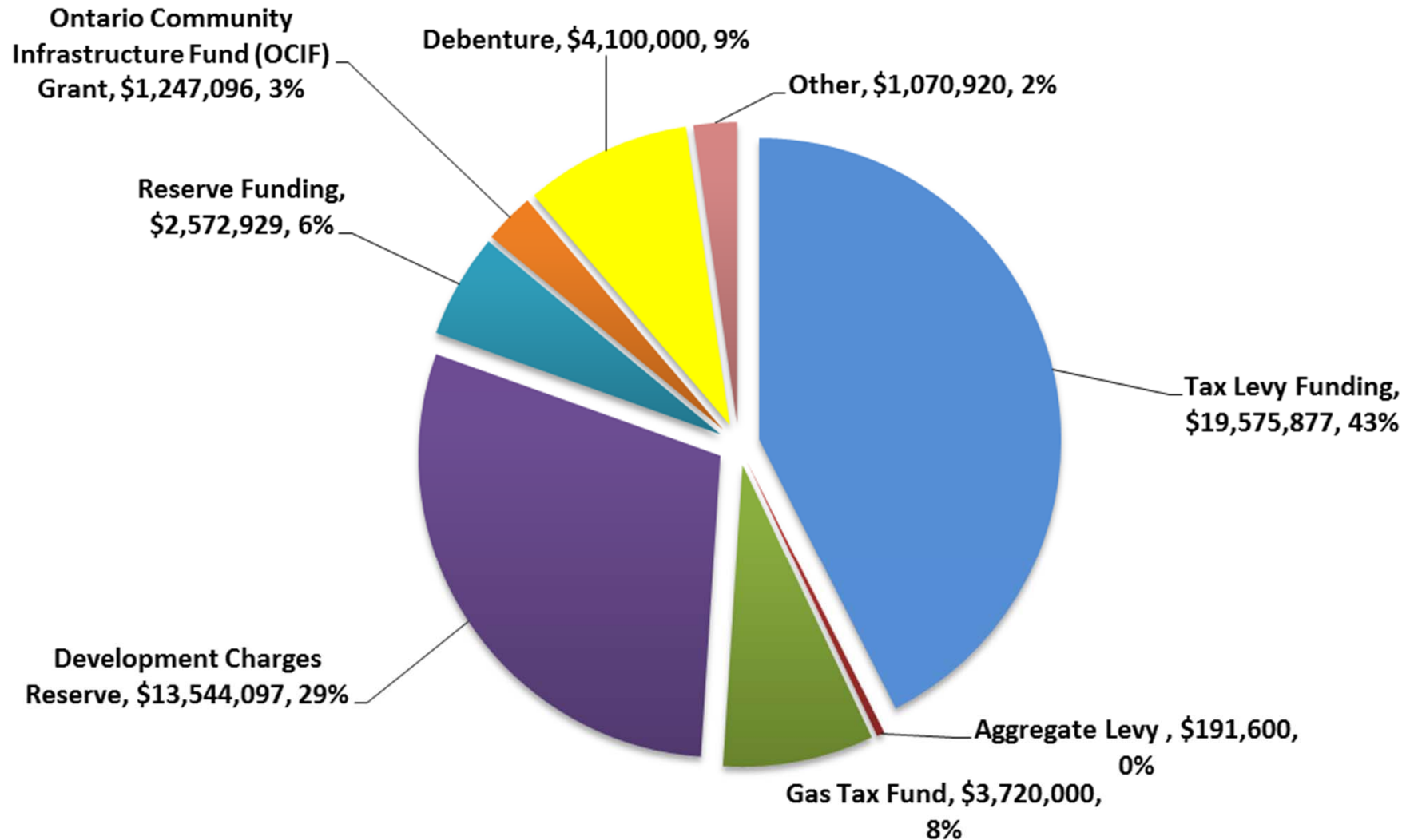
Allocation to Operating Budget Allocation to Capital Budget

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Residential	81%	81%	80%	80%	80%	79%	79%	79%	79%	79%	79%
Non-Residential	19%	19%	20%	20%	20%	21%	21%	21%	21%	21%	21%

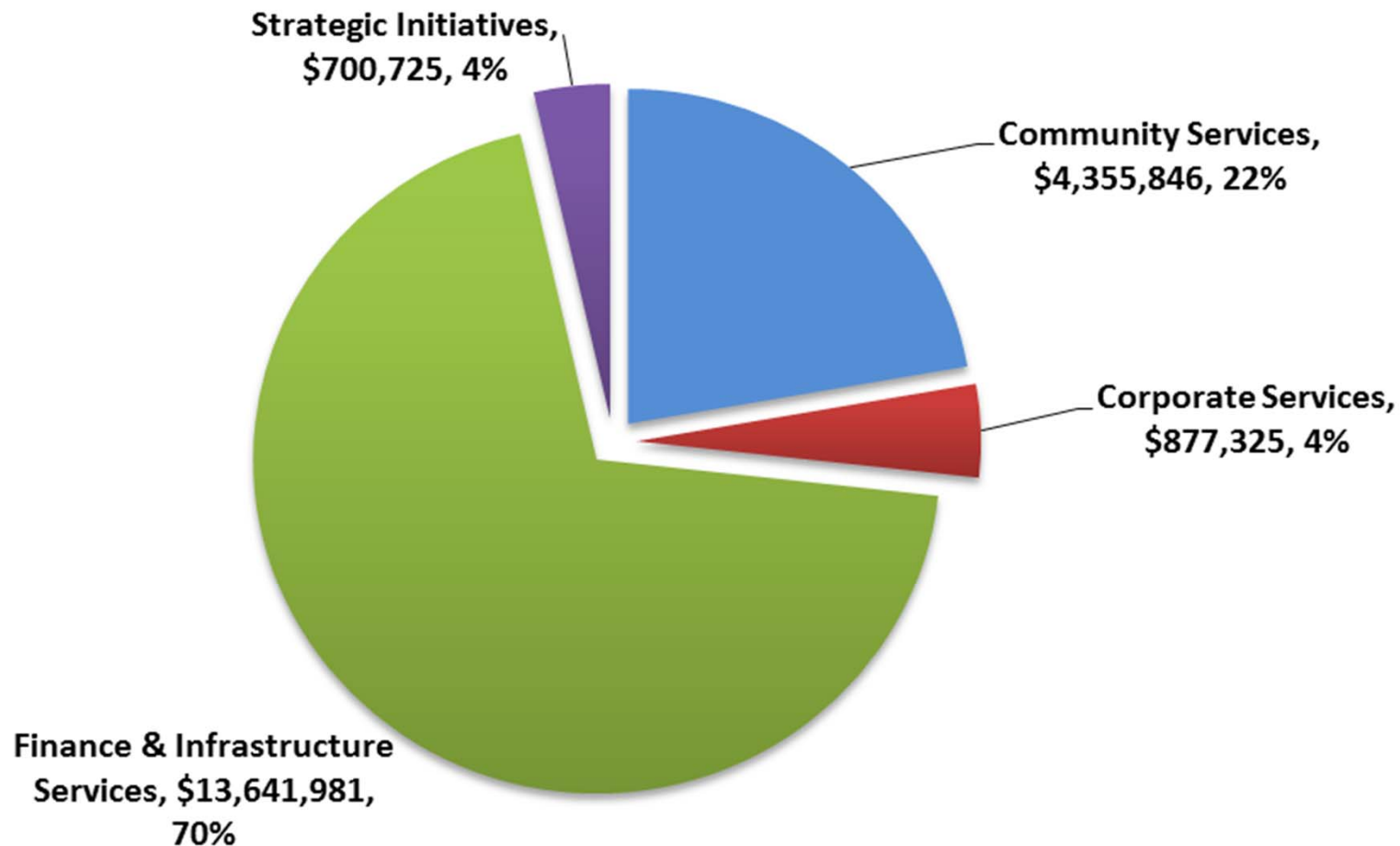


Finance and Infrastructure Services

Proposed 2019 Capital Budget Funding Sources Total \$46,022,519



2019 Tax Funded Capital By Department - \$19,575,877



Proposed 2019 Capital Budget - Funded

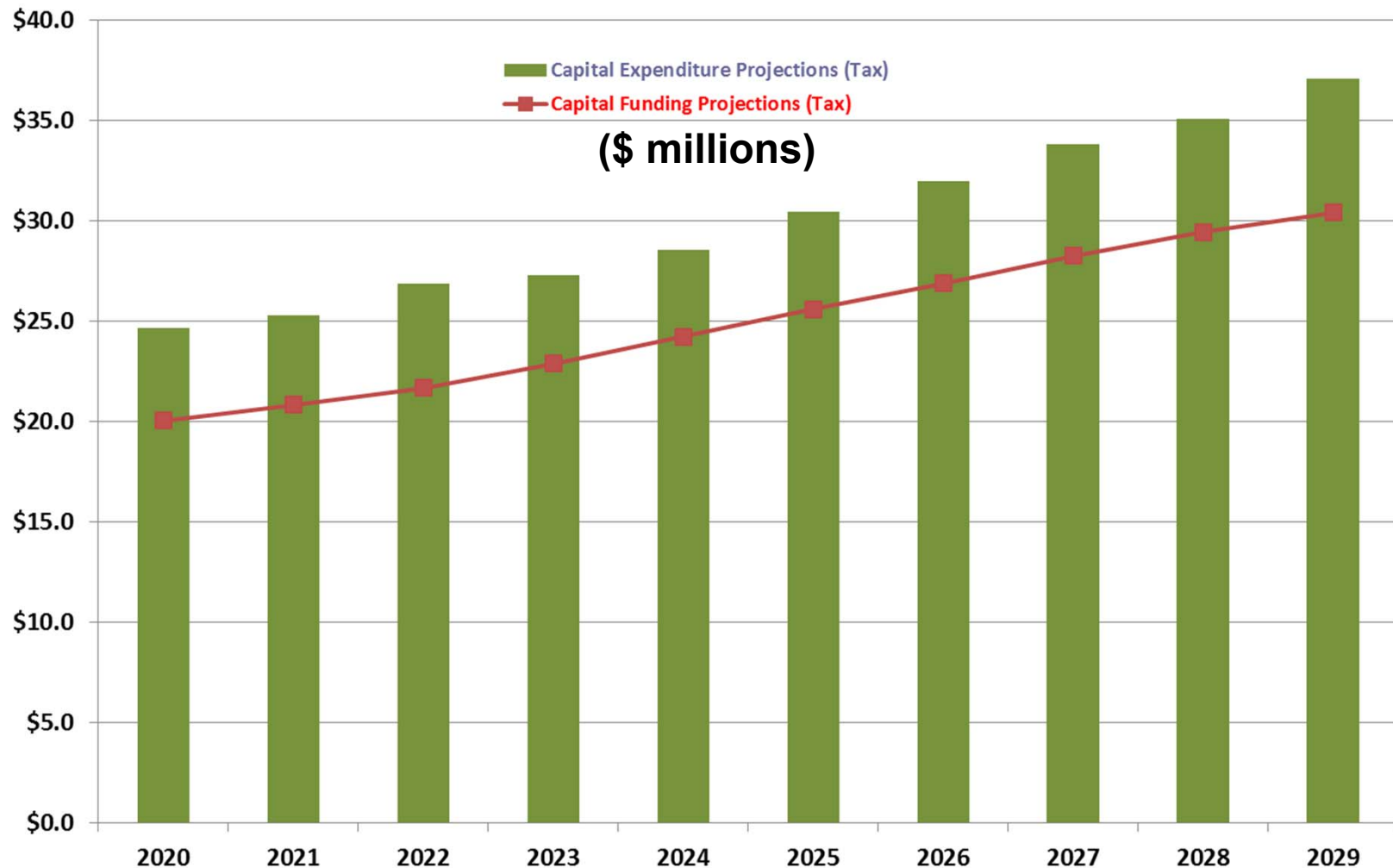
Department	# of Projects	Total Budget	Tax Levy Funding	Examples of Projects
Community Services	48	\$ 9,582,818	\$ 4,355,846	Includes:
				Replacement of 1997 Fire Tanker
				Albion Bolton Union Community Centre - Lighting Retrofit
				Caledon East Community Complex - Phase 3 Expansion (Term of Council)
				Official Plan Review 2041
				Johnston Sports Park Phase 3
				Sport Field and Playground Structure Improvements
Corporate Services	6	\$ 1,269,700	\$ 877,325	Includes:
				IT - Broadband, SWIFT & Library Hotspot Lending Program
				IT - Computer Refresh
				IT - AMANDA
Strategic Initiatives	8	\$ 1,268,800	\$ 700,725	Includes:
				Library Collections and Materials
				Albion Bolton Branch Refurbishments/Improvements

Proposed 2019 Capital Budget - Funded

Department	# of Projects	Total Budget	Tax Levy Funding	Examples of Projects
Finance & Infrastructure Services	36	\$ 33,901,201	\$13,641,981	Includes:
				Growth-related Roads Program
				Enhanced Roads Program (Debt Funded)
				Traffic Calming Program
				Bridge & Culvert Construction Program
				Roads Rehabilitation & Reconstruction Program
				Stormwater Management Program
				Road Engineering Design and Environmental Assessments
				Surface Treatment Program (for Gravel Roads)
				Town Hall and POA Expansion (Term of Council)
				Acoustic Fence replacements - Tormina - Phase 3 of 7 - Albion Vaughan - Design
				Assumption of Outstanding Developments
				Gravel Resurfacing Program
	98	\$ 46,022,519	\$19,575,877	Total 2019 Proposed Capital Budget

Senior Management has included a complete list & details of proposed and unfunded capital projects in the Capital Summary tab of the budget binder

Revised 10 Year Capital Expenditures & Capital Funding Projections

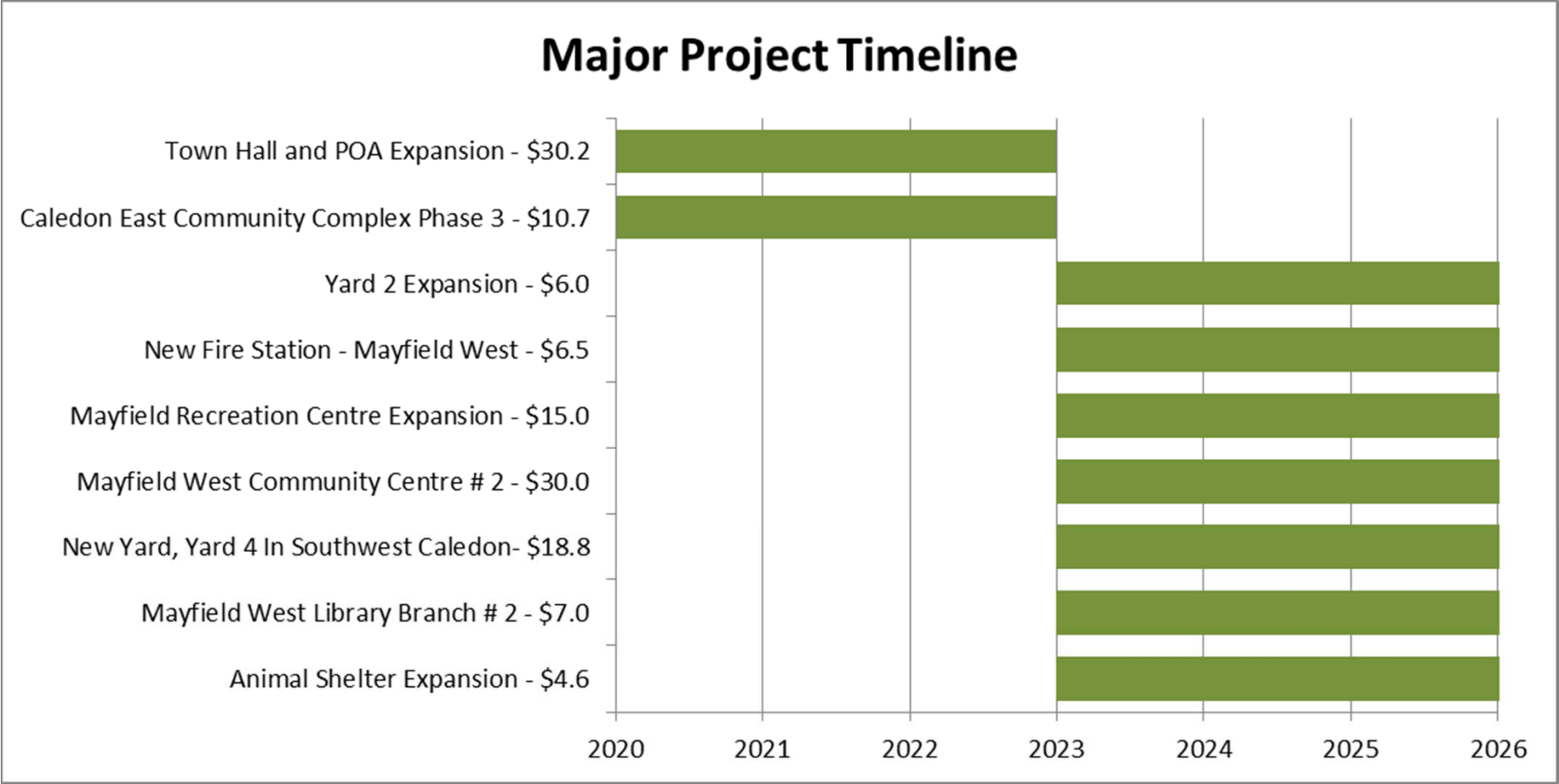


NOTE: Capital Tax Funding shown above only includes increases from assessment growth but does not include any assumptions regarding future property tax increases



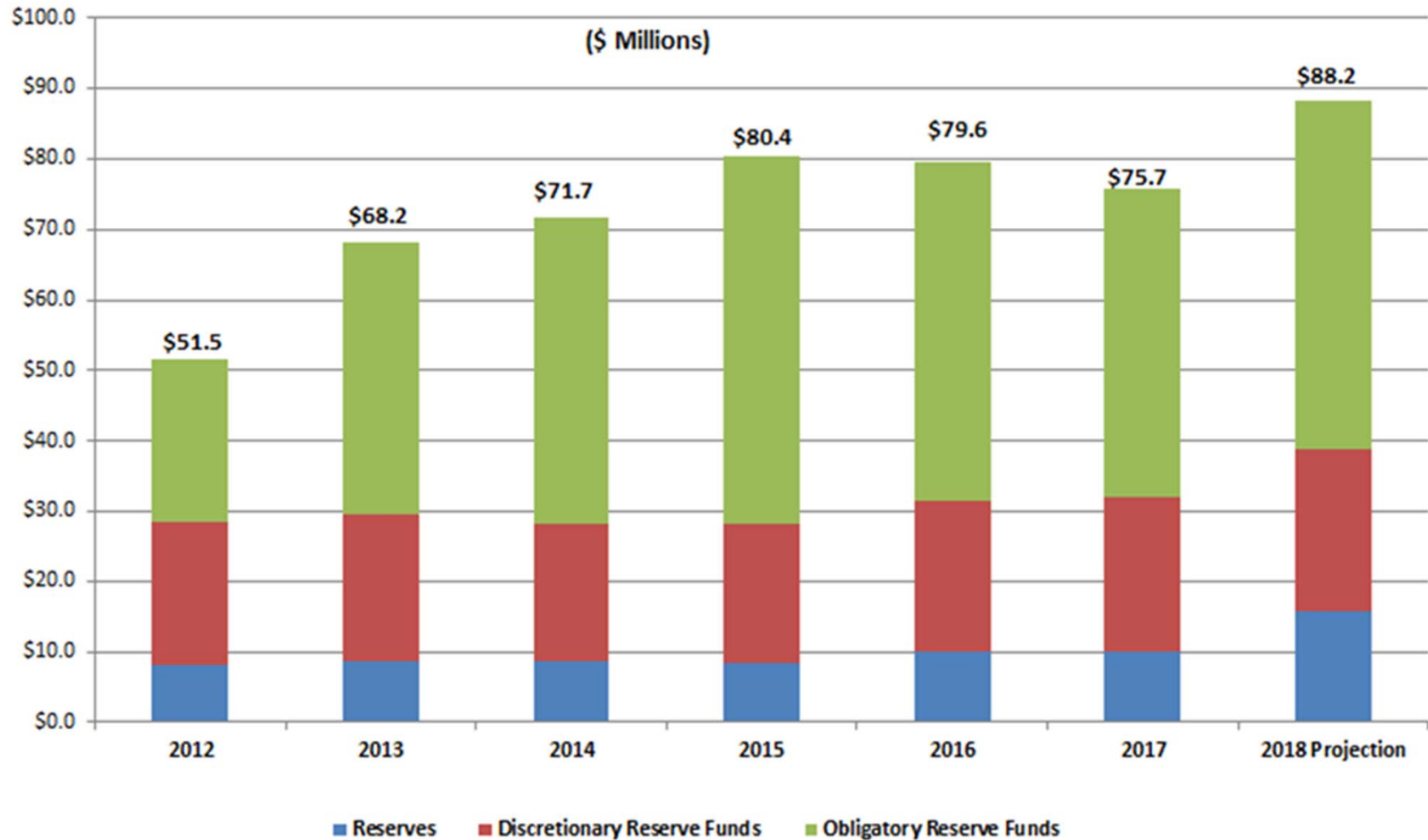
Finance and Infrastructure Services

Key Major Projects In The 10 Year Capital Projections



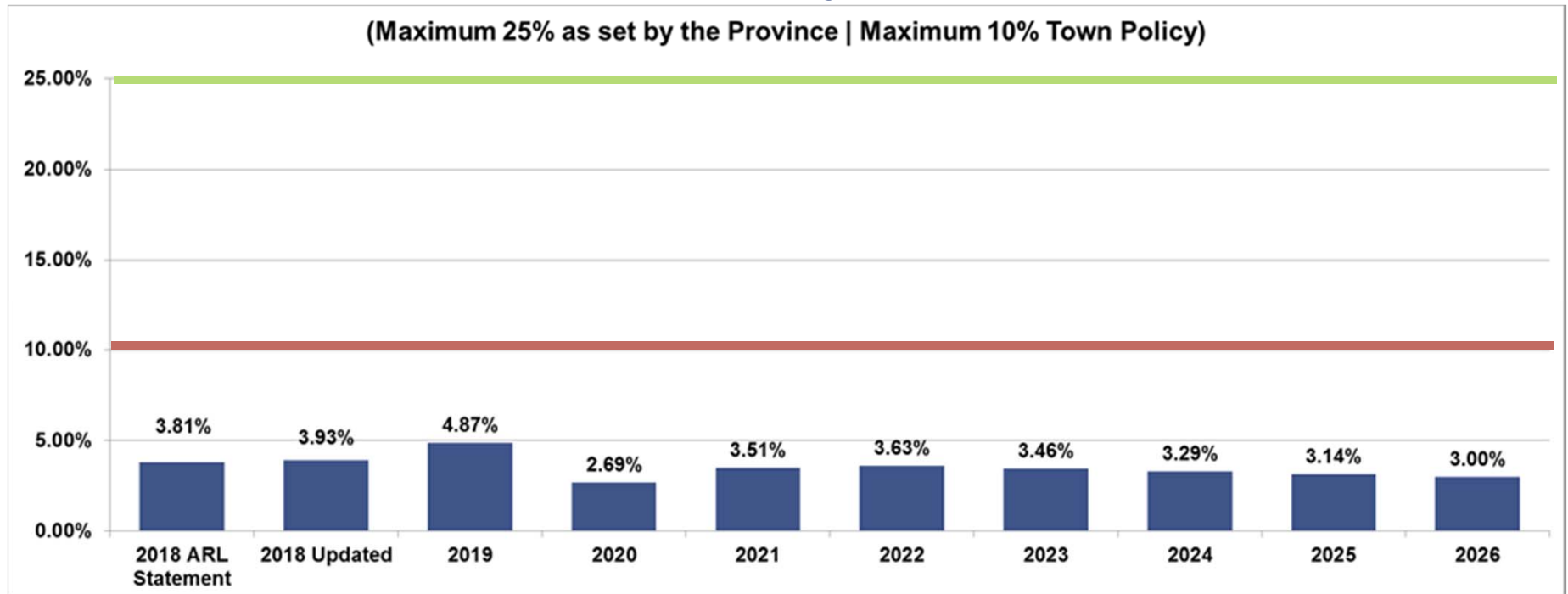
This timeline shows placeholders for capital planning purposes. Term of Council projects are confirmed and approved in the first budget of each term of Council

Town Reserve Balances (Uncommitted)



Reserve balances in the 2017 Year-end Financial Statements are not reduced by commitments and will show higher balances

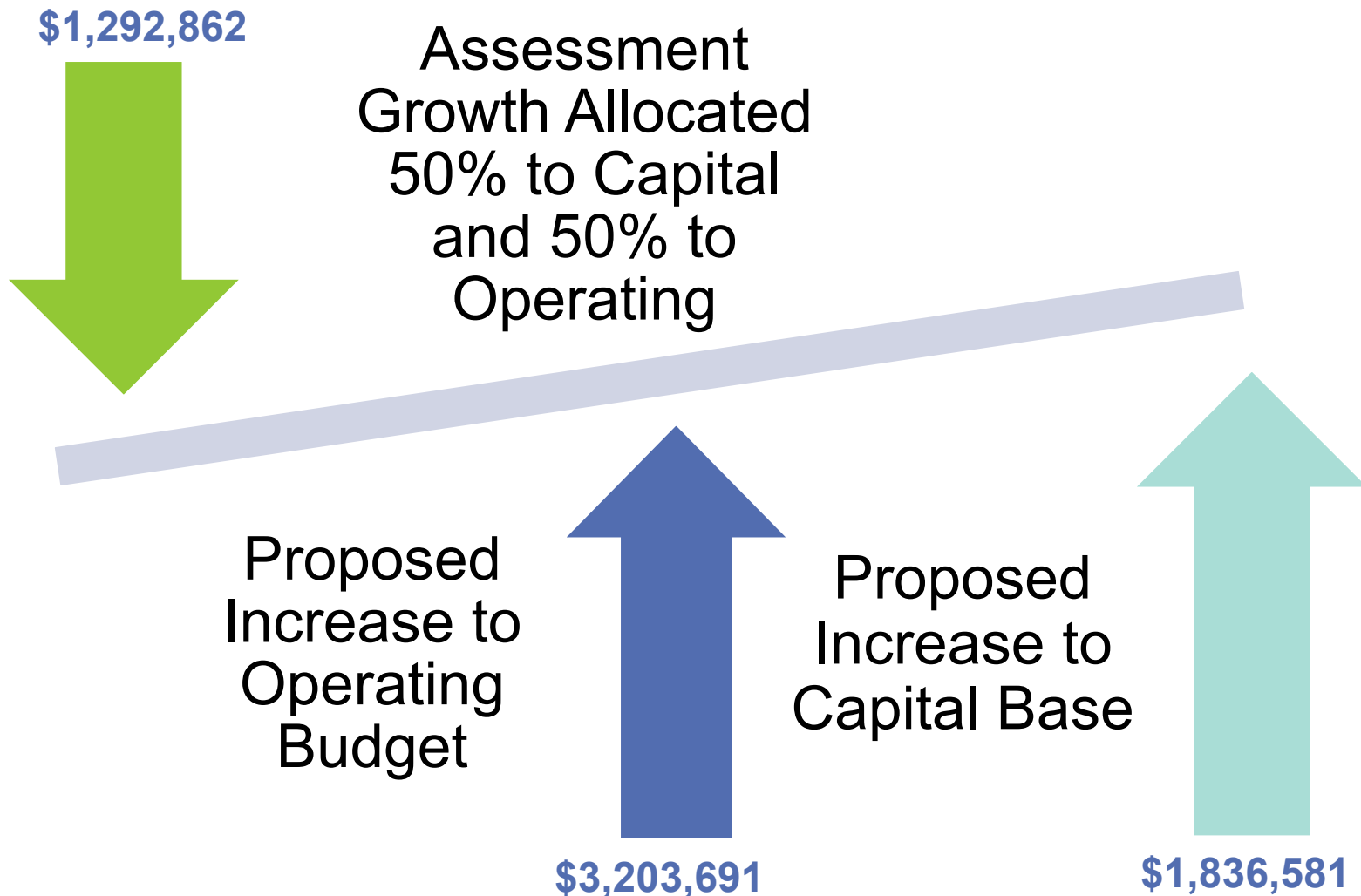
Current Annual Repayment Limit (ARL) For Debt & Town Debt Policy



Annual debt repayments/Debt servicing costs may not exceed 25% of revenues, as set by the Province of Ontario

Debt servicing costs are also projected to be within the Town's Debt Policy of 10% of Net Revenues

2019 Proposed Budget



\$3,747,410 = Tax Increase of 5.79% (Town Portion Only)

Estimated Impact Of Proposed 2019 Budget For A Typical Home Assessed At \$590,000

Typical 2018 Residential Assessment of \$590,000*	2018 Property Tax Bill	Estimated 2019 Property Tax Bill	Estimated \$ Change	Estimated % Change
Town	\$2,205.17	\$2,332.81	\$127.64	5.79%
Broadband Levy	\$10.43	\$10.22	(\$0.21)	(2.01%)
Region**	\$1,737.73	\$1,742.12	\$4.39	0.25%
School Board***	\$1,003.00	\$1,003.00	\$0.00	0%
Total	\$4,956.33	\$5,088.15	\$131.82	2.66%

*MPAC's last reassessment was completed in 2016. Property taxes are based on MPAC assessments (every 4 years), not current market value

**Regional budget impact is assumed until the Region of Peel's budget is approved (in January 2019)

***Assumed zero. Information is not available until March/April 2019



BUDGET RECAP

- **No Service Level decreases proposed**
- **Service Level Enhancements and additional staffing related to growth and to ensure customer service continues to be a priority**
- **2019 unavoidable budget increases related to previously approved council decisions included in Operating Budget of \$1.3 million**
- **Refurbishment of the Albion Bolton Library Branch to better service Caledon Residents**
- **Funding for Phase 3 of the Johnston Sports Park featuring a full-size lit soccer pitch, irrigation system and a shade structure**

BUDGET RECAP (CONTINUED)

- **Funding to start the construction of:**
 - **Caledon East Community Complex expansion featuring a new Gym, fitness centre walking track and community room**
 - **Town Hall and Provincial Offences Court expansion**
- **\$18.2 million in the Roads Capital Program and \$2.4 million in the Bridge Capital Program**
- **Official Plan Review for 2041**
- **Funding to Phase-In a Public Transit Service**
- **The proposed budget strikes a balance between the continuation of service levels to existing residents/ existing infrastructure and growth**