



Special Council Meeting Minutes
Tuesday, December 1, 2015
7:00 p.m.
Council Chamber, Town Hall

Mayor A. Thompson (absent)
Councillor D. Beffort
Councillor N. de Boer
Councillor J. Downey
Councillor A. Groves
Councillor J. Innis
Councillor G. McClure
Councillor R. Mezzapelli
Councillor B. Shaughnessy

Interim Chief Administrative Officer: L. Johnston
Deputy Fire Chief: D. Bailey
Acting Director of Parks and Recreation: B. Baird
Deputy Clerk: L. Hall
Director of Development Approval and Planning Policy/Deputy CAO: M. Hall
Council/Committee Co-ordinator: B. Karrandjas
Manager of Corporate Communications: B. Lee
Manager of Economic Development: N. Lingard
Chief Librarian: C. Lipp
Director of Public Works: D. Loveridge
Director of Human Resources: J. Porter
Treasurer: P. Tollett
Director of Corporate Services/Chief Financial Officer: F. Wong

1. **CALL TO ORDER**

Councillor J. Innis called the meeting to order in the Council Chamber at 8:03 p.m.

2. **PUBLIC MEETING**

2016 PROPOSED BUDGET

Fuwing Wong, Director of Corporate Services/Chief Financial Officer, Peggy Tollett, Treasurer and Heather Haire, Manager of Finance provided a presentation regarding the 2016 Budget (see attached presentation).

PUBLIC COMMENTS

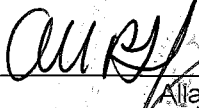
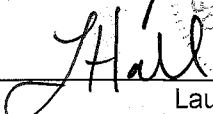
1. **SHERRY BRIOSCHI, Bolton**, requested clarification regarding the debt produced by the development of the Caledon Equestrian Park and inquired about the amount of revenue generated by the use of the facility. She expressed concern with the lengthy assessment period of new developments and inquired how the Town can meet the needs of the community without burdening the tax payer as a result. Finally, she questioned whether the fire training facility is essential at this time. Ms. Brioschi received a response from Town staff.
2. **THERESA NADEAU, 2146 Old Base Line Road, Caledon**, expressed concern regarding the proposed tax increase and requested that a 0% tax increase or a reduction of the proposed increase be considered. Ms. Nadeau received a response from Town staff.
3. **HENRY TASOS, Blackhorse Village**, expressed concern regarding the proposed tax increase and suggested that in his opinion, an increase above 2% will be a burden to the tax payers. Mr. Tasos also noted his concerns regarding the proposed broadband service project. Mr. Tasos received a response from Town staff.

Members of Council asked a number of questions and received responses from Town Staff.

Councillor J. Innis thanked Mr. Wong, Ms. Tollett and Ms. Haire for their presentation.

3. **ADJOURNMENT**

On verbal motion, Council adjourned at 9:07 p.m.

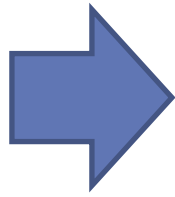

Allan Thompson, Mayor

Laura Hall, Deputy Clerk



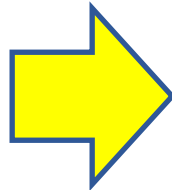
2016 BUDGET

December 1, 2015

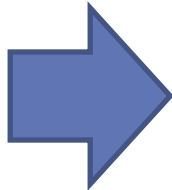
2016 Budget Timeline



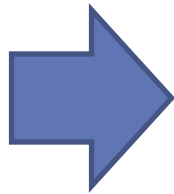
Nov. 17 – Budget Presentation at 9:30 a.m.
Users Fee Review & Stormwater Management
2016 Proposed Budget Overview
Council Work Plan Update



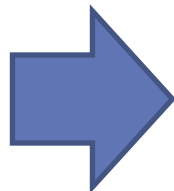
Dec. 1 – Public Open House &
Special Council Meeting at 7:00 pm.



Dec. 15 – Council Budget Meetings
at 9:30 a.m.
Departmental Presentations



Jan 12. – General Committee
Meeting at 1:00 p.m.
2016 Budget Deliberations



Jan 19. – Council Budget Meeting at 7:00 p.m.
Finalization and Approval of 2016 Budget and
Fees By-Law

Agenda

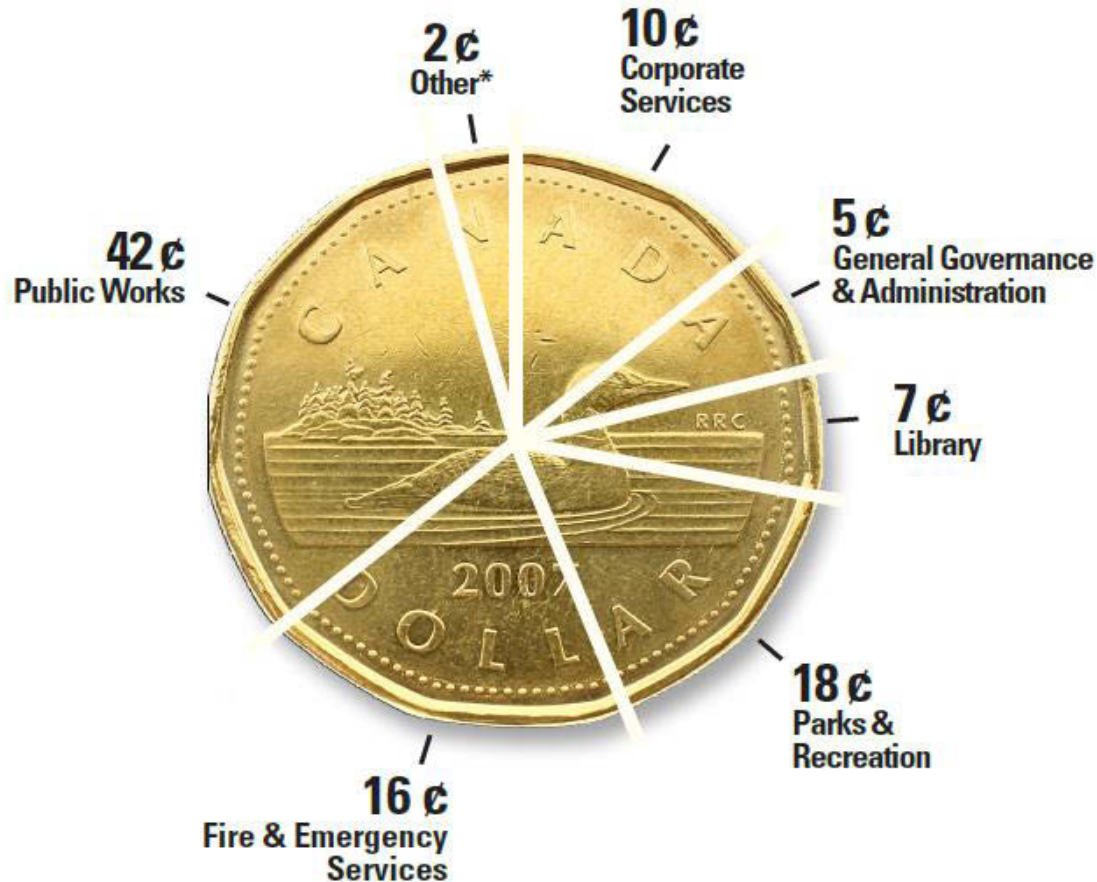
1. Fast Facts
2. 2016 Budget Pressures
3. Assessment Growth
4. Proposed 2016 Operating Budget
5. Proposed 2016 Capital Budget
6. 10 Year Capital Projections
7. Proposed 2016 Budget Overview

FAST FACTS

1

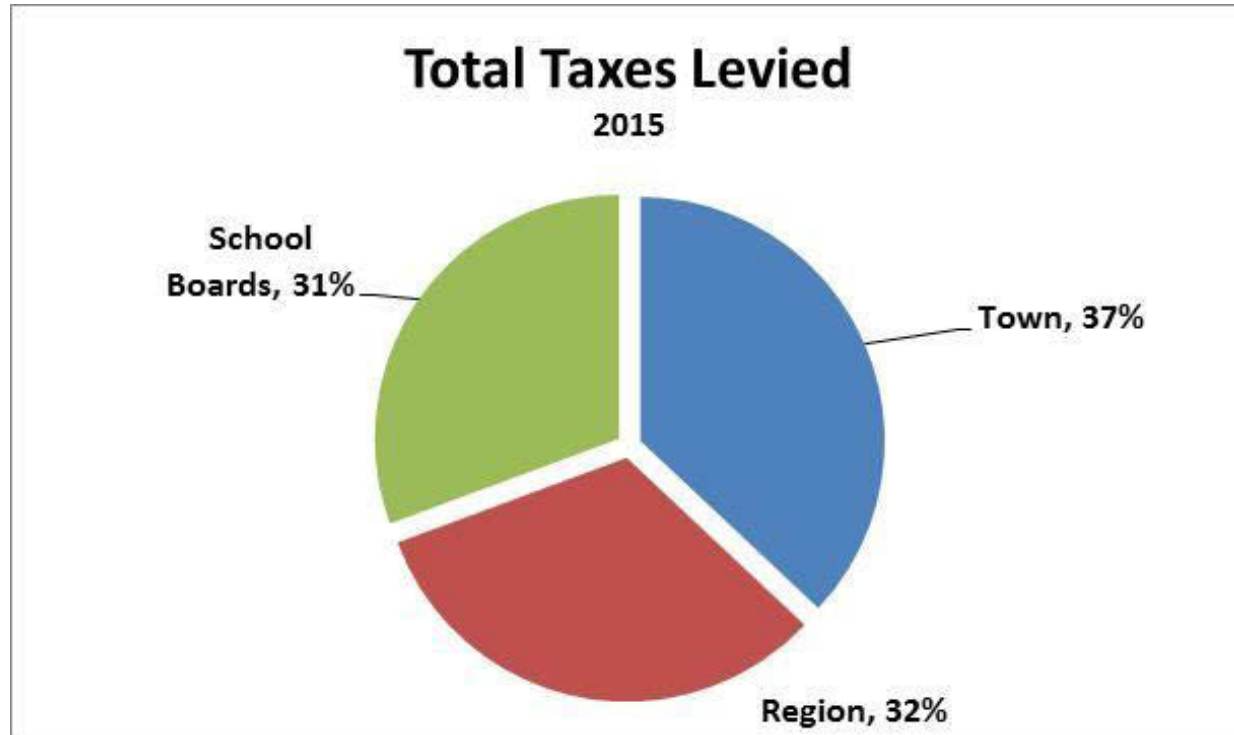
Fast Facts - Where Your Tax Dollar Goes

(Based on 2015 Budget)



Other includes Human Resources, Economic Development, Development Approval and Planning Policy, and Corporate Accounts

Tax Impact



Town Owned Assets - \$541.9M

(Historical Cost)

Roads - \$286.8M



Buildings & Building
Improvements - \$116.9M

Land & Land
Improvements - \$59.5M



Bridges, Culverts &
Storm Ponds - \$21.7M

Town Owned Assets - \$541.9M

(Historical Cost)



Vehicles - \$20.5M



Machinery, Equipment &
I.T. - \$9.6M



Furniture & Fixtures - \$9.0M



Construction in Progress - \$17.9M

2016 Budget Pressures

2

2016 Budget Pressures

- Inflation – **CPI Canada** (all items) = 1.0%, 1.3%, 1.3%, 1.0% for Jun, July, Aug, Sep, respectively
- Inflation – **CPI Toronto** (all items) = 1.1%, 1.8%, 1.4%, 1.4% (same period)
- **Salaries and Staffing**
 - Cost of Living Adjustments and Negotiated Wage settlements
 - Retention Strategy
 - 2015 staffing budgeted for half a year
 - 2016 staffing due to growth, initiatives in the Council Work Plan, Parks and Recreation's strategic plan: Imagine, Plan, Play!
- **Growth**
 - Incremental equipment – e.g. snow clearing equipment
 - Maintain Service Levels
 - (Future) Operating Costs related to new facilities – Recreation, Fire, Library
 - Studies for future growth

2016 Budget Pressures

- **Capital Infrastructure**

- \$20 million tax funded capital target by end of Council term (2018)
- Aging infrastructure & funding Town's portion of growth-related (DC) infrastructure
- New Initiatives: Town-wide High-Speed Internet service
- Recently completed study: Storm Water Management
- Continue debt-financed Enhanced Roads program (\$4.1 million per year)

- **Debt**

- 2016 debenture approx. \$4.1 million for Enhanced Road Program (2014)
- Caledon Equestrian Park (internal) debt \$1.7 million
- Estimated incremental debt payments \$0.6 million/year

- **Assessment Growth & User Fees** to partially offset pressures

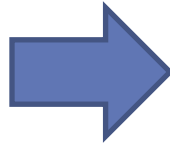
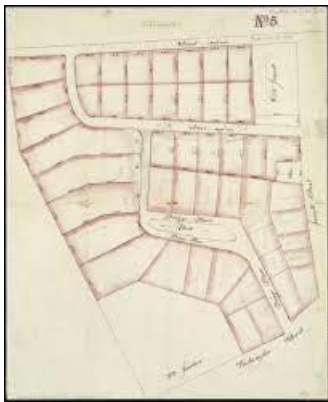
- Non-Residential Assessment Growth – GTA West Corridor
- Decline in Planning and Engineering Revenues – Trend

Assessment Growth

3

Assessment Growth

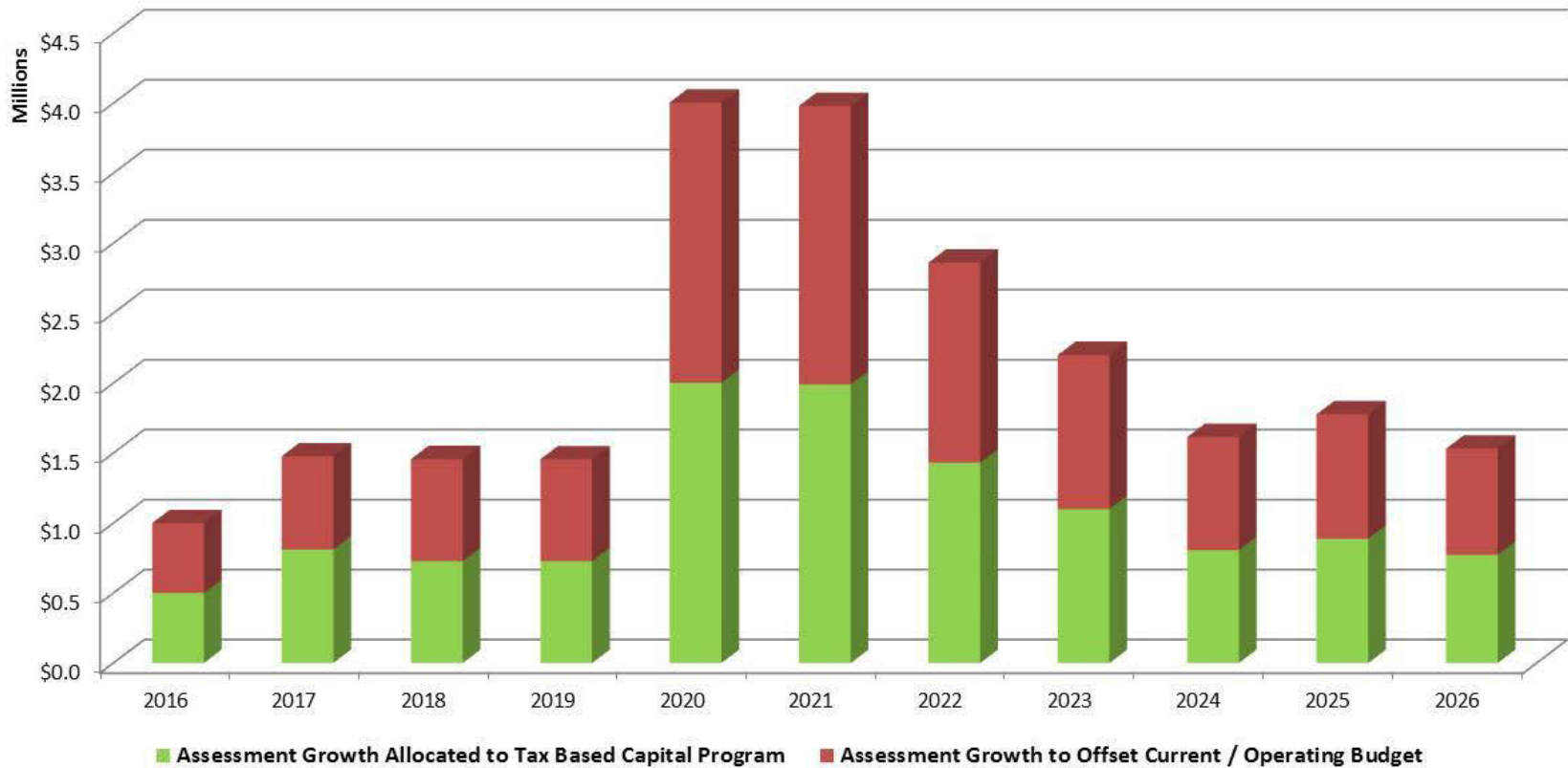
- As the Town grows (new homes & businesses), the amount of property tax **revenues** collected, year-over-year, increases



- The Town also has incremental **costs** to:
 - Construct the infrastructure to support the growth; and
 - On-going costs to provide municipal services to the growth areas

10 Year Assessment Growth Projections

(\$ millions)



Proposed 2016 Operating Budget

4

Starting Point – 2015 Approved Operating Budget

Revenue (\$75.7 million)



Expenses (\$75.7 million)



Unavoidable Budget Changes

(Previously Approved Items that Impact the Proposed 2016 Budget)

Unavoidable budget increases for the base 2016 operating budget:

Increases Include:

- Phasing in of debt payments (Principal & Interest)
- Annualization of 2015 staff included in 2015 budget for 6 months
- Specialist – Corporate Partnership

\$754,000

Decreases include:

- Removal of one time funding for Municipal Designation program
- One Time costs for staffing
- One tie cost for review of fire service delivery
- LED Streetlight savings (Maintenance & Electricity)

\$369,000

Net result of Unavoidable Budget Changes is an increase in the 2016 Budget of \$385,000

Proposed 2016 Budget: Expenses

Mandatory \$20,600

- Legislative requirement for Parks

Employee Compensation \$1,186,646

- Includes Union Settlements, COLA, Grid Moves, Retention Strategy

Inflationary \$675,820

Includes Insurance, professional dues , operating costs, contracted services, postage, and maintenance for vehicles.

Utilities \$169,030

- Natural Gas 7%, Electricity – 6%, Water – 7%, adjusted for volume

Service Delivery Efficiencies (\$408,206)

- Reductions in contracted services, printing, cell phones and office supplies

Net Increase of Expenses of \$1,643,890

Proposed 2016 Budget: Revenue

Revenue \$259,309

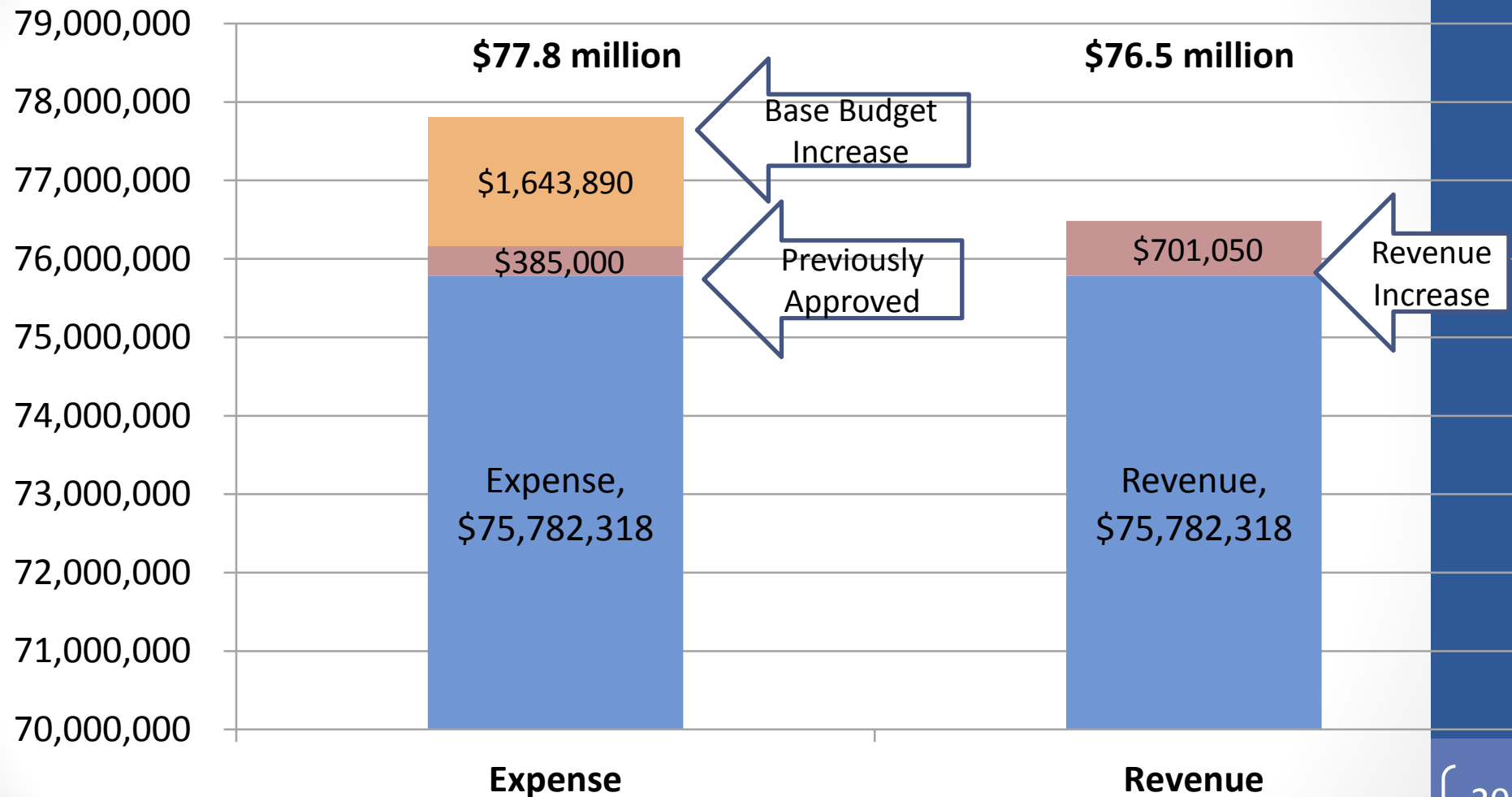
- Increase in usage in recreation programs, rentals, and concessions, Additional interest income from investments.

New Revenue & Fees \$46,140
(Full list available at caledon.ca/budget)

Fee Review Increases \$395,601
(Full list available at caledon.ca/budget)

Net Increase of Revenue \$701,050

Proposed 2016 Budget - Base



Budget Shortfall \$1,327,840 or 2.54%


Proposed 2016 Unmet Needs

Unmet Needs – changes in service levels and additional staffing related to growth and service levels are weighted into the following four categories:

- A. Council Work Plan Priorities
- B. Keeping Technology Current
- C. Growth-Related
- D. Organizational Excellence

Proposed 2015 Unmet Needs - Funded

A. Council Work plan Priorities – Unmet needs that relate to the objectives in the Council Work plan

Department	Reference #	Description	2016 Net Budget \$	Full Time Headcount
Economic Development	5	Marketing & Advertising	\$50,000	
General Governance	7	Community Engagement	\$20,000	
General Governance	9	Students for Communications	\$18,816	
Parks & Recreation	14	Customer Service Administrator	\$25,030	
Parks & Recreation	15	Administrator for the Adult 55+ programs and deliverables (Part Time)	\$38,180	
Corporate Services	2	Increase to Grant Assistance offered to Low Income Seniors and Low Income Persons with Disabilities	\$2,250	





New = 0



Conversion = 1

Proposed 2015 Unmet Needs - Funded

B. Keeping Technology Current – Unmet need that enhance customer service. Provides staff tools to be more efficient and effective and advances the Town's technology architecture.

Department	Reference #	Description	2016 Net Budget \$	Full Time Headcount
Corporate Services	1	Application and Database Administrator	\$117,000	
Development Approval and Planning Policy Department	4	Intermediate Policy Planner - GIS	\$78,635	










New = 2



Conversion = 0

Proposed 2015 Unmet Needs - Funded

C. Growth-Related - Unmet need requests that maintain service levels challenged by growth, such as more roads, parks, facilities, customer service and staffing

Department	Reference #	Description	2016 Net Budget \$	Full Time Headcount
Emergency Services	6	Chief Training Officer (No Vehicle included)	\$156,226	
General Governance	8	Law Clerk	\$90,164	
Human Resources	10	Human Resources Associate	\$92,800	
Parks & Recreation	13	Parks Operator (Includes Equipment Rental costs)	\$87,299	
Public Works	16	Operators (1)	\$133,705	 
Public Works	17	Fleet Service Technician	\$83,857	







New = 7



Conversion = 0

Proposed 2015 Unmet Needs - Funded

D. Organizational Excellence – Unmet need that supports the attractions, retention and engagement of staff

Department	Reference #	Description	2016 Net Budget \$	Full Time Headcount
Development Approval and Planning Policy Department	3	Intermediate Planner	\$87,039	
Human Resources	11	2 Permanent full time headcount - Knowledge Transfer to deal with retirement and as part of the retention strategy	\$0	
Library Services	12	Customer Service Staff	\$47,760	
Development Approval and Planning Policy Department	20	Conversion of Law Clerk from Part Time to Full Time	\$0	



New =2





Conversion = 6

Proposed 2016 Unmet Needs - Funded

Total Funded Unmet Needs \$1,128,761 *

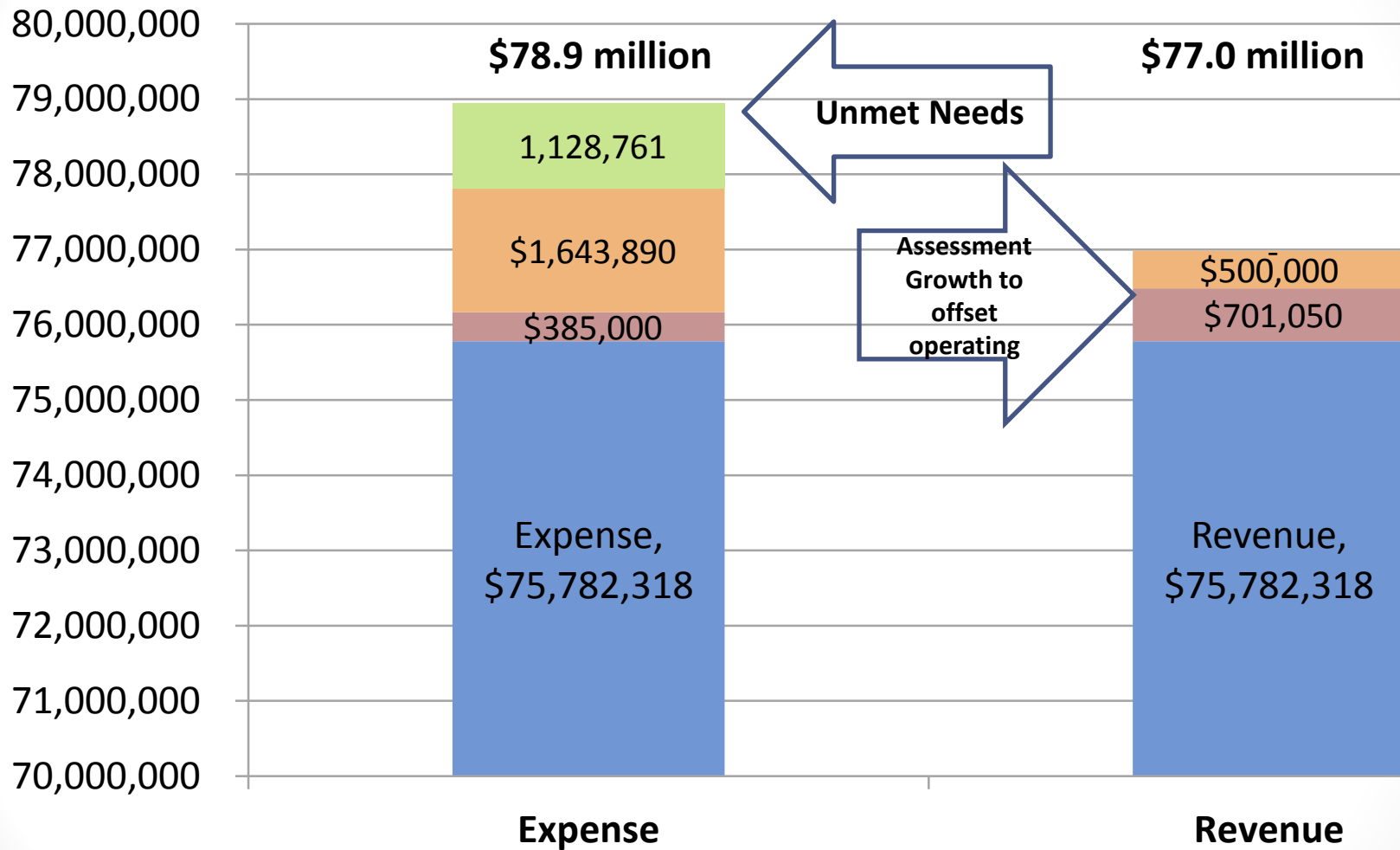
	New	Conversion	Full Time Total
TOTAL	11	7	18



Total Unfunded Unmet Needs \$1,399,394

*Annualized for 2017 \$1,096,761

Proposed 2016 Budget – Base + Unmet Needs

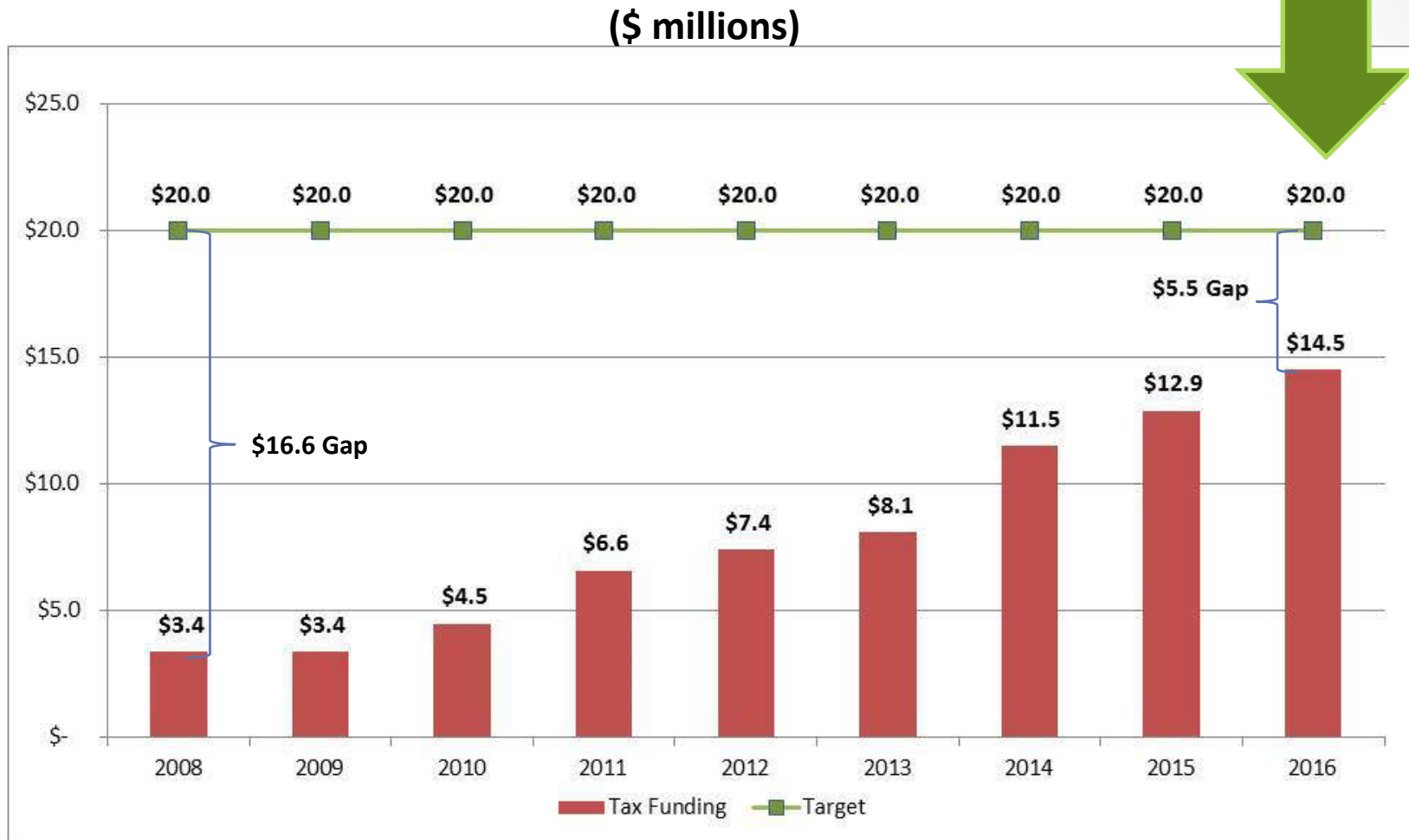


Budget Shortfall \$1,956,601 or 3.74%

Proposed 2016 Capital Budget

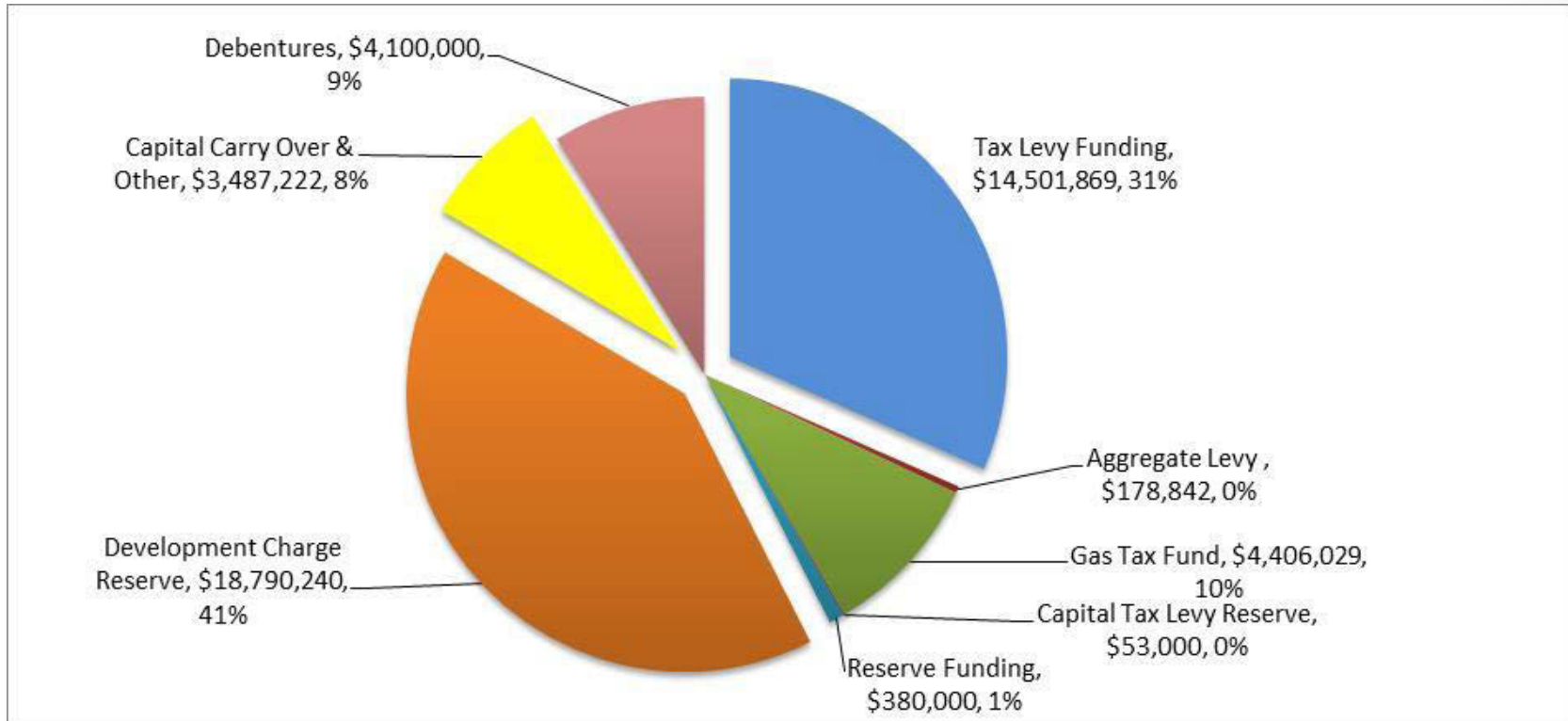
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Tax Levy Funded Capital



* Starting point based on previous annual amortization / depreciation

Proposed 2016 Capital Budget Funding Sources - Total \$45,897,202



Proposed 2016 Capital Budget - Funded

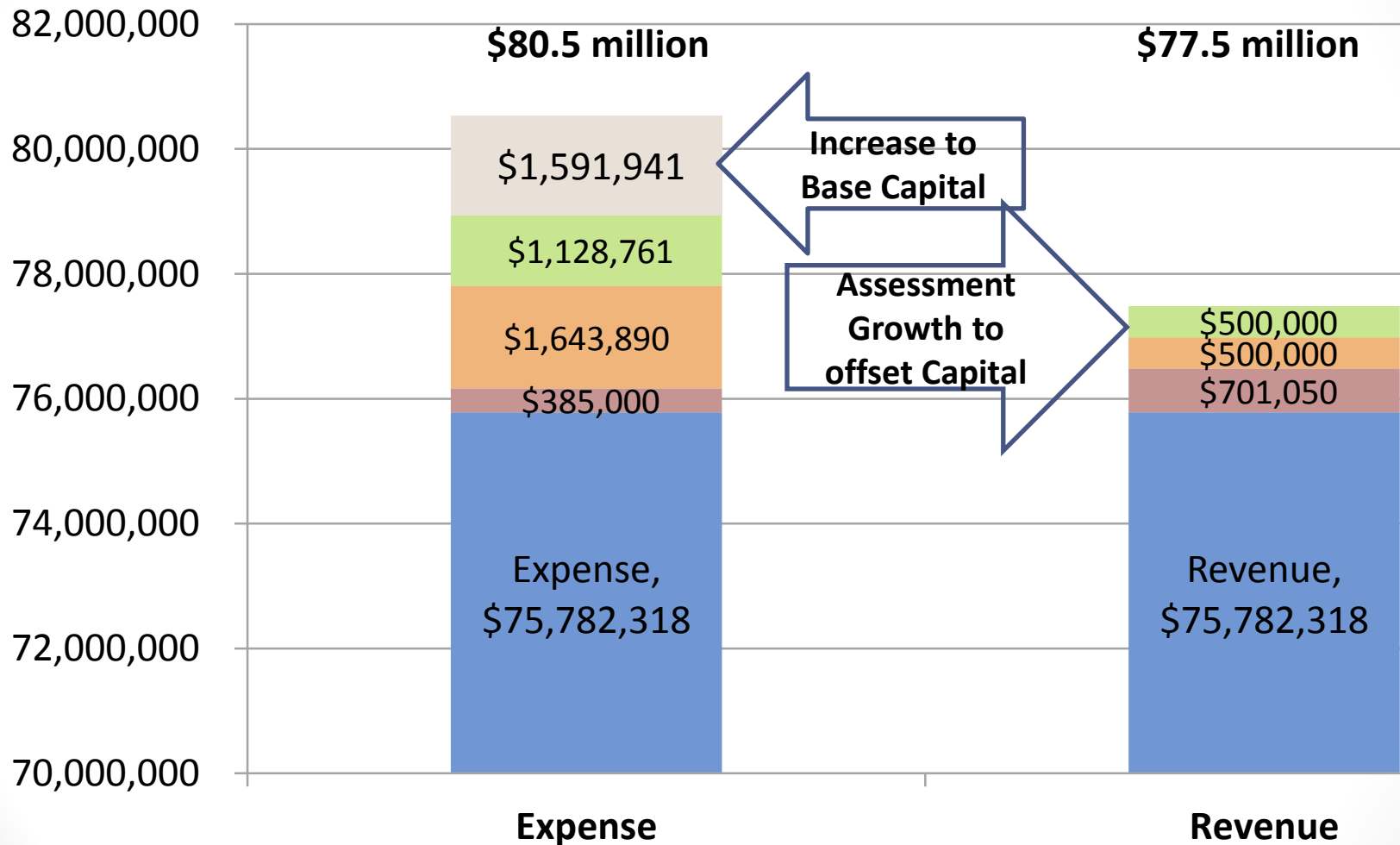
Department	# of Projects	Total Project Budget	Tax Levy Funding	Examples of Projects
Corporate Services	13	\$ 1,295,000	\$ 1,075,000	Includes: Town Insurance Policy and Property Appraisal Review PC Refresh Project Enterprise Asset Management System Public Wifi Expansion
Development Approval and Planning Policy	6	\$ 600,000	\$ 205,575	Includes: Land Use Policies - Official Plan Review Grade Separation & Bolton Residential Expansion Study
Fire & Emergency Services	8	\$ 2,950,000	\$ 2,092,500	Includes: Fire Training Facility Additional Funding for Bolton Fire Station
General Governance	2	\$ 45,000	\$ 45,000	Customer Service Satisfaction Survey and Benchmarking Website Upgrades
Caledon Public Library	5	\$ 2,964,000	\$ 1,298,032	Includes: Mayfield West Library (Term of Council) Library Books & Materials

Proposed 2016 Capital Budget - Funded

Department	# of Projects	Total Project Budget	Tax Levy Funding	Examples of Projects
Parks & Recreation	18	\$ 6,317,800	\$ 1,770,285	Includes: Caledon Centre for Recreation & Wellness - Activity Room Multiple renovations in the Mayfield Recreation Complex Lloyd Wilson Centennial Arena Humicon Replacement Mayfield West Recreation Centre (Term of Council) Caledon Trailway Resurfacing
Public Works	43	\$ 31,725,402	\$ 8,015,477	Includes: Bridge Program LED Phase 2 Consultant and Pilot George Bolton Parkway Extension & Industrial Road Roads Rehabilitation & Reconstruction Program Town Hall HVAC - Phase 2 funding Old Church Road Reconfiguration and Parking lot Upgrade New and replacement Fleet Equipment Road Safety Program Columbia Way Urbanization (Pending Grant)
		\$ 45,897,202	\$ 14,501,869	Total 2016 Proposed Capital Budget

Total Unfunded 2016 Tax Levy Capital \$5,931,865

Proposed 2016 Budget - Base + Unmet Needs + Capital

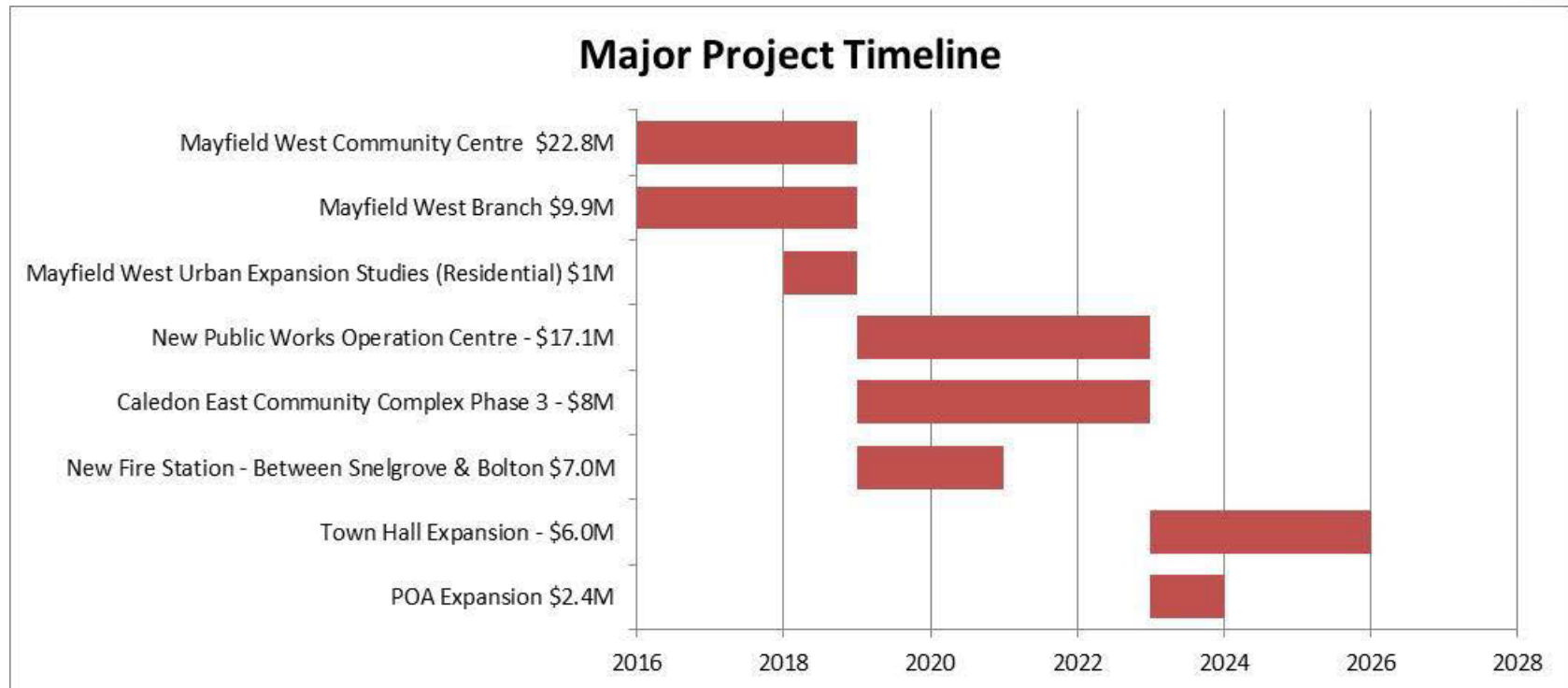


10 Year Capital Projections

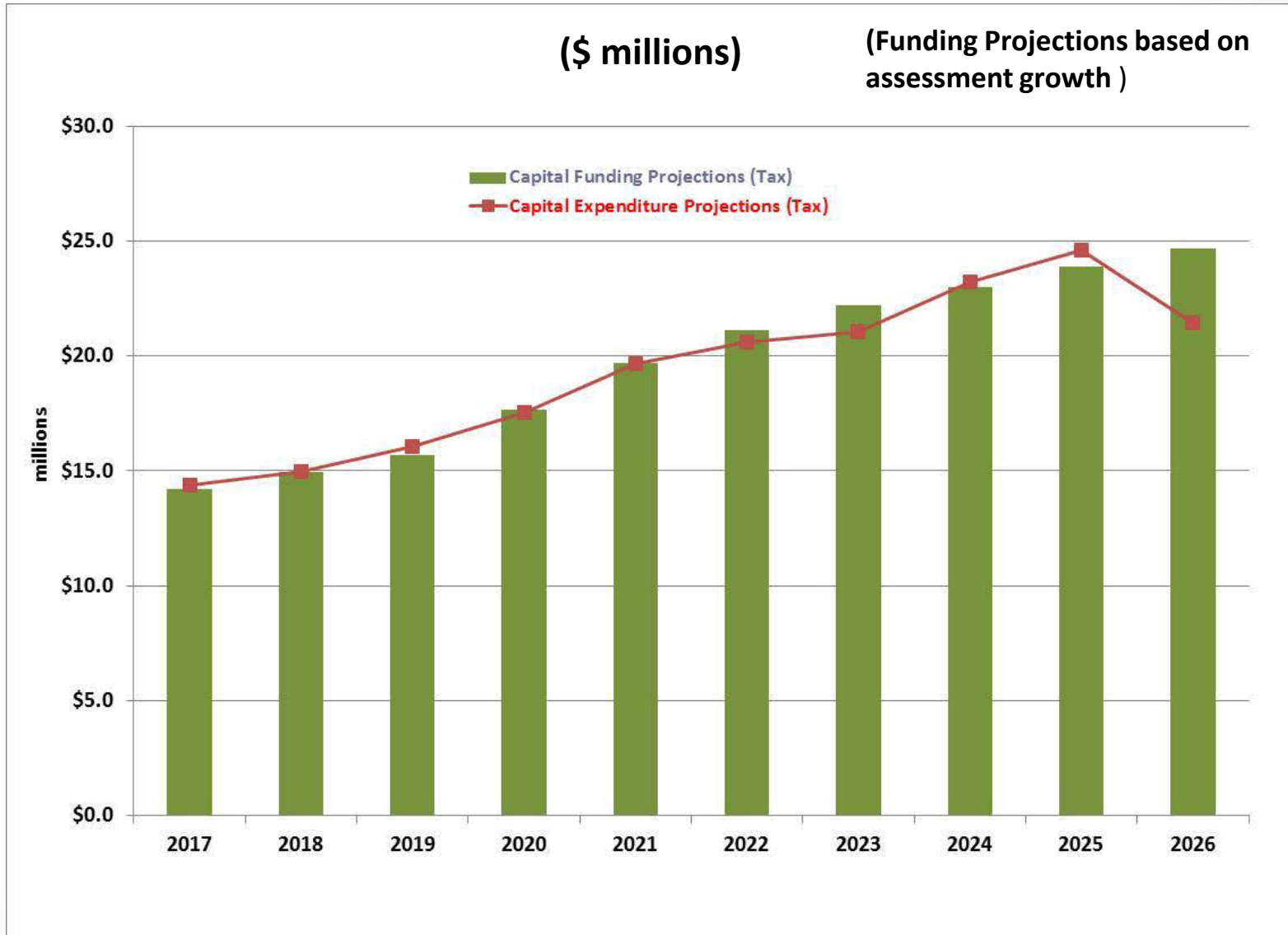
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Proposed Funding of Major Projects in 10 Year Capital Projections

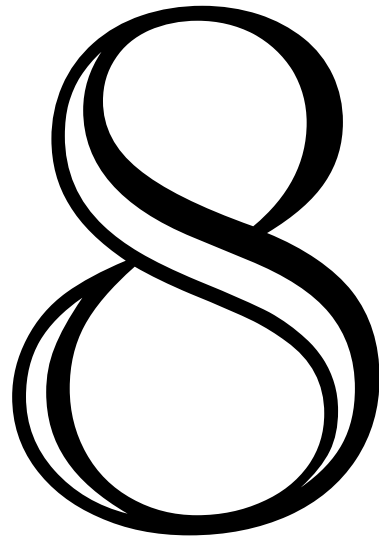
(\$ millions)



Revised 10 Year Capital Expenditures & Capital Funding Projections



Proposed 2016 Budget Overview



2016 Proposed Budget

\$1,327,840 – 2016 Increase to Base
Budget Increase



\$1,128,761 – 2016 Proposed Unmet
Needs



\$1,591,941 – 2016 Proposed
Increase to Capital Base



(\$1,000,000) – Less Assessment
Growth



\$3,048,542 – Total 2016 Budget
Increase

\$3,048,542 = Tax Increase of 5.8%
(Town Portion Only) 1% = \$522,722

Estimated Impact of Proposed 2016 Budget

Tax Rate Components	Town Rate	Impact to Taxpayer
Town	5.8%	2.5%
Stormwater Tax Levy	1.0%	0.4%
Broadband Tax Levy	0.6%	0.2%
Region of Peel (2% Estimated)		0.7% (Estimated)
School Board (0% Assumed)		0.00% (Assumed)
Estimated Impact of Proposed 2016 Budget		3.8%

\$ Impact on Property Assessed at \$519,000 = \$136 per year Town only or \$176 (Overall)* For Every \$100,000 = \$34 approximately

***Estimated since Region of Peel 2016 Budget not approved and Education rates not available at this time**