

Monday, December 5, 2016 at 10:00 AM
Council Chambers

Agenda compiled on 05/12/2016 at 9:03 AM

Declarations of Interest

Presentation

1. PowerPoint Presentation by the Director of Financial Services/Treasurer p. 1 regarding the Preliminary Draft 2017 Budget.

Items

2. Corporate Services Report - Financial Services 2016-56 dated December 5, p. 47 2016 regarding the 2017 Preliminary Draft Operating and Capital Budgets.

The Commissioner of Corporate Services and the Director of Financial Services/Treasurer recommend:

a) THAT Corporate Services - Financial Services Report 2016-56 dated December 5, 2016 regarding 2017 Preliminary Draft Operating and Capital Budgets be received and that the preliminary draft budgets be made available for public comment.

Adjournment



2017 Preliminary Draft Budget

Presenters:

Mike Mayes

Wanda Bennett

December 5, 2016



Agenda



1. Business Planning and Budget Process
2. Community Engagement
3. Delivering on Council Priorities
4. Proposed 2017 Capital Budget
5. Proposed 2017 Operating Budgets

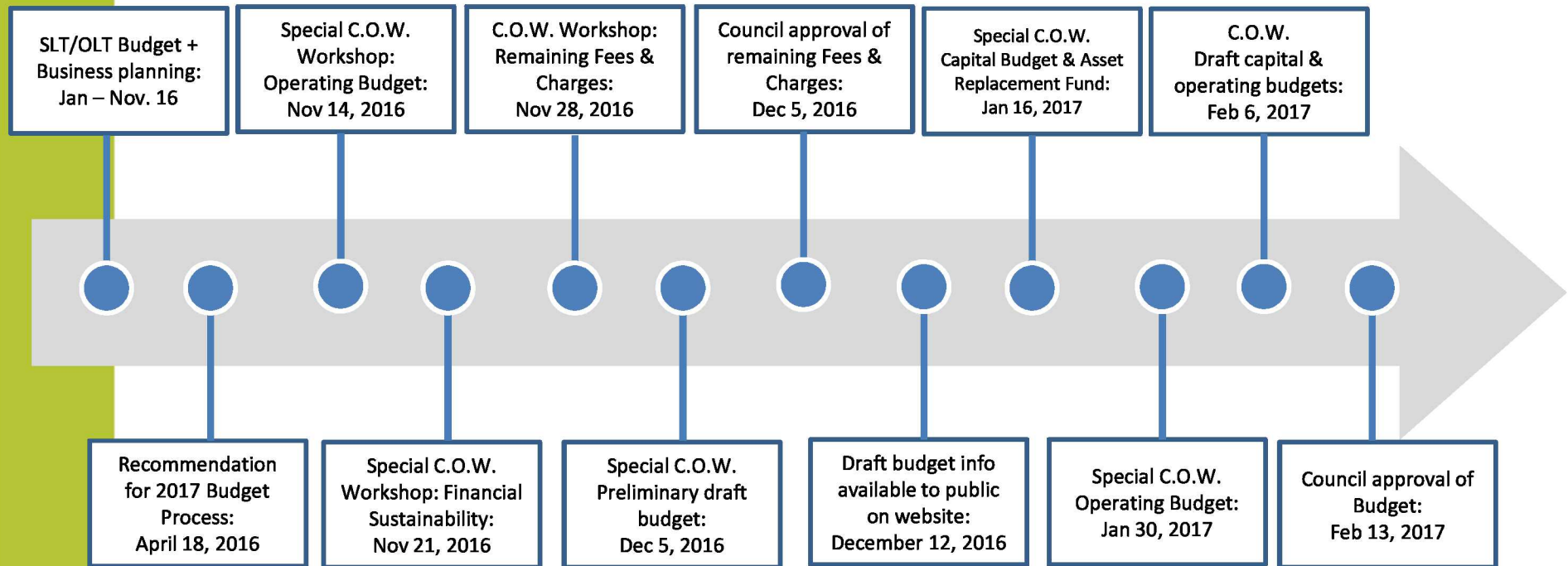
Rate supported

Tax supported

5. 2018 to 2020 Outlook



Business Planning / Budget Process



2017 Budget Engagement: A Different Approach



GET INVOLVED

2017 Budget Game
Phase 1 and Phase 2

Budget Game: Phase 1



1. Events
2. Website and social media

PLAY THE 2017 BUDGET GAME
newmarket.ca/2017budget

**PUT YOUR | WHERE IT
MONEY | MATTERS**



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Budgets and Finances

[2015 Budget](#)[2016 Budget](#)[2017 Budget](#)

- [Play Our 2017 Budget Game and Put Your Money Where It Matters](#)

[Asset Management](#)[Council Expenses](#)[Development Charges](#)[Fees and Charges](#)[Financial Policies](#)[Financial Statements](#)[Municipal Budget 101](#)

2017 Budget

Participate in the budget planning process and play our 2017 Budget Game, put your money where it matters!

**PLAY OUR 2017 BUDGET GAME
PUT YOUR MONEY WHERE IT MATTERS**

Through the Town of Newmarket's [2014 Community Survey](#), the Mayor and Members of Newmarket Council received community feedback on what the Town's priorities should be. As a result of that information, Council's 2014 to 2018 [strategic priorities](#) are:

- Economic Development and Jobs
- Enhanced Recreational Opportunities
- Community Engagement
- Traffic Safety and Mitigation
- Efficiency and Financial Management

Each of those key theme areas has a number of priorities tied to it - 14 in total. From those priorities, the Town of Newmarket has selected five to focus on in the 2017 Budget. They are:

Overall Public Engagement

- Website
 - 101 page views
- Newmarket Town Page
 - Reach: 68,620 Circulation
- Community Events
 - 2,000+ Community Open House
 - 1,000+ Farmers' Market
- Internal Events
- Social Media
 - Twitter: 10.3K reach – Tweeted 30+ times
 - Facebook: 9,000+ reach
- Insert in property tax bills
 - 28,000 households
- Media Releases
- E-newsletters (Newmarket Now)
 - 2,949 subscribers, 43 per cent open rate

The screenshot shows the YorkRegion.com website. At the top, there's a weather widget for York Region showing 'THU, DEC 01, 2016 14 °C' and 'Light rain showers'. Below that is a search bar and navigation links like HOME, NEWS, SPORTS, etc. The main article is titled 'Newmarket budget game asks you to put the town's 'money where it matters''. The article text mentions that town staff are inviting residents to participate in the second phase of the 2017 budget game, 'Put Your Money Where it Matters', at Old Town Hall on Oct. 5. It also states that participants will be given a certain amount of town 'budget bucks' to allocate through an interactive session.

Below the article is a flyer for the 'TOWN OF NEWMARKET' budget game. The flyer has a pink piggy bank and a red cup on a wooden surface. It says 'Put your money where it matters.' and 'Get involved and participate in Newmarket's budget planning process for 2017. Play our budget game and put your money where it matters: newmarket.ca/budgetgame'. There are also two smaller informational flyers: one titled 'PAYING YOUR TAXES' with details about property tax due dates and payment methods, and another titled 'What you need to know about YOUR 2016 TAX BILL' with a table for calculating taxes.

| EXAMPLE | CURRENT VALUE (2016) | 2016 TAX RATE | TOTAL TAX BILL |
|---------|----------------------|---------------|----------------|
| 1000000 | 0.0005 | | |
| 1000000 | 0.0005 | | \$500.00 |

2017 Budget Game: Phase 1



Results as of November 2016

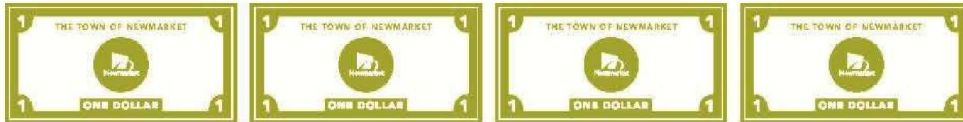


| Event | Corridors | Streets | Community Projects | OR 2020 | Parking | Other | Totals |
|----------------------|-----------|------------|--------------------|-----------|-------------|-----------|------------|
| Community Open House | 16 | 43 | 59.5 | 15 | 24.5 | 7 | 165 |
| Newmarket Minute | 8 | 7 | 18 | 24 | -- | 3 | 60 |
| Garlic is Great | 21 | 16 | 24 | 9 | 34 | 11 | 115 |
| Website | 30 | 40 | 39 | 12 | 36 | 19 | 176 |
| Totals | 75 | 106 | 140.5 | 60 | 94.5 | 40 | 516 |

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YOU'RE INVITED TO HELP US WITH OUR 2017 BUDGET



The Town of Newmarket thinks you've got what it takes to help us with our 2017 Budget. Please join us for Phase II of our 2017 Budget Game and Put Your Money Where it Matters.

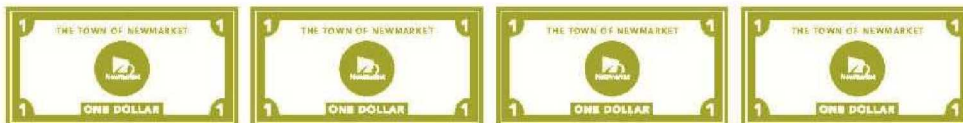
Through an interactive session where you'll be working in a group with other members of our community, you'll be given a certain amount of Town of Newmarket Budget Bucks and will be asked to work with your group to identify where and how those dollars should be invested.

Game facilitators from Panoptika Inc. – an organization that specializes in civic engagement and is offering its services free-of-charge – will be available to help the session run smoothly and Town experts will be on-hand to answer any questions you may have.

WHAT: Phase II – 2017 Budget Game: Put Your Money Where it Matters

WHEN: Wednesday, October 5 from 6 to 8 p.m.

WHERE: Old Town Hall (460 Botsford Street)



For more information and/or to RSVP to reserve your spot, please contact Kate Porretta at kporretta@newmarket.ca. Reservations will be accepted until Friday, September 30.



2017 Budget Game: Phase 2

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2017 Budget Game: Phase 2



| | Name | Description | Price | Amount Funded |
|--|--|---|-----------|---------------|
| | Other | Additional program or non-allocated | \$ - | \$94,000 |
| | Enhanced HR support | Integrity of job description/evaluation system | \$60,000 | \$70,000 |
| | Planning for future development | Consulting related to urban design review | \$30,000 | \$30,000 |
| | Update community group entrance signs | New signs-community groups & way-finding | \$30,000 | \$30,000 |
| | Marketing plan for corridor development | Implementation of a sustained marketing plan for corridor development | \$50,000 | \$50,000 |
| | Additional playground equipment | Purchase and installation of additional playground equipment in neighbourhood parks | \$75,000 | \$75,000 |
| | Touch-a-Truck event | Public Works special events | \$6,000 | \$6,000 |
| | Traffic calming | Continue phasing-in traffic-calming and safety initiatives | \$50,000 | \$50,000 |
| | Infrastructure levy | Increase the contributions to the Asset Replacement Fund | \$550,000 | \$245,000 |
| | Enhanced snow clearing at facility entrances | Enhanced snow clearing at facility entrances | \$50,000 | \$ - |
| | Enhanced washroom cleaning | Additional washroom cleaning by contract | \$20,000 | \$ - |
| | Enhanced sidewalk snow clearing | Continue phasing-in Town wide sidewalk snow clearing | \$100,000 | \$ - |
| | Additional snow clearing | Snowploughing of courts and elbows | \$70,000 | \$ - |
| | Walkway reconstruction | Reconstruction of facility walkways | \$30,000 | \$ - |
| | Fulltime horticultural person | Convert part-time horticultural position into fulltime | \$10,000 | \$ - |
| | Additional natural heritage support | Hire a Natural Heritage Coordinator | \$105,000 | \$ - |

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Council Priorities for 2017



1. Revitalizing our Community Centre Lands & addressing downtown parking needs.
2. Creating a strategy for vibrant and livable corridors along Davis Drive & Yonge Street.
3. Supporting community and neighbourhood projects.
4. Ensuring safe streets.
5. Organization Ready 2020.

≈



Revitalizing our Community Centre Lands & addressing downtown parking needs



What's in the proposed 2017 budget:

- Funding for wayfinding downtown

- Existing level of parking enforcement

- CCL Taskforce continual reviews

Deferred for future consideration:

- Addressing long-term parking issues

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Creating a strategy for vibrant and livable corridors along Davis Drive & Yonge Street



What's in the proposed 2017 budget:

Urban Design Guidelines

Mobility Hub Study

Urban Centre Zoning Bylaw

Bylaw reviews – Noise, Property Standards

Structural Inspector (Building Dept.)

Business & Applications Analyst (Building)

Yonge St. Rapidway Inspector (Water)



Creating a strategy for vibrant and livable corridors along Davis Drive & Yonge Street (cont'd)



Deferred for future consideration:

Marketing plan implementation - \$50,000

Entrance signs (Service Clubs) - \$30,000

Corporate Communications Specialist -
\$87,000



Supporting community and neighbourhood projects



What's in the proposed 2017 budget:

§ Recreation Playbook implementation:

Spray pads (2)

Basketball court - Ken Sturgeon

Basketball court and skate parks.

§ Artificial Turf Maintenance

§ Magna Centre Fitness Facility

§ Facility Walkway repairs

§ Facility Entrance - winter maintenance



Supporting community and neighbourhood projects (cont'd)



Deferred for future consideration:

Playground equipment enhancements -
\$75,000

Additional cleaning of public washroom -
\$20,563

Public Works special events - \$6,000

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Ensuring safe streets



What's in the proposed 2017 budget:

- Existing level of parking enforcement

- Sidewalk snow clearing phase-in (2016/17)

- Manhole adjustment increase

- Sidewalk repair increase

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Ensuring safe streets (cont'd)



Deferred for future consideration:

Snow clearing of courts and elbows -
\$70,000

Traffic mitigation Plan implementation -
\$50,000

Sidewalk snow clearing growth - \$55,000



Organization Ready 2020



What's in the proposed 2017 budget:

Infrastructure Levy increase – Asset Replacement Fund (ARF)

Effective policy application that balances the need for fiscal responsibility with competitive compensation that meets legislative requirements.

Capital Projects Coordinator (Engineering)

Senior Environmental Coordinator (Engineering)

Water Quality Analyst (Water)

Health & Safety Coordinator (HR)

Financial Business Analyst (Utilities/Capital)

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Organization Ready 2020



Deferred for future consideration:

Converting part-time horticultural staff into a full-time position - \$9,568

Further investment in employee development geared to workforce sustainability

Building Maintenance Worker - \$28,000

Natural Heritage Coordinator - \$105,000

Convert Contract staff to Full-time (PWS) - \$40,000

Additional Facility Worker – (PWS) - \$71,000

Job Description Analyst (HR) - \$58,000

GIS Analyst (IT) - \$99,000

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Proposed 2017 Capital Program (\$ millions)



| | ARF | DC | Other | Infrastructure Grants | General | Total |
|--------------|-------------|------------|------------|-----------------------|------------|-------------|
| Replacement | 9.8 | | 6.3 | | | 16.1 |
| Growth | | 6.4 | 2.2 | | 0.3 | 8.9 |
| Grants | 1.4 | | 0.6 | 2.6 | | 4.6 |
| Other | | | 0.1 | | 0.6 | 0.7 |
| Total | 11.2 | 6.4 | 9.2 | 2.6 | 0.9 | 30.3 |



Funding Envelope



| | Asset Replacement Fund | General |
|-------------------------------|---------------------------|------------------|
| Contributions per 2016 budget | \$15,959,408 | \$ 500,000 |
| 2017 increase (using 0.6%) | 331,077 | |
| Honeywell, phase 1 | | - 149,400 |
| Unallocated reserves | 5,048,940 | 1,982,165 |
| Unbudgeted allocations | - 1,100,163 | - 526,871 |
| Funds available | 20,239,262 | 1,805,894 |
| 2017 Capital requests | 11,196,888 | 887,500 |
| 2017 Operating requests | 4,411,606 | |
| Funds required | 15,608,494 | 887,500 |
| Surplus / (deficiency) | 4,630,768 | 918,394 |

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Rate-supported budgets



Water

Wastewater

Stormwater

Building



Proposed 2017 Water Rate Group Budget



| Description | 2016 Budget | 2017 Proposed Budget |
|--|-------------------|----------------------|
| Rate based expenditures | \$ 7,709,135 | \$ 8,439,000 |
| Annual programs | 402,100 | 454,100 |
| Enhancements | 19,865 | 427,905 |
| Debenture payment | 569,455 | 565,104 |
| Overhead cost allocation | 1,044,638 | 1,029,486 |
| Contribution to ARF | 2,713,083 | 2,713,083 |
| Other | 2,979,091 | 3,048,352 |
| Total Expenditures | 15,437,367 | 16,677,030 |
| Rate based revenues | 14,569,000 | 15,435,000 |
| Transfer from DC | 281,850 | 289,899 |
| Transfer from ARF | 442,542 | 494,558 |
| Other | 242,522 | 249,859 |
| Total Revenues | 15,535,914 | 16,469,316 |
| Increase to rate stabilization reserve | 98,547 | -207,714 |
| Projected balance of rate stabilization reserve | 1,231,220 | 1,023,406 |



Proposed 2017 Wastewater Rate Group Budget



| Description | 2016 Budget | 2017 Proposed Budget |
|--|-------------------|----------------------|
| Rate based expenditures | \$10,571,135 | \$11,098,000 |
| Annual programs | 1,022,600 | 1,022,600 |
| Enhancements | 19,865 | 347,987 |
| Debenture payment | 569,455 | 565,104 |
| Overhead cost allocation | 924,561 | 926,769 |
| Contribution to ARF | 3,386,377 | 3,674,219 |
| Other | 795,619 | 731,219 |
| Total Expenditures | 17,289,612 | 18,365,898 |
| Rate based revenues | 16,045,000 | 17,084,000 |
| Transfer from DC | 281,850 | 289,899 |
| Transfer from ARF | 1,056,042 | 1,056,058 |
| Other | 43,762 | 51,099 |
| Total Revenues | 17,426,654 | 18,481,056 |
| Increase to rate stabilization reserve | 137,042 | 115,158 |
| Projected Balance of rate stabilization reserve | 1,385,169 | 1,500,327 |



Proposed 2017 Storm Water Rate Group Budget



| Description | 2016 Budget (tax-supported) | 2017 Proposed Rate (supported Budget) |
|---------------------------|--------------------------------|--|
| Repairs and maintenance | \$ 350,476 | \$ 350,476 |
| Overhead cost allocation | 339,379 | 339,379 |
| Contribution to ARF | 983,000 | 983,000 |
| Other | | |
| Total Expenditures | 1,672,855 | 1,672,855 |
| Rate based revenues | 1,672,855 | 1,672,855 |
| Other | | |
| Total Revenues | 1,672,855 | 1,672,855 |



Proposed Building Permit Fees Rate Group 2017 Budget



| BUILDING | 2016 Budget | 2017 Proposed Budget |
|--|--------------------|----------------------|
| Revenues | \$1,680,191 | \$1,680,191 |
| Expenditures | | |
| Direct Costs | 1,360,808 | 1,376,331 |
| Enhancements (additional staff) | 0 | 201,941 |
| Inter-Departmental Charges | 974,080 | 957,380 |
| Sub-Total Expenditures | 2,334,888 | 2,535,652 |
| Transfer from Building Permit Fees Reserve | 654,698 | 855,461 |
| Balance of Building Permit Fees Reserve | 4,515,200 | 3,659,739 |



To meet the target

1. Additional efficiencies
2. Increased revenues
3. Cut costs
4. Adjusted service levels



Additional Efficiencies

| Efficiency | Savings | Impact / risk |
|--------------------------------|------------------|---|
| Hydro-electric savings | \$137,000 | Some user groups maybe placed at a different facility |
| Reduce copier lease | 40,000 | May not be able to sustain the full amount of savings |
| Reduce insurance premiums (N6) | 20,000 | Does not provide for cyber-insurance |
| Other | 2,500 | |
| | \$199,500 | |

During budget preparation, efficiencies are found and revenues are increased. This is a routine part of the process and these reductions are included in the base budget.



Increased Revenues

| Revenue | Increase | Impact / risk |
|--|------------------|--|
| Add admin. fee to Engineering charges | \$ 60,000 | Developers may see this as a disincentive to development |
| Additional Planning revenue | 32,000 | Minor risk that the additional revenue may not be recognized |
| Increase garbage tag fees | 20,000 | Risk of increase in illegal dumping |
| Increase By-law, Licensing and marriage ceremony revenue | 5,000 | May not be able to meet revenue target |
| | \$117,000 | |

During budget preparation, efficiencies are found and revenues are increased. This is a routine part of the process and these reductions are included in the base budget.



Cut costs

| Costs cut | Reduction | Impact / risk |
|------------------------------------|-------------------|--|
| Reduce overtime budgets | \$ 149,800 | May indirectly impact service delivery |
| Increase provision for hiring gaps | 110,000 | The hiring process may be delayed, impacting service delivery |
| Training and general expenses | 102,485 | Low to medium risk |
| Reduce budget for fuel | 40,000 | Risk if fuel prices increase |
| Accountability officers | 33,000 | Eliminates access to local officers, may require reserve funding |
| Reduce facility maintenance | 25,000 | No contingency for extraordinary maintenance needs |
| Reduce janitorial contract | 24,500 | Large special events may require staff overtime |
| Other | 11,649 | |
| De-annualization of new CYFS hires | 66,167 | Costs are deferred to 2018 |
| Reduce CYFS overtime | 11,880 | May not be sustainable |
| Total | \$ 574,481 | |



Adjusted service levels



| Services | Adjustment | Impact / risk |
|--|-------------------|---|
| Defer expansion of Emerald Ash Borer program | \$ 262,000 | Program would be limited to removal of trees, no injections, stumping or tree replacement |
| Defer 3rd phase of 2015 traffic management enhancement | 50,000 | This will impact the solar speed board program and other pilot projects |
| Reduce advertising budgets | 28,000 | May result in less community awareness and some lost revenue |
| Reduce Customer Service contract staff | 25,368 | Decrease in coverage at the Old Town Hall Customer Service Kiosk. |
| Horticulture | 25,000 | No large potted flowers outside of the Main Street / BIA area |
| Eliminate funding for some Community events | 23,280 | Would impact Holiday Nativity, Doors Open and Around the World |
| Economic Development office | 9,300 | Reduced support for initiatives - community annual report, Chamber of Commerce and Main Street events |
| | \$ 422,948 | |



Many compromises have been made to achieve the target



As directed, the budget target has been met, but staff do not recommend it:

1. Does not provide sufficient funding for Council's five priorities.
2. Defers costs to 2018, which is already expected to have significant challenges
3. It does not support Council's goal for a desirable community – *Well beyond the ordinary*
4. Reduces service levels to a growing community



Budget Policy: Moving Toward Sustainability

1. Continue to base the budget target on the Consumer Price Index (CPI).
2. Match growth revenues and expenses.
3. The base budget needs to be maintained and as a consequence, service level enhancements and extraordinary adjustments should be additional to the allocation for the base budget.



Meeting the Target or a Sustainable Option



| | A - Meeting the Target | B - Sustainable Solution |
|--|------------------------|--------------------------|
| Base budget | 3.13% | 3.13% |
| Extraordinary items | 1.78% | 1.78% |
| Manageable reductions - Efficiencies and new revenue | (0.57%) | (0.57%) |
| Further reductions – service level and cost cuts | (1.81%) | |
| Net growth | (0.51%) | (0.51%) |
| Net before enhancements | 2.02% | 3.83% |
| Enhancements | 0.18% | 0.45% |
| ARF | 0.60% | 0.60% |
| | 2.80% | 4.88% |

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Option A – 2018 to 2020 Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | (1.81) | | | |
| Net before enhancements | 2.02 | 3.58 | 2.92 | 2.98 |
| Carryovers from 2017 | | 0.65 | | |
| Enhancements | 0.18 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 2.80 | 4.83 | 3.97 | 4.23 |



Option B – 2018 to 2020 Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | | | | |
| Net before enhancements | 3.83 | 3.58 | 2.92 | 2.98 |
| Carryovers from 2017 | | | | |
| Enhancements | 0.45 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 4.88 | 4.18 | 3.97 | 4.23 |



REVISED Option A – 2018 to 2020 Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | (1.81) | | | |
| Net before enhancements | 2.02 | 3.58 | 2.92 | 2.98 |
| SWM adjustment | (2.60) | | | |
| Carryovers from 2017 | | 0.65 | | |
| Enhancements | 0.18 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 0.20 | 4.83 | 3.97 | 4.23 |



REVISED Option B – 2018 to 2020

Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | | | | |
| Net before enhancements | 3.83 | 3.58 | 2.92 | 2.98 |
| SWM adjustment | (2.60) | | | |
| Carryovers from 2017 | | | | |
| Enhancements | 0.45 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 2.28 | 4.18 | 3.97 | 4.23 |



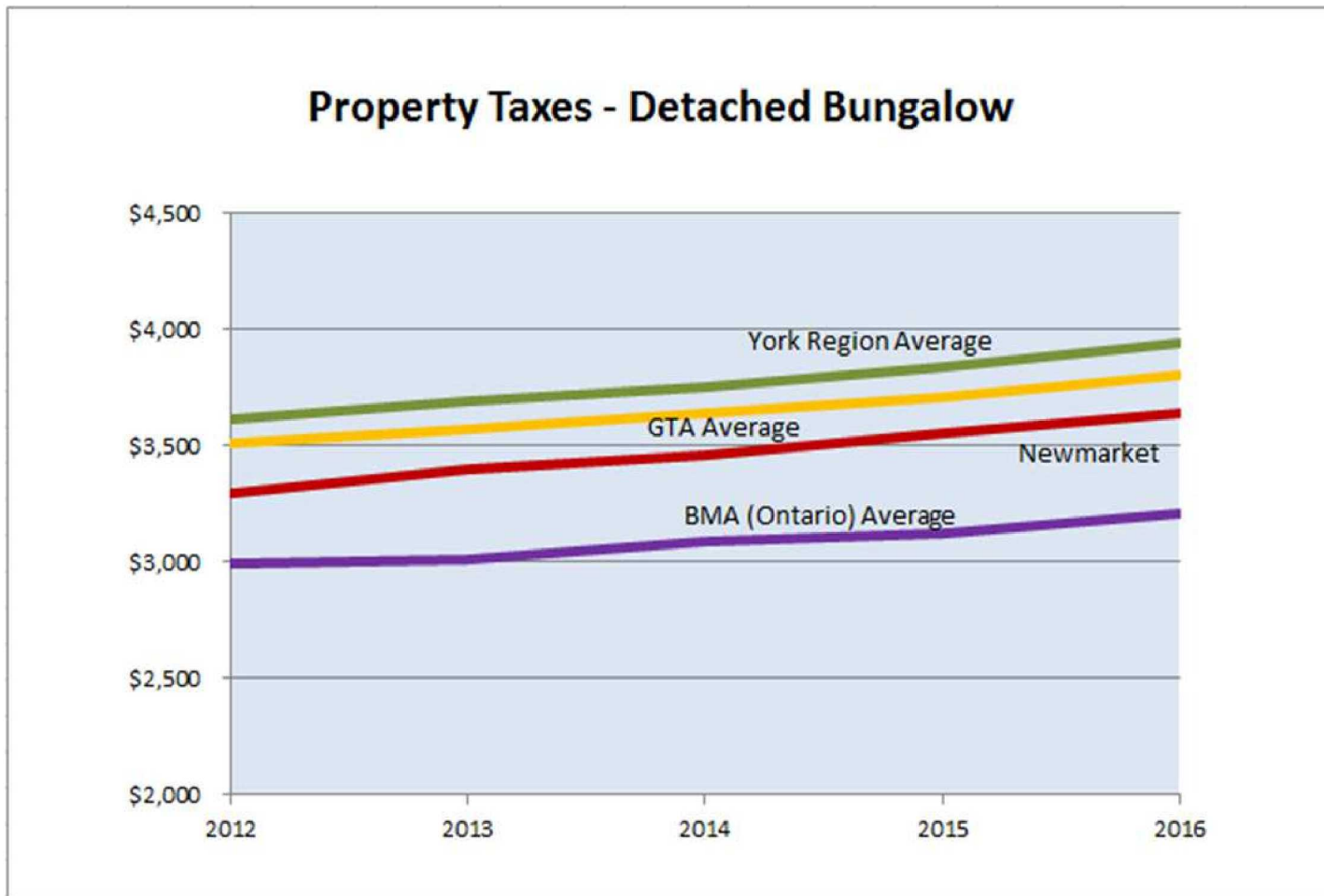
Average Household's Funding for Municipal Services



| | Property Tax | Water bill | SWM charge | Total |
|-------------------------|-----------------|-----------------|--------------|-----------------|
| 2016 | \$ 1,719 | \$ 1,030 | \$ 0 | \$ 2,749 |
| 2017 – A | 1,766 | 1,097 | 0 | 2,863 |
| Adjusted for SWM | -43 | -7 | 30 | -20 |
| 2017 – A revised | \$ 1,723 | \$ 1,090 | \$ 30 | \$ 2,843 |
| 2017 – B | \$ 1,803 | \$ 1,097 | \$ 0 | \$ 2,900 |
| Adjusted for SWM | -43 | -7 | 30 | -20 |
| 2017 – B revised | \$ 1,760 | \$ 1,090 | \$ 30 | \$ 2,880 |



Newmarket's tax rates are competitive



What we will be doing in 2017



1. Return to an earlier budget process – targeting approval in December
2. Continuing to seek sustainable budget reductions:
 - Efficiency initiatives and innovation
 - e.g. N6, other partnerships, energy reductions
 - Business reviews
 - re: under-utilized assets, facilities
 - Special service charges
 - Main St., parking, etc.
3. Financial policies and implementation plans:
 - Budget
 - Debt, reserves and reserve funds
 - Asset Replacement Fund



Next Steps

- Information report to follow with more budget details and answers to any further questions
- Opportunity for Members of Council to meet with the Treasurer of other staff
- Further refinement of the budget and outlook
- Answer workshop questions – January CoW

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Budget Schedule



| ACTIVITY | DATE | STATUS |
|--|--------------------------|-------------|
| Special Committee of the Whole Workshop – Operating Budget | November 14 1:30 p.m. | Completed |
| Special Committee of the Whole Workshop – Financial | November 21 1:30 p.m. | Completed |
| Committee of the Whole – remaining Fees & Charges | November 28 1:30 p.m. | Completed |
| Special Committee of the Whole – Preliminary draft budget | December 5 10 a.m. | In progress |
| Council approval of remaining Fees & Charges | December 5 7 p.m. | |



Budget Schedule (cont'd)



| ACTIVITY | DATE | STATUS |
|--|-------------------------|--------|
| Draft budget information available to public and on website | December 12 | |
| 2017 | | |
| Special Committee of the Whole – Capital Budget and Asset Replacement Fund | January 16 10 a.m. | |
| Special Committee of the Whole – Operating Budget | January 30 1:30 p.m. | |
| Committee of the Whole - Draft capital and operating budgets | February 6 1:30 p.m. | |
| Council approval of the Budget | February 13 7 p.m. | |



2017 Preliminary Draft Budget

Presenters:

Mike Mayes

Wanda Bennett

December 5, 2016

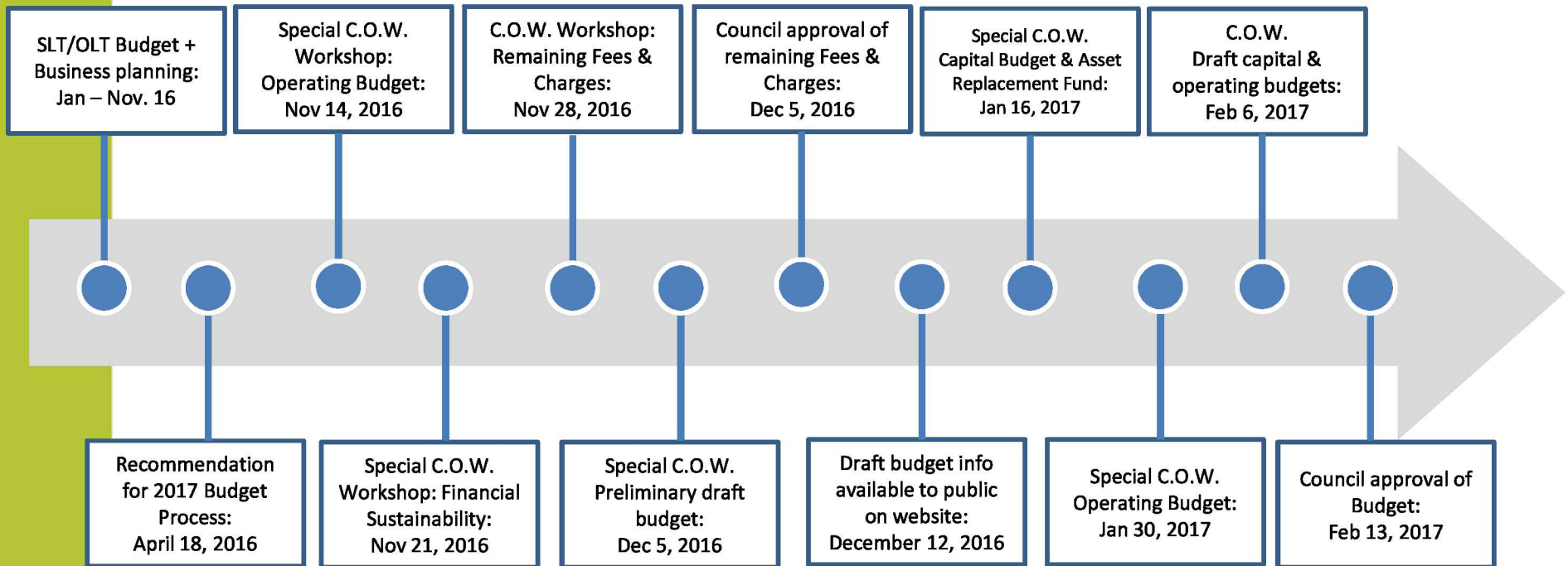
Agenda



1. Business Planning and Budget Process
2. Community Engagement
3. Delivering on Council Priorities
4. Proposed 2017 Capital Budget
5. Proposed 2017 Operating Budgets
 - Rate supported
 - Tax supported
5. 2018 to 2020 Outlook



Business Planning / Budget Process



2017 Budget Engagement: A Different Approach



GET INVOLVED

2017 Budget Game
Phase 1 and Phase 2

Budget Game: Phase 1



1. Events
2. Website and social media

PLAY THE 2017 BUDGET GAME
newmarket.ca/2017budget

**PUT YOUR | WHERE IT
MONEY | MATTERS**



2017 Budget

Participate in the budget planning process and play our 2017 Budget Game, put your money where it matters!

PLAY OUR 2017 BUDGET GAME
PUT YOUR MONEY WHERE IT MATTERS

Through the Town of Newmarket's [2014 Community Survey](#), the Mayor and Members of Newmarket Council received community feedback on what the Town's priorities should be. As a result of that information, Council's 2014 to 2018 [strategic priorities](#) are:

- Economic Development and Jobs
- Enhanced Recreational Opportunities
- Community Engagement
- Traffic Safety and Mitigation
- Efficiency and Financial Management

Each of those key theme areas has a number of priorities tied to it - 14 in total. From those priorities, the Town of Newmarket has selected five to focus on in the 207 Budget. They are:

Overall Public Engagement

- Website
 - 101 page views
- Newmarket Town Page
 - Reach: 68,620 Circulation
- Community Events
 - 2,000+ Community Open House
 - 1,000+ Farmers' Market
- Internal Events
- Social Media
 - Twitter: 10.3K reach – Tweeted 30+ times
 - Facebook: 9,000+ reach
- Insert in property tax bills
 - 28,000 households
- Media Releases
- E-newsletters (Newmarket Now)
 - 2,949 subscribers, 43 per cent open rate

THU, DEC 01, 2016 14 °C
Light rain showers
Full Text Archive

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NEWSLETTER SIGN-UP
SUBMIT AN EVENT
CONTESTS
CROSSWORD

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Home > Community > Money Matters > Newmarket budget game asks you to put the town's...

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Sep 27, 2016 | Vote 0

Newmarket budget game asks you to put the town's 'money where it matters'

Newmarket Era
By Chris Simon

It's time to play Newmarket's budget game.

Town staff are inviting residents to participate in the second phase of the 2017 budget game, Put Your Money Where it Matters, at Old Town Hall Oct. 5. The event runs from 6 to 8 p.m.

Participants will be given a certain amount of town 'budget bucks'. Through an interactive session that includes a working group with other members of the community, participants will identify how that money should be allocated.

Game facilitates an organizational engagement

Town of Newmarket
Published by Amanda Lee '71 • August 5 •

Get involved and participate in Newmarket's budget planning process for 2017. Play our budget game and put your money where it matters: newmarket.ca/budgetgame

Put your money where it matters.

PAYING YOUR TAXES

2016 final property tax due dates:
The 2016 final due dates are July 26, August 25, and September 27, 2016.
For residential and commercial taxpayers.

For your convenience, the Town offers a number of easily accessible payment methods:

RESIDENTIAL
All residential property taxes are due on the 27th of the month. If you are unable to pay by the due date, you may be subject to a late payment penalty. The Town of Newmarket offers a number of payment options to help you pay your taxes on time.

COMMERCIAL
Commercial property taxes are due on the 27th of the month. If you are unable to pay by the due date, you may be subject to a late payment penalty. The Town of Newmarket offers a number of payment options to help you pay your taxes on time.

HOW TO CALCULATE YOUR TAXES

| EXAMPLE | CURRENT VALUE (2016) | 2016 TAX RATE | TOTAL TAX BILL |
|-----------|----------------------|---------------|----------------|
| 123456789 | 123456789 | 0.000000 | \$1234.56 |

PROPERTY TAX DUE DATES

The remaining 2016 property tax due dates are: July 26, August 25 and September 27.

LATE PAYMENT CHARGES

All unpaid taxes will be charged a penalty of 1.5% interest and all of the unpaid taxes will be added to the first day of each calendar month, to which the interest will be applied. Failure to make a payment by the due date will result in a late payment charge. The Town of Newmarket will continue to accept payments for the balance of the year.

REBATES

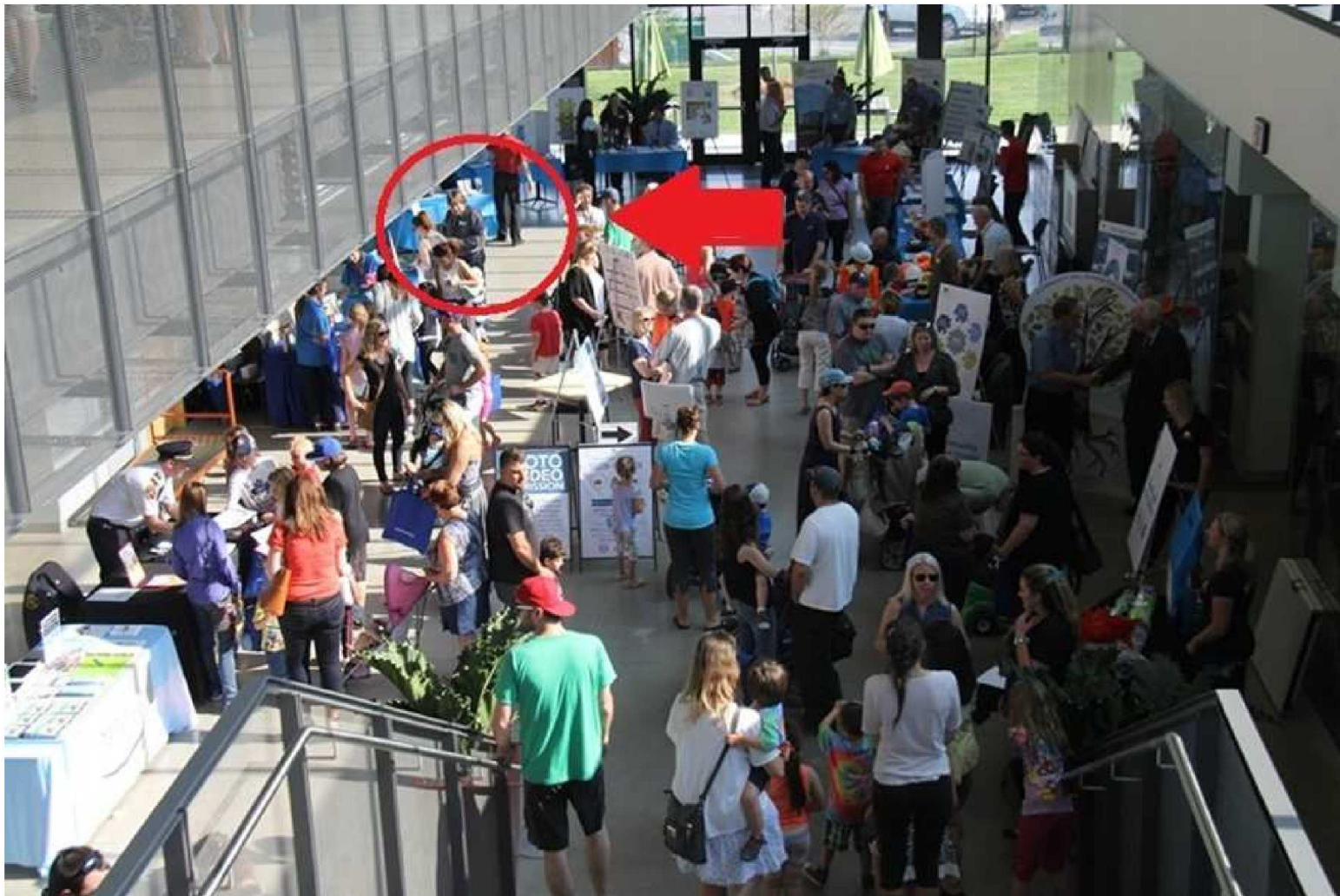
The Town of Newmarket offers a number of rebates and payment programs:

- The rebates to low income residents.
- Property tax rebates for eligible seniors and disabled residents.
- Home and energy rebates programs.
- Heritage property tax rebates.
- Business rebates and rebates.

For more information visit newmarket.ca/tax or call the tax department at 905-896-5700 or email tax@newmarket.ca



2017 Budget Game: Phase 1



Results as of November 2016

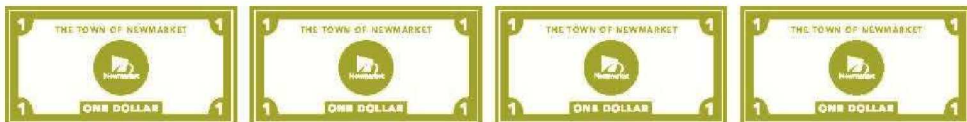


| Event | Corridors | Streets | Community Projects | OR 2020 | Parking | Other | Totals |
|----------------------|-----------|------------|--------------------|-----------|-------------|-----------|------------|
| Community Open House | 16 | 43 | 59.5 | 15 | 24.5 | 7 | 165 |
| Newmarket Minute | 8 | 7 | 18 | 24 | -- | 3 | 60 |
| Garlic is Great | 21 | 16 | 24 | 9 | 34 | 11 | 115 |
| Website | 30 | 40 | 39 | 12 | 36 | 19 | 176 |
| Totals | 75 | 106 | 140.5 | 60 | 94.5 | 40 | 516 |

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YOU'RE INVITED TO HELP US WITH OUR 2017 BUDGET



The Town of Newmarket thinks you've got what it takes to help us with our 2017 Budget. Please join us for Phase II of our 2017 Budget Game and Put Your Money Where it Matters.

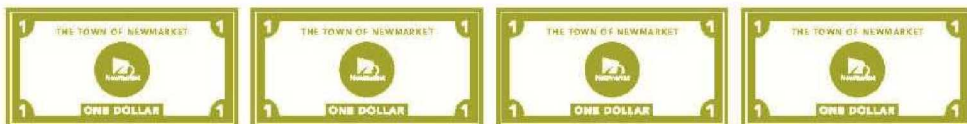
Through an interactive session where you'll be working in a group with other members of our community, you'll be given a certain amount of Town of Newmarket Budget Bucks and will be asked to work with your group to identify where and how those dollars should be invested.

Game facilitators from Panoptika Inc. – an organization that specializes in civic engagement and is offering its services free-of-charge – will be available to help the session run smoothly and Town experts will be on-hand to answer any questions you may have.

WHAT: Phase II – 2017 Budget Game: Put Your Money Where it Matters

WHEN: Wednesday, October 5 from 6 to 8 p.m.

WHERE: Old Town Hall (460 Botsford Street)



For more information and/or to RSVP to reserve your spot, please contact Kate Porretta at kporretta@newmarket.ca. Reservations will be accepted until Friday, September 30.



2017 Budget Game: Phase 2

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2017 Budget Game: Phase 2



| | Name | Description | Price | Amount Funded |
|--|--|---|-----------|---------------|
| | Other | Additional program or non-allocated | \$ - | \$94,000 |
| | Enhanced HR support | Integrity of job description/evaluation system | \$60,000 | \$70,000 |
| | Planning for future development | Consulting related to urban design review | \$30,000 | \$30,000 |
| | Update community group entrance signs | New signs-community groups & way-finding | \$30,000 | \$30,000 |
| | Marketing plan for corridor development | Implementation of a sustained marketing plan for corridor development | \$50,000 | \$50,000 |
| | Additional playground equipment | Purchase and installation of additional playground equipment in neighbourhood parks | \$75,000 | \$75,000 |
| | Touch-a-Truck event | Public Works special events | \$6,000 | \$6,000 |
| | Traffic calming | Continue phasing-in traffic-calming and safety initiatives | \$50,000 | \$50,000 |
| | Infrastructure levy | Increase the contributions to the Asset Replacement Fund | \$550,000 | \$245,000 |
| | Enhanced snow clearing at facility entrances | Enhanced snow clearing at facility entrances | \$50,000 | \$ - |
| | Enhanced washroom cleaning | Additional washroom cleaning by contract | \$20,000 | \$ - |
| | Enhanced sidewalk snow clearing | Continue phasing-in Town wide sidewalk snow clearing | \$100,000 | \$ - |
| | Additional snow clearing | Snowploughing of courts and elbows | \$70,000 | \$ - |
| | Walkway reconstruction | Reconstruction of facility walkways | \$30,000 | \$ - |
| | Fulltime horticultural person | Convert part-time horticultural position into fulltime | \$10,000 | \$ - |
| | Additional natural heritage support | Hire a Natural Heritage Coordinator | \$105,000 | \$ - |

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Council Priorities for 2017



1. Revitalizing our Community Centre Lands & addressing downtown parking needs.
2. Creating a strategy for vibrant and livable corridors along Davis Drive & Yonge Street.
3. Supporting community and neighbourhood projects.
4. Ensuring safe streets.
5. Organization Ready 2020.

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Revitalizing our Community Centre Lands & addressing downtown parking needs



What's in the proposed 2017 budget:

- Funding for wayfinding downtown

- Existing level of parking enforcement

- CCL Taskforce continual reviews

Deferred for future consideration:

- Addressing long-term parking issues

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Creating a strategy for vibrant and livable corridors along Davis Drive & Yonge Street



What's in the proposed 2017 budget:

- § Urban Design Guidelines
- § Mobility Hub Study
- § Urban Centre Zoning Bylaw
- § Bylaw reviews – Noise, Property Standards
- § Structural Inspector (Building Dept.)
- § Business & Applications Analyst (Building)
- § Yonge St. Rapidway Inspector (Water)

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Creating a strategy for vibrant and livable corridors along Davis Drive & Yonge Street (cont'd)



Deferred for future consideration:

Marketing plan implementation -
\$50,000

Entrance signs (Service Clubs) -
\$30,000

Corporate Communications Specialist -
\$87,000



Supporting community and neighbourhood projects



What's in the proposed 2017 budget:

§ Recreation Playbook implementation

Spray pads (2)

Basketball court - Ken Sturgeon

Basketball court and skate parks

§ Artificial Turf Maintenance

§ Magna Centre Fitness Facility

§ Facility Walkway repairs

§ Facility Entrance - winter maintenance

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Supporting community and neighbourhood projects (cont'd)



Deferred for future consideration:

Playground equipment enhancements -
\$75,000

Additional cleaning of public washroom -
\$20,563

Public Works special events - \$6,000

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Ensuring safe streets



What's in the proposed 2017 budget:

- Existing level of parking enforcement

- Sidewalk snow clearing phase-in (2016/17)

- Manhole adjustment increase

- Sidewalk repair increase

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Ensuring safe streets (cont'd)



Deferred for future consideration:

Snow clearing of courts and elbows -
\$70,000

Traffic mitigation Plan implementation -
\$50,000

Sidewalk snow clearing growth –
\$55,000

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Organization Ready 2020



What's in the proposed 2017 budget:

Infrastructure Levy increase – Asset Replacement Fund (ARF)

Effective policy application that balances the need for fiscal responsibility with competitive compensation that meets legislative requirements.

Capital Projects Coordinator (Engineering)

Senior Environmental Coordinator (Engineering)

Water Quality Analyst (Water)

Health & Safety Coordinator (HR)

Financial Business Analyst (Utilities/Capital)

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Organization Ready 2020



Deferred for future consideration:

Converting part-time horticultural staff into a full-time position - \$9,568

Further investment in employee development geared to workforce sustainability

Building Maintenance Worker - \$28,000

Natural Heritage Coordinator - \$105,000

Convert Contract staff to Full-time (PWS) - \$40,000

Additional Facility Worker – (PWS) - \$71,000

Job Description Analyst (HR) - \$58,000

GIS Analyst (IT) - \$99,000



Proposed 2017 Capital Program (\$ millions)



| | ARF | DC | Other | Infrastructure Grants | General | Total |
|--------------|-------------|------------|------------|-----------------------|------------|-------------|
| Replacement | 9.8 | | 6.3 | | | 16.1 |
| Growth | | 6.4 | 2.2 | | 0.3 | 8.9 |
| Grants | 1.4 | | 0.6 | 2.6 | | 4.6 |
| Other | | | 0.1 | | 0.6 | 0.7 |
| Total | 11.2 | 6.4 | 9.2 | 2.6 | 0.9 | 30.3 |

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Funding Envelope



| | Asset Replacement Fund | General |
|-------------------------------|------------------------|------------------|
| Contributions per 2016 budget | \$15,959,408 | \$ 500,000 |
| 2017 increase (using 0.6%) | 331,077 | |
| Honeywell, phase 1 | | - 149,400 |
| Unallocated reserves | 5,048,940 | 1,982,165 |
| Unbudgeted allocations | - 1,100,163 | - 526,871 |
| Funds available | 20,239,262 | 1,805,894 |
| 2017 Capital requests | 11,196,888 | 887,500 |
| 2017 Operating requests | 4,411,606 | |
| Funds required | 15,608,494 | 887,500 |
| Surplus / (deficiency) | 4,630,768 | 918,394 |



Rate-supported budgets



Water

Wastewater

Stormwater

Building

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Proposed 2017 Water Rate Group Budget



| Description | 2016 Budget | 2017 Proposed Budget |
|--|-------------------|----------------------|
| Rate based expenditures | \$ 7,709,135 | \$ 8,439,000 |
| Annual programs | 402,100 | 454,100 |
| Enhancements | 19,865 | 427,905 |
| Debenture payment | 569,455 | 565,104 |
| Overhead cost allocation | 1,044,638 | 1,029,486 |
| Contribution to ARF | 2,713,083 | 2,713,083 |
| Other | 2,979,091 | 3,048,352 |
| Total Expenditures | 15,437,367 | 16,677,030 |
| Rate based revenues | 14,569,000 | 15,435,000 |
| Transfer from DC | 281,850 | 289,899 |
| Transfer from ARF | 442,542 | 494,558 |
| Other | 242,522 | 249,859 |
| Total Revenues | 15,535,914 | 16,469,316 |
| Increase to rate stabilization reserve | 98,547 | -207,714 |
| Projected balance of rate stabilization reserve | 1,231,220 | 1,023,406 |

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Proposed 2017 Wastewater Rate Group Budget



| Description | 2016 Budget | 2017 Proposed Budget |
|--|-------------------|----------------------|
| Rate based expenditures | \$10,571,135 | \$11,098,000 |
| Annual programs | 1,022,600 | 1,022,600 |
| Enhancements | 19,865 | 347,987 |
| Debenture payment | 569,455 | 565,104 |
| Overhead cost allocation | 924,561 | 926,769 |
| Contribution to ARF | 3,386,377 | 3,674,219 |
| Other | 795,619 | 731,219 |
| Total Expenditures | 17,289,612 | 18,365,898 |
| Rate based revenues | 16,045,000 | 17,084,000 |
| Transfer from DC | 281,850 | 289,899 |
| Transfer from ARF | 1,056,042 | 1,056,058 |
| Other | 43,762 | 51,099 |
| Total Revenues | 17,426,654 | 18,481,056 |
| Increase to rate stabilization reserve | 137,042 | 115,158 |
| Projected Balance of rate stabilization reserve | 1,385,169 | 1,500,327 |

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Proposed 2017 Storm Water Rate Group Budget



| Description | 2016 Budget (tax-supported) | 2017 Proposed Rate (supported Budget) |
|---------------------------|--------------------------------|--|
| Repairs and maintenance | \$ 350,476 | \$ 350,476 |
| Overhead cost allocation | 339,379 | 339,379 |
| Contribution to ARF | 983,000 | 983,000 |
| Other | | |
| Total Expenditures | 1,672,855 | 1,672,855 |
| Rate based revenues | 1,672,855 | 1,672,855 |
| Other | | |
| Total Revenues | 1,672,855 | 1,672,855 |

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Proposed Building Permit Fees Rate Group 2017 Budget



| BUILDING | 2016 Budget | 2017 Proposed Budget |
|--|--------------------|----------------------|
| Revenues | \$1,680,191 | \$1,680,191 |
| Expenditures | | |
| Direct Costs | 1,360,808 | 1,376,331 |
| Enhancements (additional staff) | 0 | 201,941 |
| Inter-Departmental Charges | 974,080 | 957,380 |
| Sub-Total Expenditures | 2,334,888 | 2,535,652 |
| Transfer from Building Permit Fees Reserve | 654,698 | 855,461 |
| Balance of Building Permit Fees Reserve | 4,515,200 | 3,659,739 |



2017 Budget Target



THAT for the 2017 budget process Council set a tax levy increase target of no more than 2.2% (Town portion), plus not greater than a 0.6% for the infrastructure levy or an overall town increase of not greater than 2.8%.

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Extraordinary Items for 2017



| | |
|---|------------|
| Hydro-electric costs | \$ 471,592 |
| Emerald Ash Borer (EAB) | \$ 262,000 |
| Artificial turf field maintenance | \$ 20,000 |
| Hydro SWM pond lease | \$ 15,000 |
| Waste management | - |
| Revenue right-sizing phase in from 2016 | \$ 130,000 |
| Animal shelter contract | \$ 60,000 |
| Cell phone costs | \$ 24,000 |
| \$ 982,592 | |



To meet the target

1. Additional efficiencies
2. Increased revenues
3. Cut costs
4. Adjusted service levels



Additional Efficiencies



| Efficiency | Savings | Impact / risk |
|--------------------------------|------------------|---|
| Hydro-electric savings | \$137,000 | Some user groups maybe placed at a different facility |
| Reduce copier lease | 40,000 | May not be able to sustain the full amount of savings |
| Reduce insurance premiums (N6) | 20,000 | Does not provide for cyber-insurance |
| Other | 2,500 | |
| | \$199,500 | |

During budget preparation, efficiencies are found and revenues are increased. This is a routine part of the process and these reductions are included in the base budget.



Increased Revenues



| Revenue | Increase | Impact / risk |
|--|------------------|--|
| Add admin. fee to Engineering charges | \$ 60,000 | Developers may see this as a disincentive to development |
| Additional Planning revenue | 32,000 | Minor risk that the additional revenue may not be recognized |
| Increase garbage tag fees | 20,000 | Risk of increase in illegal dumping |
| Increase By-law, Licensing and marriage ceremony revenue | 5,000 | May not be able to meet revenue target |
| | \$117,000 | |

During budget preparation, efficiencies are found and revenues are increased. This is a routine part of the process and these reductions are included in the base budget.



Cut costs



| Costs cut | Reduction | Impact / risk |
|------------------------------------|-------------------|--|
| Reduce overtime budgets | \$ 149,800 | May indirectly impact service delivery |
| Increase provision for hiring gaps | 110,000 | The hiring process may be delayed, impacting service delivery |
| Training and general expenses | 102,485 | Low to medium risk |
| Reduce budget for fuel | 40,000 | Risk if fuel prices increase |
| Accountability officers | 33,000 | Eliminates access to local officers, may require reserve funding |
| Reduce facility maintenance | 25,000 | No contingency for extraordinary maintenance needs |
| Reduce janitorial contract | 24,500 | Large special events may require staff overtime |
| Other | 11,649 | |
| De-annualization of new CYFS hires | 66,167 | Costs are deferred to 2018 |
| Reduce CYFS overtime | 11,880 | May not be sustainable |
| Total | \$ 574,481 | |



Adjusted service levels



| Services | Adjustment | Impact / risk |
|--|-------------------|---|
| Defer expansion of Emerald Ash Borer program | \$ 262,000 | Program would be limited to removal of trees, no injections, stumping or tree replacement |
| Defer 3rd phase of 2015 traffic management enhancement | 50,000 | This will impact the solar speed board program and other pilot projects |
| Reduce advertising budgets | 28,000 | May result in less community awareness and some lost revenue |
| Reduce Customer Service contract staff | 25,368 | Decrease in coverage at the Old Town Hall Customer Service Kiosk. |
| Horticulture | 25,000 | No large potted flowers outside of the Main Street / BIA area |
| Eliminate funding for some Community events | 23,280 | Would impact Holiday Nativity, Doors Open and Around the World |
| Economic Development office | 9,300 | Reduced support for initiatives - community annual report, Chamber of Commerce and Main Street events |
| | \$ 422,948 | |



Many compromises have been made to achieve the target



As directed, the budget target has been met, but staff do not recommend it:

1. Does not provide sufficient funding for Council's five priorities.
2. Defers costs to 2018, which is already expected to have significant challenges
3. It does not support Council's goal for a desirable community – *Well beyond the ordinary*
4. Reduces service levels to a growing community

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Budget Policy: Moving Toward Sustainability

1. Continue to base the budget target on the Consumer Price Index (CPI).
2. Match growth revenues and expenses.
3. The base budget needs to be maintained and as a consequence, service level enhancements and extraordinary adjustments should be additional to the allocation for the base budget.



Meeting the Target or a Sustainable Option



| | A - Meeting the Target | B - Sustainable Solution |
|---|------------------------|--------------------------|
| Base budget | 3.13% | 3.13% |
| Extraordinary items | 1.78% | 1.78% |
| Manageable reductions - Efficiencies and new revenue | (0.57%) | (0.57%) |
| Further reductions – service level and cost cuts | (1.81%) | |
| Net growth | (0.51%) | (0.51%) |
| Net before enhancements | 2.02% | 3.83% |
| Enhancements | 0.18% | 0.45% |
| ARF | 0.60% | 0.60% |
| | 2.80% | 4.88% |



Option A – 2018 to 2020 Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | (1.81) | | | |
| Net before enhancements | 2.02 | 3.58 | 2.92 | 2.98 |
| Carryovers from 2017 | | 0.65 | | |
| Enhancements | 0.18 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 2.80 | 4.83 | 3.97 | 4.23 |

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Option B – 2018 to 2020 Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | | | | |
| Net before enhancements | 3.83 | 3.58 | 2.92 | 2.98 |
| Carryovers from 2017 | | | | |
| Enhancements | 0.45 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 4.88 | 4.18 | 3.97 | 4.23 |



REVISED Option A – 2018 to 2020 Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | (1.81) | | | |
| Net before enhancements | 2.02 | 3.58 | 2.92 | 2.98 |
| SWM adjustment | (2.60) | | | |
| Carryovers from 2017 | | 0.65 | | |
| Enhancements | 0.18 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 0.20 | 4.83 | 3.97 | 4.23 |



REVISED Option B – 2018 to 2020 Outlook of Projected Tax Increases



| | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Base – Town | 1.98 | 1.95 | 1.95 | 1.95 |
| Base – CYFS | 1.00 | 1.00 | 1.00 | 1.00 |
| Base – Library | 0.15 | 0.15 | 0.15 | 0.15 |
| Manageable reductions | (0.57) | (1.10) | (1.10) | (1.10) |
| Growth, net | (0.51) | | | |
| Net base | 2.05 | 2.00 | 2.00 | 2.00 |
| Extraordinary items | 1.78 | 1.58 | 0.92 | 0.98 |
| Further reductions | | | | |
| Net before enhancements | 3.83 | 3.58 | 2.92 | 2.98 |
| SWM adjustment | (2.60) | | | |
| Carryovers from 2017 | | | | |
| Enhancements | 0.45 | | 0.25 | 0.25 |
| Infrastructure levy | 0.60 | 0.60 | 0.80 | 1.00 |
| | 2.28 | 4.18 | 3.97 | 4.23 |



Average Household's Funding for Municipal Services

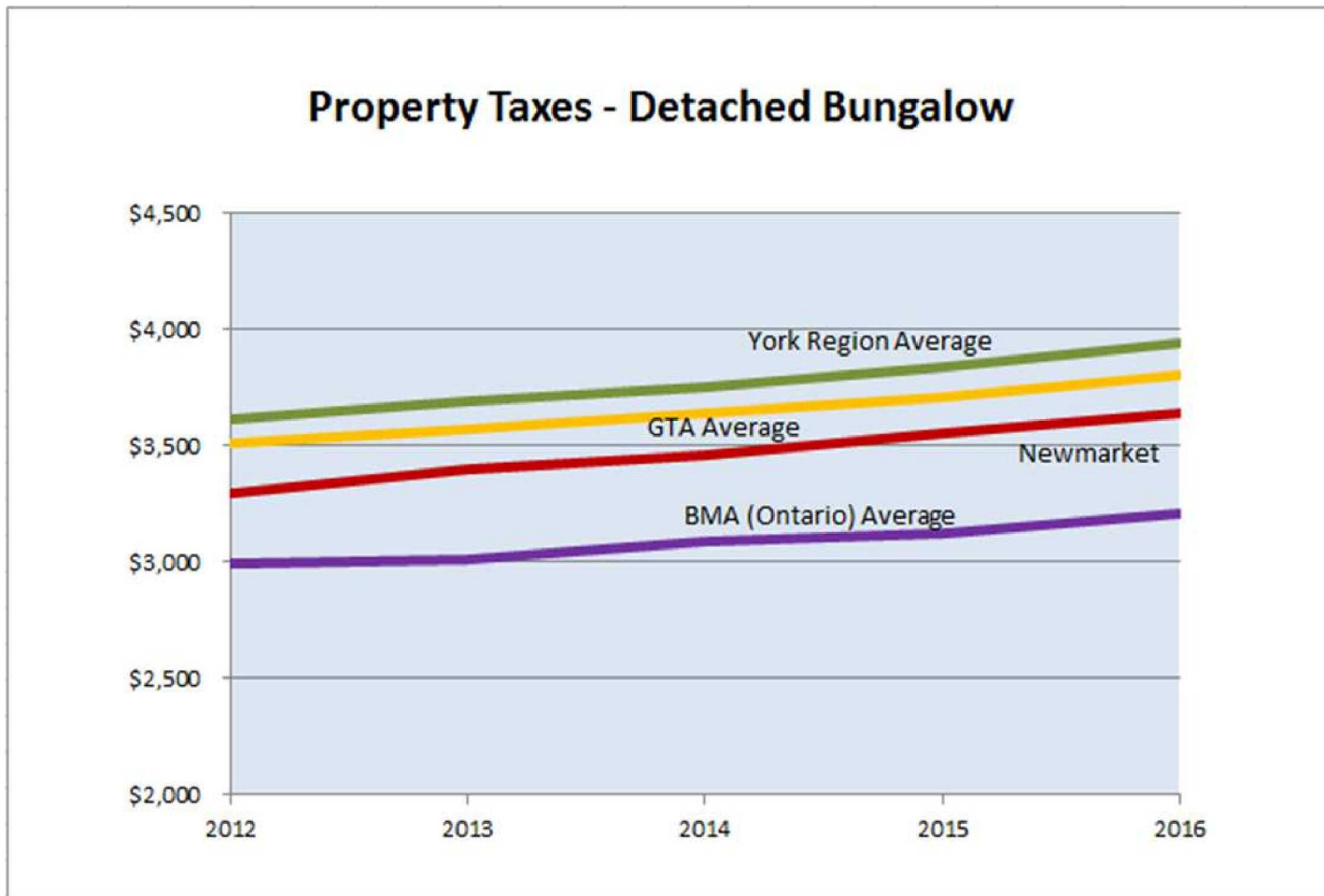


| | Property Tax | Water bill | SWM charge | Total |
|-------------------------|-----------------|-----------------|--------------|-----------------|
| 2016 | \$ 1,719 | \$ 1,030 | \$ 0 | \$ 2,749 |
| 2017 – A | 1,766 | 1,097 | 0 | 2,863 |
| Adjusted for SWM | -43 | -7 | 30 | -20 |
| 2017 – A revised | \$ 1,723 | \$ 1,090 | \$ 30 | \$ 2,843 |
| 2017 – B | \$ 1,803 | \$ 1,097 | \$ 0 | \$ 2,900 |
| Adjusted for SWM | -43 | -7 | 30 | -20 |
| 2017 – B revised | \$ 1,760 | \$ 1,090 | \$ 30 | \$ 2,880 |

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Newmarket's tax rates are competitive



What we will be doing in 2017



1. Return to an earlier budget process – targeting approval in December
2. Continuing to seek sustainable budget reductions:
 - Efficiency initiatives and innovation
 - e.g. N6, other partnerships, energy reductions
 - Business reviews
 - re: under-utilized assets, facilities
 - Special service charges
 - Main St., parking, etc.
3. Financial policies and implementation plans:
 - Budget
 - Debt, reserves and reserve funds
 - Asset Replacement Fund

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Next Steps

- Information report to follow with more budget details and answers to any further questions
- Opportunity for Members of Council to meet with the Treasurer and other staff
- Further refinement of the budget and outlook
- Answer workshop questions – January CoW

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Budget Schedule



| ACTIVITY | DATE | STATUS |
|--|--------------------------|-------------|
| Special Committee of the Whole Workshop – Operating Budget | November 14 1:30 p.m. | Completed |
| Special Committee of the Whole Workshop – Financial | November 21 1:30 p.m. | Completed |
| Committee of the Whole – remaining Fees & Charges | November 28 1:30 p.m. | Completed |
| Special Committee of the Whole – Preliminary draft budget | December 5 10 a.m. | In progress |
| Council approval of remaining Fees & Charges | December 5 7 p.m. | |



Budget Schedule (cont'd)



| ACTIVITY | DATE | STATUS |
|--|-------------------------|--------|
| Draft budget information available to public and on website | December 12 | |
| 2017 | | |
| Special Committee of the Whole – Capital Budget and Asset Replacement Fund | January 16 10 a.m. | |
| Special Committee of the Whole – Operating Budget | January 30 1:30 p.m. | |
| Committee of the Whole - Draft capital and operating budgets | February 6 1:30 p.m. | |
| Council approval of the Budget | February 13 7 p.m. | |

