

## **Additions & Corrections to the Agenda**

Additional items to this Agenda are shown under Addendum heading.

## **Declarations of Pecuniary Interest**

## **Presentations & Recognitions**

1. Mr. Craig Binning and Mr. Jason Bevan of Hemson Consulting to address the Committee to present the Capital Financing Sustainability Strategy, Part 2. (Related to Item 16)

## **Deputations**

2. Mr. Paul Jolie to address Committee of the Whole regarding calculations for water bills. p. 1
3. Mr. John Dowson to address the Committee regarding the Very Useful Theatre Company. p. 5
4. Mr. Rubaiyat Karim, York Region Centre for Community Safety to address the Committee with a video presentation regarding the need for sustainable funding. p. 33

## **Consent Items (Including Items 5 to 18)**

5. Correspondence dated March 14, 2014 from Ms. Laura Tonelli, Executive Director, Caritas Foundation requesting declaration of April, 2014 as 'Caritas Month' in the Town of Newmarket. p. 34

### **Recommendations:**

a) THAT the correspondence dated March 14, 2014 from Ms. Laura Tonelli, Executive Director, Caritas Foundation be received and the following recommendations be adopted:

i) THAT the Town of Newmarket proclaim April, 2014 as 'Caritas Month';

ii) AND THAT the proclamation be advertised in the Town Page advertisement and on the Town's website [www.newmarket.ca](http://www.newmarket.ca)

6. Correspondence dated March 1, 2014 from Ms. Linda Keith, President, PFLAG Canada - York Region requesting proclamation of June 14 to 22, 2014 as 'Pride Week' in the Town of Newmarket. p. 35

**Recommendations:**

a) THAT the correspondence dated March 1, 2014 from Ms. Linda Keith, President, PFLAG Canada - York Region be received and the following recommendations be adopted:

i) THAT the Town of Newmarket proclaim June 14 to 22, 2014 as 'Pride Week' in the Town of Newmarket;

ii) AND THAT the proclamation be advertised in the Town Page advertisement and on the Town website [www.newmarket.ca](http://www.newmarket.ca)

7. Correspondence dated March 19, 2014 from Mr. John Cartwright, President, Labour Council, Toronto and York Region requesting that April 28, 2014 be proclaimed as "Day of Mourning for Workers Killed or Injured on the Job". p. 36

**Recommendations:**

a) THAT the correspondence dated March 19, 2014 from Mr. John Cartwright, President, Labour Council, Toronto and York Region be received and the following recommendations be adopted:

i) THAT April 28, 2014 be proclaimed as 'Day of Mourning for Workers Killed or Injured on the Job' in the Town of Newmarket;

ii) AND THAT the proclamation be advertised in the Town Page advertisement and on the Town's website [www.newmarket.ca](http://www.newmarket.ca)

8. Central York Fire Services - Joint Council Committee Minutes and (Closed Session) Minutes of February 4, 2014. (Closed Session) Minutes circulated under separate cover. p. 37

The Central York Fire Services - Joint Council Committee recommends:

THAT the Central York Fire Services - Joint Council Committee Minutes and (Closed Session) Minutes of February 4, 2014 be received.

9. Environmental Advisory Committee Minutes of February 12, 2014. p. 41

The Environmental Advisory Committee recommends:

THAT the Environmental Advisory Committee Minutes of February 12, 2013 be received.

10. Corporate Services - Legislative Services Report 2014-10 dated March 27, 2014 regarding Advance Voting Opportunities Additional Information. p. 45

The Commissioner of Corporate Services and the Director of Legislative Services recommend:

a) THAT Corporate Services - Legislative Services Report 2014-10 dated March 27, 2014 regarding "Advance Voting Opportunities Additional Information" be received.

11. Corporate Services Report - Legislative Services 2014-06 dated March 6, 2014 regarding "Advance Voting Opportunities and Language and Communication for the 2014 Municipal Election". p. 47

The Commissioner of Corporate Services and the Director of Legislative Services recommend:

THAT Corporate Services Report – Legislative Services 2014-06 dated March 6, 2014 regarding "Advance Voting Opportunities and Language and Communication for the 2014 Municipal Election" be received and the following recommendations be adopted:

a) THAT a by-law be enacted to permit the following dates, times and locations for Advance Voting in the Town of Newmarket for the 2014 municipal election;

<b>Date</b>	<b>Time</b>	<b>Locations</b>
Saturday, October 11, 2014	12:00 p.m. – 4:00 p.m.  8:00 a.m. – 1:00 p.m.	Ray Twinney Recreation Complex Magna Centre Farmer's Market/ Community Centre
Sunday, October 12, 2014	12:00 p.m. – 4:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Saturday, October 18, 2014	12:00 p.m. – 4:00 p.m.  8:00 a.m. – 1:00 p.m.	Ray Twinney Recreation Complex Magna Centre Farmer's Market/Community Centre
Sunday, October 19, 2014	12:00 p.m. – 4:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Monday, October 20, 2014	4:00 p.m. – 8:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Tuesday, October 21, 2014	4:00 p.m. – 8:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Wednesday, October 22, 2014	4:00 p.m. – 8:00 p.m.	Multi Unit Residences (to be identified at the discretion of the Clerk)
Thursday, October 23, 2014	4:00 p.m. – 8:00 p.m.	Ray Twinney Recreation Complex Magna Centre

b) AND THAT a by-law be enacted to provide for reduced voting hours with respect to a voting place that is only for the use of residents of the institution or retirement home;

c) AND THAT a by-law be enacted to include other languages in addition to English and French in order to relay election related information to the general public.

12. Corporate Services Report - Legislative Services 2014-08 dated March 21, 2014 p. 51 regarding Regional Municipality of York – Road Rehabilitation Program (Noise By-law Exemption)



The Commissioner of Corporate Services, the Director of Legislative Services and the Supervisor of By-law Enforcement recommend:

a) THAT Corporate Services Report - Legislative Services 2014-08 dated March 21, 2014 regarding Regional Municipality of York - Road Rehabilitation Program (Noise By-law Exemption) be received and the following recommendations be adopted:

i) THAT a by-law to exempt the Regional Municipality of York from the Noise By-law (By-law 2004-94) be enacted to facilitate their road rehabilitation program on Mulock Drive in the Town of Newmarket for a period from June 23, 2014 to September 12, 2014 between the hours of 7:00 p.m. to 5:00 a.m. Monday through Saturday;

ii) AND THAT the Regional Municipality of York notify area residents one week prior to the start of the work.

13. Development and Infrastructure Services Report - Engineering Services 2014-23 dated March 13, 2014 regarding Millard Avenue - Parking Review - Forest Glen Road to Lorne Avenue - Update. p. 55

The Commissioner of Development and Infrastructure Services and the Director of Engineering Services recommend:

THAT Development & Infrastructure Services Report – ES2014-23, dated March 13, 2014 regarding Millard Avenue – Parking Review – Forest Glen Road to Lorne Avenue Update be received and the following recommendations be adopted:

a) THAT Schedule X (No Parking) of the Parking By-law 1993-62, as amended, be amended by deleting the following:

Millard Avenue North of Church Street to Forest Glen Road at anytime;

b) AND THAT Schedule X (No Parking) of the Parking By-law 1993-62, as amended, be amended by adding the following:

Millard Avenue North of Church Street to Lorne Avenue at anytime;

c) AND THAT the necessary By-laws be prepared and submitted to Council for their approval.

14. Development and Infrastructure Services Report - Engineering Services 2014-24 dated March 14, 2014 regarding Millard Avenue - Parking Review - Haskett Park. p. 59

The Commissioner of Development and Infrastructure Services and the Director of Engineering Services recommend:

THAT Development and Infrastructure Services Report - Engineering Services 2014-24 dated March 14, 2014 regarding Millard Avenue - Parking Review - Haskett Park be received and the following recommendations be adopted:

a) THAT Community Services Report – ES2014-24, dated March 14, 2014 regarding Millard Avenue – Parking Review – Haskett Park, be received and the following recommendation(s) be adopted:

i) THAT Schedule X (No Parking) of the Parking By-law 1993-62, as amended, be amended by deleting the following:

Millard Avenue on both sides east side of Queen Street to a point 700 feet easterly thereof at anytime;

ii) AND THAT Schedule X (No Parking) of the Parking By-law 1993-62, as amended, be amended by adding the following:

Millard Avenue North of Queen Street to a point 40 metres easterly at anytime and Millard Avenue South of Queen Street to a point 210 metres easterly at anytime;

iii) AND THAT the Parking Policy 2-year moratorium on amending the Parking By-law be lifted to accommodate the recommendations of this report;

iv) AND THAT the necessary by-laws be prepared and submitted to Council for their approval.

15. Corporate Services Report - Legislative Services 2014-09 dated March 24, 2014 regarding Carnival - D.A. Campbell Amusement Ltd. - Upper Canada Mall. p. 62

The Commissioner of Corporate Services, the Director of Legislative Services and the Licensing Officer recommend:

a) THAT Corporate Services Report – Legislative Services 2014-09 dated March 24, 2014 regarding Carnival - D.A. Campbell Amusement Ltd. Upper Canada Mall be received and the application be approved subject to the following terms:

i) THAT the license be issued for a period of seven consecutive days from May 6 to May 12, 2014 to permit the setting up and dismantling of amusement devices;

ii) AND THAT the actual operation of the carnival not exceed five consecutive days within that permitted time period.

16. Joint CAO/Corporate Services Report - Financial Services 2014-05 dated March 24, 2014 regarding the Capital Financing Sustainability Strategy, Hemson Part 2 Report. p. 64

The Chief Administrative Officer, the Commissioner of Corporate Services and the Director of Financial Services recommend:

a) THAT Joint CAO/Corporate Services Report - Financial Services 2014-05 dated March 24, 2014 regarding Capital Financing Sustainability Strategy, Hemson Part 2 Report be received.

17. Chief Administrative Officer Report - CAO 2014-06 dated March 27, 2014 regarding an Update on Collaborative Municipal Initiatives of the Six Northern Municipalities of York Region. p. 155

The Chief Administrative Officer recommends:

a) THAT Chief Administrative Officer Report 2014-06 dated March 27, 2014 regarding Update on Collaborative Municipal Initiatives of the Six Northern Municipalities of York Region be received for information purposes.

18. List of Outstanding Matters. p. 163

Recommendation:

THAT the list of Outstanding Matters be received.

## Action Items

19. Development and Infrastructure Services Report - Public Works Services 2014-21 dated March 21, 2014 regarding Sidewalk Snow Clearing Review. p. 166

The Commissioner of Development and Infrastructure Services and the Director of Public Works Services recommend:

a) THAT Development & Infrastructure Services Report – Public Works Services 2014-21 dated March 21, 2014 regarding Sidewalk Snow Clearing Review be received and the following recommendations be adopted:

i) THAT Council provides direction for staff, with a preferred option, to proceed with a comprehensive analysis for sidewalk, walkways and trail snow clearing guidelines;

ii) AND THAT staff report back to Council with a detailed plan for sidewalk, walkway and trail clearing as part of the 2015 budget process;

iii) AND THAT the staff obtain comments from the Accessibility Advisory Committee on the sidewalk, walkway and trail clearing process.

## **Correspondence & Petitions**

## **Reports by Regional Representatives**

## **Notices of Motion**

## **Motions**

20. Councillor Emanuel: THAT due to potential costs to taxpayers and liability concerns that could be transposed by Bill 69 - Prompt Payments Act, staff provide an analysis and recommendations for a resolution. p. 172
21. Councillor Emanuel: Standards for Notification signage for Official Plan and Zoning Amendments. (Motion to be included with Addendum)
22. Councillor Sponga - THAT staff report back in thirty days on the implementation of removable speed humps as a pilot project, for the purpose of mitigating excessive speed on Millard Avenue west of Lorne Avenue and east of Queen Street. p. 173

## **New Business**

## **Closed Session (if required)**

The Closed Session Agenda and Reports will be circulated under separate cover (Goldenrod).

23. CAO/Corporate Service Commission (Closed Session) Report 2014-04 regarding the security of property by the municipality.

24. Marianneville Developments Ltd. (Glenway) litigation before the Ontario Municipal Board.

(Relevant material to be circulated when available)

25. Corporate Services Report (Legal Services) (Closed Session) 2014-09 regarding the security of property by the municipality. (Ward 5)
26. Office of the Chief Administrative Officer and Corporate Services (Legal Services) Joint Closed Session Report 2014-10 regarding the security of property by the municipality.

### **Public Hearing Matters**

27. Development and Infrastructure Services Report - Planning and Building Services 2014-06 and related Council Extract - Application for Zoning By-law Amendment and Draft Plan of Subdivision - Sundial Homes (Davis) Limited. p. 174

### **Addendum (Additions and Corrections)**

28. PowerPoint presentation by Hemson Consulting regarding Financial Sustainability Strategy - Part 2. (Related to Item 1) p. 181
29. Councillor Emanuel: THAT staff report back to Council on the implementation of improved signage and advertising for notification regarding Official Plan and Zoning By-law Amendments. (Related to Item 21) p. 187

### **Adjournment**



TOWN OF NEWMARKET  
Legislative Services Department  
395 Mulock Drive  
P.O. Box 328  
Newmarket, ON L3Y 4X7  
www.newmarket.ca  
clerks@newmarket.ca  
905.895.5193

CORPORATE SERVICES		
INCOMING MAIL	REFD TO	COPY TO
MAR 12 2014		

### Request for Deputation

**Request for deputation and/or any written submissions and background information for consideration by either Council or Committee of the Whole must be submitted to the Legislative Service's Department by the following deadline:**

**For Council – by 12 noon on the Wednesday immediately prior to the requested meeting.**

**For Committee of the Whole (for items not on the agenda) – by 12 noon on the Wednesday twelve days prior to the requested meeting.**

PLEASE PRINT

COUNCIL/COMMITTEE DATE: MARCH 24 17 / 2014

AGENDA ITEM NO. \_\_\_\_\_ SUBJECT: \_\_\_\_\_

NAME: PAUL JOLIE

ADDRESS: \_\_\_\_\_

Street Address

NYKT

Town/City

Postal Code

PHONE: HOME: \_\_\_\_\_ BUSINESS: \_\_\_\_\_

FAX NO.: \_\_\_\_\_ E-MAIL ADDRESS: \_\_\_\_\_

NAME OF GROUP OR PERSON(S) BEING REPRESENTED (if applicable)

BRIEF STATEMENT OF ISSUE OR PURPOSE OF DEPUTATION

CALCULATIONS FOR WATER BILLS

Personal information on this form will be used for the purposes of sending correspondence relating to matters before Council. Your name, address, comments, and any other personal information, is collected and maintained for the purpose of creating a record that is available to the general public in a hard copy format and on the internet in an electronic format pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56, as amended. Questions about this collection should be directed to the Director of Legislative Services/Town Clerk, Town of Newmarket, 395 Mulock Drive, P.O. Box 328, STN Main, Newmarket, ON L3Y 4X7; Telephone 905 895-5193 Ext. 2211 Fax 905-953-5100.

Application for Presentation to Newmarket Council

March 17, 2014

I would like to take the opportunity to comment on the inequity of the current water billing system.

Specifically, how conserving water adversely affects the pricing.

The attached charts will help with my presentation.

My argument concerns how the current method of calculating water bills for residential users favours the use of greater quantities of water. My water bill has risen by 49% over the past 3 years while households that use 3 times the water have seen an increase of only 31%.

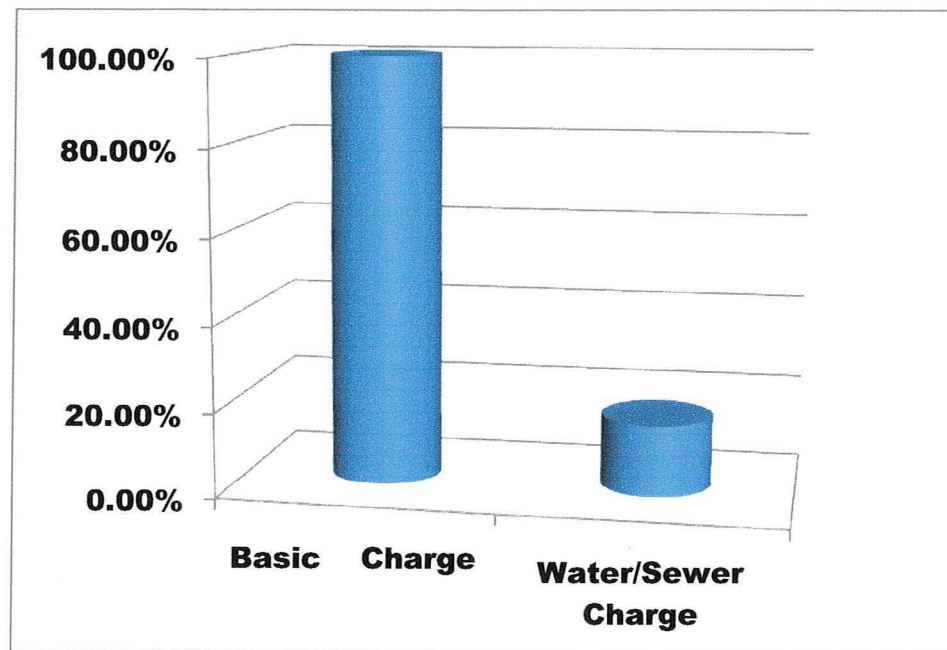
Paul Jolie

237 Talbot Cres.



**3 YEAR INCREASE IN WATER RATES**

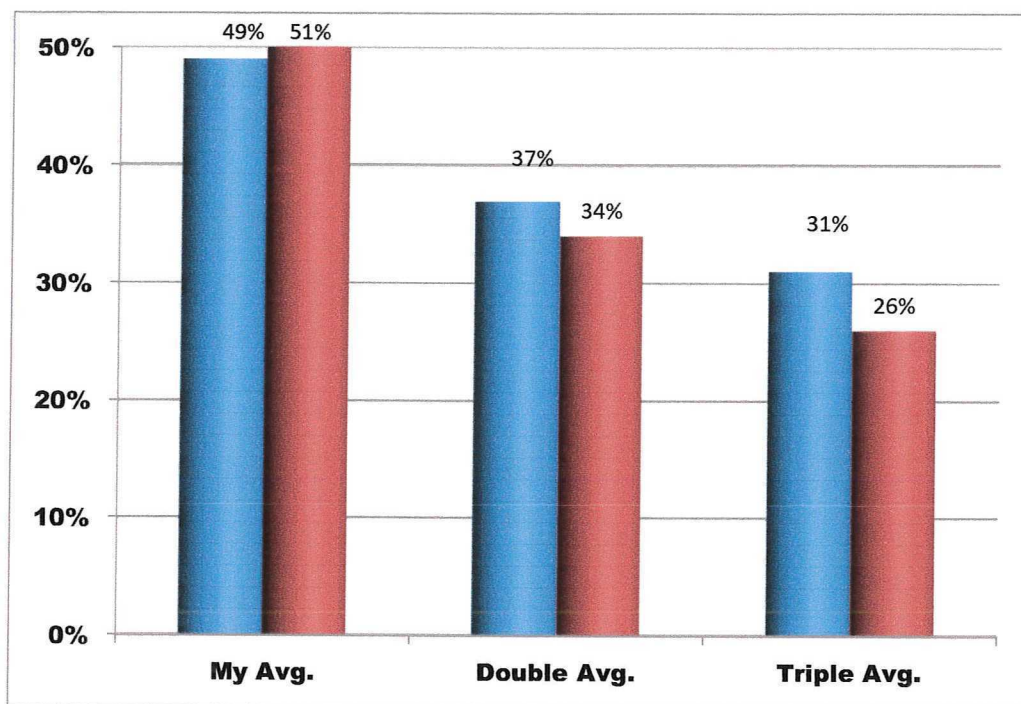
YR.	Basic Charge	Water/Sewer Charge
2011	\$ 14.00	0.035
2014	\$ 28.00	0.041
Increase	100.00%	17.00%





**EFFECT OF CALCULATIONS ON WATER BILLS**

	water usage cu.ft. per mo.	Cost 2011	Cost 2014	Cost Increase	Fixed Cost as %
My Avg.	327	\$ 36.87	\$ 54.79	49%	51%
Double Avg.	653	\$ 59.73	\$ 81.57	37%	34%
Triple Avg.	980	\$ 82.60	\$ 108.36	31%	26%





# TOWN OF NEWMARKET

Clerks Department  
clerks@newmarket.ca

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**For Council – by 12 noon on the Wednesday immediately prior to the requested meeting**

**For Committee of the Whole (for items not on the agenda) – by 12 noon on the Wednesday twelve days prior to the requested meeting**

PLEASE PRINT

Council / Committee date: MARCH 17-2014

Agenda Item # \_\_\_\_\_ Subject: NEWMARKET THEATRE -

Name: JOHN DOWSON

Address: \_\_\_\_\_

Street Address

NEWMARKET ON

Town/City

Postal Code

Phone: Home \_\_\_\_\_ Business: \_\_\_\_\_

Fax #: \_\_\_\_\_ E-mail Address: \_\_\_\_\_

Name of Group or Person(s) being represented (if applicable)

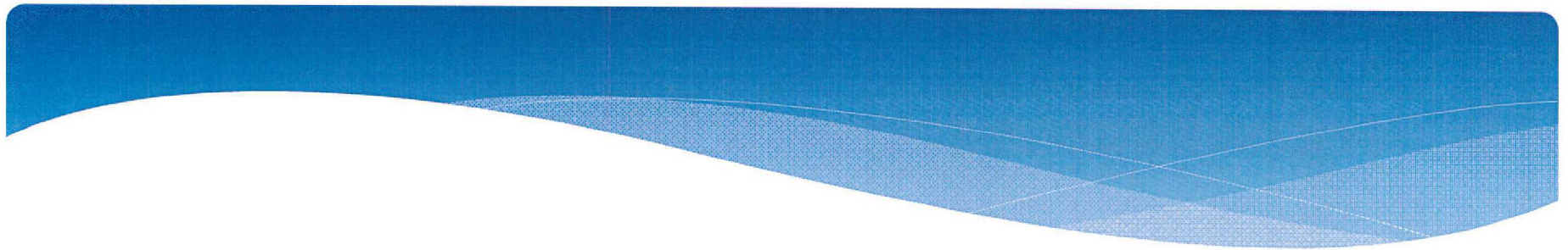
VANITY VOGUE THEATRE CO.

Brief summary of the issue or purpose of your deputation:

COSTS & FUNDING OF THEATRE

Personal information on this form will be used for the purposes of sending correspondence relating to matters before Council. Your name, address, comments, and any other personal information, is collected and maintained for the purpose of creating a record that is available to the general public in a hard copy format and on the internet in an electronic format pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56, as amended. Questions about this collection should be directed to the Clerk, Town of Newmarket, 395 Mulock Drive, P.O. Box 328, STN Main, Newmarket, ON L3Y 4X7; Telephone 905-895-5193 Ext. 2202; Fax 905-953-5100.





Very Useful Theatre Company



# October 23 2011

## Very Useful Theatre Company (VUTC)

2010/2011 season

Operating deficit was	\$318,000
Deficit per day was	\$883.00
Salaries were	\$190,000

We predicted that “ *by 2015 the operating deficit would be \$400,000 and operating it as a theatre would not an option* ”

# March 2014

## Very Useful Theatre Company (VUTC)

2013/14 season

Operating deficit	\$794,203.36
150% increase in 3 years @	\$159,000 per year
Deficit per day	\$2,206.00
Salaries	\$314,000
65% increase in 3 years @	\$42,000 per year

8



# Newmarket is not alone: 3 years ago

- Vaughan City Playhouse, 386 seat theatre
- Markham Theatre, 527 seat theatre
- Rising costs and low attendance

## Users

- \* Dance Companies,
- \* Theatre schools from Aurora
- \* One Community Theatre group

✓ Old town hall opens in 2015

# City of Markham

## *527 seat Markham Theatre*

- 12 member theatre advisory board
- Hired full time theatre manager and staff
- Sold theatre naming rights
- Seat naming sale
- Capital fundraising campaign
- Advertising firm
- Targeted foundations and sponsors for productions
- Membership program
- Season ticket holders campaign



# Flato Markham Theatre

- Number of seats 527
- 90% booked with near full houses
- Successful subscribers for season tickets
- Sponsors for each production
- Booked into 2015
- Markham Little Theatre
- Profit centre



# City of Vaughan

## 386 seat Vaughan City Playhouse

- Get out of the theatre production business
- A rental Facility only
- Hired a manager with theatre rental experience
- Daily rental rate \$1,800
- Schools pay daily rental fee
- Dance schools & recitals pay daily rental fee
- Corporations, trade shows, conferences
- Touring theatre productions, revenue sharing 60% - 40%
- Concessions remain with the theatre
- Attached High school, 10 free days a year

# Vaughan City Playhouse

- \* Number of seats 386
- \* Rental capacity 2013 - 92%
- \* Rental capacity 2014 - 92%
- \* Rentals booked into 2015
- \* Rental revenue @ 266 production days=\$478,000
- \* 2013/14 revenue @ Newmarket theatre=\$261,807
- \* 2013/14 deficit for Newmarket theatre = \$794,203

*NOTE-Aurora theatre schools no longer perform at the Playhouse*



# Newmarket's 416 seat Theatre

## *Conclusion*

1. Become a full time theatre with productions as a profit centre?
2. Become a rental facility as a profit centre?

# Recommendations

- 1) Strike a task force to meet with members of Markham and Vaughan theatres and other community theatres to examine the programs for their theatres
- 2) Submit recommendations to town council
  - Do it before the Old Town Hall opens



# STATUS QUO IS NOT AN OPTION



# Very Useful Theatre Company

Presentation to town council

March 2014

Presented by

John Dowson

## Newmarket Theatre Operation

Performance dates for the 2013-2014 season

October 1<sup>st</sup> to June 30<sup>th</sup>

Quote from the brochure

"Newmarket theatre continues its tradition of providing world class artists and high quality entertainment with the 2013-2014 season

Total number of performance days 266

<u>Organization</u>	<u>days</u>
Dance schools recitals - Newmarket	35
Marquee Productions (Aurora)	28
High school performances and events	19
Newmarket Stage Company	15
World class artists, high quality entertainment one night only (town shows)	10
Set up and rehearsal days	<u>40</u>
Wavestage (Aurora)	9
Public schools graduation – Newmarket	7
Arts Huron One act play festival (Huron Heights High school)	4
VPAN Afternoon only	4
Spotlight theatre (Newmarket)	1
Arts Bursary Gala	1
Town of Newmarket	<u>1</u>
Total days in use	<u>174</u>
Dark Days	<u>92</u>
Total days	266

<u>Organization</u>	<u>Number of days</u>	<u>Percent of use</u>
Schools	30	11.5%
Dance schools	<u>35</u>	<u>13.5%</u>
<b>Total</b>	<b>65</b>	<b>24.4%</b>

Newmarket theatre's world class artists and high quality entertainment for the 2013-2014 season.

- |  |              |
|--|--------------|
| 1. Robinsons Karate Black belt spectacular       | one night    |
| 2. Frank Mills in concert                        | one night    |
| 3. John McDermott in concert                     | one night    |
| 4. A Christmas Carol "Famous People theatre"     | three nights |
| 5. Abba Mania- Bee Gees and guests               | one night    |
| 6. Boomer show                                   | one night    |
| 7. Gino Monopoli as Elvis                        | one night    |
| 8. Judy and Davis school shows                   | two nights   |
| 9. Multi Media Film Festival of York region Gala | two nights   |
| 10. Enrichment band                              | one night    |
| 11. Robinson Karate Black Belt Spectacular       | one night    |



## Newmarket Theatre Operation

Performance dates for the 2013-2014 season

October 1<sup>st</sup> to June 30<sup>th</sup>

Quote from the brochure

" Newmarket theatre continues its tradition of providing world class artists and high quality entertainment with the 2013-2014 season

Total number of performance days 266

<u>Organization</u>	<u>Number of performance days</u>
Marquee Productions (Aurora)	10.5%
Dance schools recitals - Newmarket	13%
High school performances and events	7%
Newmarket Stage Company	5.6%
World class artists, high quality entertainment one night only (town shows)	3.76%
Wavestage (Aurora)	3.3%
Public schools graduation – Newmarket	2.6%
Arts Huron One act play festival (Huron Heights High school)	1.5%
VPAN Afternoon only	1.5%
Set up and rehearsal days	<u>15%</u>
Spotlight theatre (Newmarket)	1
Arts Bursary Gala	1
Town of Newmarket	1
Total days in use	<b>65.5%</b>
Dark Days	<u>34.5%</u>
Total days	266

<u>Organization</u>	<u>Number of days</u>	<u>Percent of use</u>
Schools	30	11.5%
Dance schools	<u>35</u>	<u>13.5%</u>
<b>Total</b>	<b>65</b>	<b>24.4%</b>

Newmarket theatre's world class artists and high quality entertainment for the 2013-2014 season.

1. Robinsons Karate Black belt spectacular
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4. A Christmas Carol "Famous People theatre"
5. Abba Mania- Bee Gees and guests
6. Boomer show
7. Gino Monopoli as Elvis
8. Judy and Davis school shows
9. Multi Media Film Festival of York region Gala
10. Enrichment band
11. Robinson Karate Black Belt Spectacular



FOR IMMEDIATE RELEASE - Markham, Ontario, December 10, 2013

The Flato Markham Theatre is launching its *Take Your Seat* campaign, which offers individuals, groups and businesses the opportunity to become a permanent part of the Flato Markham Theatre by naming a seat or box in its intimate, state-of-the-art, highly accessible performance hall. The Theatre plays a vital role in the community as a premier performing arts venue that attracts world-class live theatre, concerts, comedy shows and family entertainment from across the globe. It is also an important space for cultural events, educational opportunities and community groups.

Boasting excellent sightlines from all 527 seats, Flato Markham Theatre underwent renovations this summer to give this almost 30-year-old landmark a facelift, and more importantly, enhance accessibility for its patrons. The renovations include versatile new seating that better accommodates mobility devices such as wheelchairs, along with new lighting and extra handrails.

"I'm extremely proud of the local, national and world-class talent hosted at Flato Markham Theatre," said Markham Mayor Frank Scarpitti. "Our commitment is to entertain, educate and engage residents and visitors through live arts and culture in our state-of-the-art performance hall. This new program is a great way to celebrate resident and business contributions to our theatre."

Among the theatre's many supporters is Flato Developments, which provided an important theatre endowment last year.

"I invite individuals, groups and businesses to join me by taking a seat, or box, at the Flato Markham Theatre," said Flato Developments President Shakir Rehmatullah and Honorary Chair of the *Take Your Seat* Campaign. "Each donation will help to sustain the growth of performing arts in Markham. Your generosity and commitment to the arts will be recognized by theatre audiences for generations to come."

Over 125,000 guests attend more than 300 events each year at the Flato Markham Theatre. Through Markham Theatre Discovery, the Flato Markham Theatre offers comprehensive educational and community outreach initiatives, including student matinees, youth camps and artist residencies. Last year, those programs provided opportunities to 35,000 children, seniors, families, and others from all walks of life. The theatre also provides service to more than 100 community organizations, promoters and corporations producing over 250 events and performances each year.

The Flato Markham Theatre Take Your Seat campaign enables donors to give a tax deductible gift at one of three distinct levels and choose the location of their seat or box from those not yet reserved. Anyone interested in becoming a Take Your Seat campaign donor can do so by visiting the '[Take Your Seat Campaign](#)' page at [www.markhamtheatre.ca](http://www.markhamtheatre.ca), emailing [asmitko@markham.ca](mailto:asmitko@markham.ca), or calling 905-415-7537, extension 5700.

Culture is a vital part of a vibrant and liveable community. To learn more about the City of Markham's long-term strategic management and development of its civic cultural assets, including the Flato Markham Theatre, read the [City of Markham Culture Policy and Plan](#).

- 30 -

**Markham Mayor Frank Scarpitti:** [fscarpitti@markham.ca](mailto:fscarpitti@markham.ca) or 905-475-4872

**Markham Media inquiries / interview requests:** Dennis Flaherty, 905-415-7520, [media@markham.ca](mailto:media@markham.ca)



Recreation & Culture Flato Markham Theatre About Us Theatre Advisory Board

## RECREATION & CULTURE

## FLATO MARKHAM THEATRE ADVISORY BOARD

Buttons this page

### Flato Markham Theatre

-  What is it?
-  Box Office Ticket
-  Support the Lake Huron Boat Campaign
-  Support Corporate Partners
-  Venue Rental
-  Support Your Theatre
-  About Us:
  - Manager & Staffing
  - Board/Partners
  - Theatre Advisory Board
  - Location & Directions

### Pan Am Games

### Programs & Activities

### Community Centres

### Parks & Pathways

### Culture

### Discover Markham

### Markham Museum

### Varley Art Gallery

### Markham Public Library

### Sports Celebration Day

## 2013 THEATRE ADVISORY BOARD MEMBERS

Regional Councillor Jim Jones  
 Councillor Alex Chiu  
 David T. Radloff  
 Christine Burtley  
 Neil Fernandez, Sponsorship & Development Committee Chair  
 Suzanne James  
 Jennifer Kuli, Sponsorship & Development Committee Member  
 Stephen Matheson  
 Ronald Matheson  
 Karyn Tebo  
 Arjun Mathur  
 Stephen Timony  
 Ada Young, Trustee York Region District School Board Markham Area 12  
 Margaret Weaver, Principal Ursula High School  
 John Tidball, Chair of the Theatre Advisory Board  
 Alan Stevenson, Art Director of Culture, Culture Services  
 Ego Lawrence, Flato Markham Theatre General Manager  
 Scott Hill, Rental Business Manager  
 Bonnie Armstrong, Operations Manager, Flato Markham Theatre  
 Wendy Woolf-Green, Marketing & Development Manager, Flato Markham Theatre

Design/Development: E2 Design & Development | Markham, Ontario  
 City of Markham - Recreation & Culture | 2013  
 City of Markham - Recreation & Culture | 2013

**About Flato Markham Theatre:** Flato Markham Theatre is a jewel in the crown of the Markham community located only 30 minutes from the downtown core. The intimate, 527-seat, state-of-the-art performance facility provides patrons with unforgettable access to a host of internationally acclaimed artists and productions through its annual **Diamond Series Season presented by Weins Canada**. Illuminating the central theme that live arts in Markham matters, the season features the best of classical, jazz, world music, dance, comedy, pop artists, and family entertainment. Flexible ticket package options, student discounts (EYE GO to the Arts/UGO) and complimentary parking are available.

Division: Markham Theatre

Department: Culture Services

Commission: Community & Fire Services

Description: Markham Theatre for Performing Arts is one of Canada's premier theatre houses serving the GTA and Markham residents. With over 300 live performances each year, the Theatre presents a performance calendar that showcases the cultural diversity of the community.

Live theatre, concerts, comedy shows and family entertainment provide an ever-changing array of performing arts. Markham Theatre continues to honour respected international artists and Canadian talent in performances offered throughout the annual professional entertainment season held September through May.

Live Arts Matters.

Email: 305\_show@markham.ca

Address: 171 Town Centre Blvd.  
Markham, Ontario  
Canada  
L3R 8G5

Phone: 905-415-7537  
905-305-SHOW (Box Office)

Fax: 905-415-7538

Web Page: Markham Theatre

Staff: Visit Staff Directory

« All Departments



# CHOOSE-YOUR-OWN ORDER FORM

Markham  
Theatre

You can Create-Your-Own Flex Pak by mixing and matching the shows you want to see!

Choose any 3 OR MORE shows & SAVE up to 15% • Choose any 5 OR MORE shows & SAVE up to 25%

CHOOSE YOUR PERFORMANCES	CHOOSE YOUR DATES & TIMES	OPTION 1 - SAVE up to 15%		OPTION 2 - SAVE up to 25%		STUDENT TICKETS (where applicable)	DIAMOND 4-PAK (minimum 1 child 17 & under)	# TICKETS	TOTAL COST
		PRIME	REGULAR	PRIME	REGULAR				
<b>ENCORE!</b>									
<input type="checkbox"/> Colin Wilkinson "Broadway, Christmas & Beyond"	Thurs. Dec. 12, 8 pm	\$54	\$50	\$57	\$53				\$
<input type="checkbox"/> A Leahy Family Christmas	Sat. Dec. 21, <input type="checkbox"/> 2 pm <input type="checkbox"/> 8 pm	\$55	\$51	\$49	\$46	EyeGo/UGo			\$
<input type="checkbox"/> Just For Laughs Road Show	Fri. Apr. 4, 8 pm	\$51	\$47	\$46	\$42				\$
<b>WORLD STAGE</b>									
<input type="checkbox"/> The Blind Boys of Alabama	Thurs. Nov. 21, 8 pm	\$77	\$72	\$88	\$64	Limited			\$
<input type="checkbox"/> The Celtic Tenors "Three Tenors, One Voice"	Thurs. Nov. 28, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
<input type="checkbox"/> Tower of Power	<input type="checkbox"/> Fri. Jan. 24, 8 pm <input type="checkbox"/> Sat. Jan. 25, 8 pm	\$68	\$64	\$61	\$57				\$
<input type="checkbox"/> Rosanne Cash	Sat. Feb. 1, 8 pm	\$58	\$54	\$61	\$57	Limited			\$
<input type="checkbox"/> Tiempo Libre	Fri. Feb. 28, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
<input type="checkbox"/> Roby Lakatos	Sun. May. 4, 8 pm	\$54	\$50	\$57	\$53	Limited			\$
<b>FOUNDED CLASSICAL</b>									
<input type="checkbox"/> Chamber Orchestra Kremlin	Fri. Oct. 4, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
<input type="checkbox"/> Vienna Boys Choir	Wed. Nov. 27, 8 pm	\$55	\$51	\$49	\$46	EyeGo/UGo			\$
<input type="checkbox"/> Sarah Chang	Tues. Feb. 25, 8 pm	\$68	\$64	\$61	\$57	EyeGo/UGo			\$
<input type="checkbox"/> Measha Brueggergosman	Sat. Mar. 8, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
<input type="checkbox"/> Kerry Stratton & the Toronto Concert Orchestra "Vienna Here & Now"	Wed. Apr. 2, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
<b>NEW MUSIC</b>									
<input type="checkbox"/> Billy Cobham's "Spectrum 40"	Wed. Oct. 9, 8 pm	\$47	\$43	\$42	\$38	Limited			\$
<input type="checkbox"/> Featuring Gary Husband, Don Brown & Ric Fierabracci	Thurs. Dec. 5, 8 pm	\$72	\$68	\$84	\$61				\$
<input type="checkbox"/> The Manhattan Transfer Christmas Show	Fri. Jan. 17, 8 pm	\$55	\$51	\$49	\$46	EyeGo/UGo			\$
<input type="checkbox"/> Peter Appleby's "Sophisticated Ladies"	Fri. Feb. 14, 8 pm	\$60	\$55	\$53	\$49	EyeGo/UGo			\$
<input type="checkbox"/> Jane Monheit "A Sweetheart of a Valentine's Concert"	Thurs. Apr. 3, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<input type="checkbox"/> Jon Batiste and The Slay Human Band	Wed. Apr. 23, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<input type="checkbox"/> Jill Barber									\$
<b>FABULOUS FOOTWORK</b>									
<input type="checkbox"/> Ballet Jazz de Montreal "Zero In On", "Night Box", "Harry"	Fri. Nov. 22, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<input type="checkbox"/> Coleman, Lemieux & Co. "ALLONEVORD"	Thurs. Feb. 27, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<input type="checkbox"/> Nai-Ni Chen Dance Company and the Alin Trio	Wed. Mar. 26, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
<b>NOSTALGIA</b>									
<input type="checkbox"/> Sandy Hackett's Rot Pack Show	Wed. Nov. 20, <input type="checkbox"/> 2 pm <input type="checkbox"/> 8 pm	\$47	\$43	\$42	\$38	Limited			\$
<input type="checkbox"/> Darlene Love "It's Christmas of Course"	Fri. Dec. 13, 8 pm	\$58	\$54	\$53	\$57	Limited			\$
<input type="checkbox"/> The Karpenters "Top of the World" Valentine's Concert	Thurs. Feb. 13, 8 pm	\$47	\$43	\$42	\$38	Limited			\$
<input type="checkbox"/> Brass Transit - Chicago Tribute	Fri. Mar. 14, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<input type="checkbox"/> Classic Albums Live - "Elton John's Greatest Hits"	Thurs. Apr. 17, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<b>GRAND CANADIAN FOLK SONGS</b>									
<input type="checkbox"/> Buffy Sainte-Marie	Wed. Oct. 2, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
<input type="checkbox"/> Roch Voisine	Thurs. Oct. 24, 8 pm	\$66	\$64	\$61	\$57	Limited			\$
<input type="checkbox"/> Jesse Cook "The Blue Guitar Sessions"	Thurs. Nov. 7, 8 pm	\$68	\$64	\$61	\$57	Limited			\$
<input type="checkbox"/> Amanda Martin	Sat. Jan. 18, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<input type="checkbox"/> David Myles Royal Wood	Wed. Feb. 12, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<input type="checkbox"/> Jilly Black	Sat. Mar. 1, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
<b>FAMILY FUN</b>									
<input type="checkbox"/> Jason Bishop "The Paranormal Tour"	Sat. Oct. 19, 2 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	FAMILY FUN 4-PAK \$100		\$
<input type="checkbox"/> Ballet Jorgen Canada "The Nutcracker"	Mon. Dec. 30, <input type="checkbox"/> 2 pm <input type="checkbox"/> 7 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	\$100		\$
<input type="checkbox"/> DINO-Light by Lightwire Theatre	Sat. Feb. 1, 2 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	\$100		\$
<input type="checkbox"/> The Peking Acrobats®	Sat. Apr. 5, <input type="checkbox"/> 2 pm <input type="checkbox"/> 7 pm	\$47	\$43	\$42	\$38	EyeGo/UGo	\$150		\$
<input type="checkbox"/> "TRACES" by The 7 Fingers	Sun. Apr. 13, 7 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	\$100		\$
<b>"SPECIAL ATTRACTIONS", "WINTERLUDE MATINEES", "GIFTED" AND "CANADIAN THEATRE FEST" COUNT AS ONE PURCHASE TOWARDS BUILDING YOUR SEASON TICKET ORDER.</b>									
<b>Only Circle of Stars Members receive a 5% to 20% discount on all Special Attractions Shows... Join Today! See page 39 for details.</b>									
		PRIME	REGULAR	STUDENT TICKETS (where applicable)	DIAMOND 4-PAK (minimum 1 child 17 & under)	# TICKETS	TOTAL COST		
<b>SPECIAL ATTRACTIONS</b>									
Support Flato Markham Theatre "Discovery" 2013 Annual Gala featuring JOSE FELICIANO Fri. Sept. 27									
<input type="checkbox"/> Exclusive Pre-Show Dinner & Show Package	Reception: 5 pm, Dinner: 6 pm, Show: 8 pm	\$200	N/A				\$		
<input type="checkbox"/> Show Only	8 pm	\$84	\$79				\$		
<input type="checkbox"/> Dino Vannelli	Wed. Oct. 23, 8 pm						\$		
<input type="checkbox"/> Sampradaya Dance Creations - "TAJ"	Fri. Nov. 1, 8 pm	\$64	\$59				\$		
<input type="checkbox"/> starring Kabir Bedi & Lisa Ray	Wed. Nov. 6, 8 pm	\$108	\$99				\$		
<input type="checkbox"/> Al Jarreau	Tues. Jan. 28, 8 pm	\$59	\$54				\$		
<input type="checkbox"/> Jim Brickman "The Love Tour" with Luke McMaster	Wed. Jan. 29, 8 pm	\$84	\$79				\$		
<input type="checkbox"/> Jim Belushi & Chicago Board of Comedy	Wed. Mar. 5, 8 pm	\$84	\$79		\$199 (minimum 1 child 17 & under)		\$		
<input type="checkbox"/> Menopause The Musical® - Come Join Our Sisterhood	<input type="checkbox"/> Wed. Mar. 5, 8 pm <input type="checkbox"/> Thurs. Mar. 6, 8 pm	\$69	\$64	\$39	\$150		\$		
<input type="checkbox"/> The Royal Moscow Ballet presents "Sleeping Beauty"	<input type="checkbox"/> Fri. Mar. 7, 8 pm <input type="checkbox"/> Sat. Mar. 8, 2 pm	\$69	\$64		\$80		\$		
<input type="checkbox"/> Sing-A-Long-A "Grease" Interactive Movie	Sun. Feb. 9, 2 pm	\$25	\$25				\$		
<b>WINTERLUDE MATINEES</b>									
<input type="checkbox"/> JukeBox Hits Live with Freddy Vette & the Flames	Tues. Jan. 21, 2 pm	\$24	\$19		2 tickets for \$35		\$		
<input type="checkbox"/> Swing Shift Big Band "Tribute to Count Basie"	Tues. Mar. 25, 2 pm	\$24	\$19		2 tickets for \$35		\$		
<input type="checkbox"/> "TOES for dance" presents "knees and toes/MTS and TOS"	Thurs. Oct. 10, 7 pm	\$20	\$20	\$5			\$		
<input type="checkbox"/> Sheng Cai, Piano & The Jazz FM91 Youth Big Band	Sun. Jan. 19, 2 pm	\$20	\$20	\$5			\$		
<input type="checkbox"/> Trudeau Stories	Tues. Apr. 15, 8 pm	\$49	\$44	\$5	2 tickets for \$75		\$		
<input type="checkbox"/> MT Space "The Last 15 Seconds"	Wed. Apr. 16, 8 pm	\$49	\$44	\$5	2 tickets for \$75		\$		

COMPLETE YOUR ORDER ON THE REVERSE SIDE

STEP 2:

CHOOSE-YOUR-OWN TOTAL: \$

# Very Useful Theatre Company

Presentation to council

October 25 2011

Presented by

John Dowson

Newmarket Theatre meeting October 25 2011

JOHN DOWSON

The bottom line,

Theatre opened 14 years ago without a Mandate.

Over 14 years operating at a deficit each year.

- 2008 deficit \$146,429.00 CIF (\$89,426)
- 2009 deficit \$152,587.00 CIF (\$65,953)
- 2010 deficit \$92,340.00 CIF (\$71,190)
- 2011 deficit \$318,000.00 CIF (\$71,190)
- the salaries alone are \$190,000
- Four year average loss \$177,339.00 a year /\$700.00 a day
- By the year 2015 the operating deficit will be \$400,000 or more
- Operating the theatre as it is not an option
- The taxpayers of Newmarket can't keep subsidizing : with no end in sight
- Naming rights is band aid, short term, not a long term solution
- At a crossroads faced with two choices!!
- Develop a long term viable solution, profit or at least break even or
- Toronto voted to get out of the live theatre business.

MUST DEVELOP A THEATRE WEB SITE TO ADVERTISE THE THEATRE

What's on? Search for a local group find out what they are performing, and where!

What's the Mandate

- Theatre is a product, with 400 seats a day to sell. 255 performance days
- Last year 125 days X 200 = 25,000 seat sales @ \$10 = \$250,000 loss \$98 per day
- There are over 200,000 people living in the trading area.
- Increase ticket sales and be part of the action.
- Bring professional live theatre events to Newmarket.
- For every dollar spent; theatre patrons spend \$3 in town.
- Newmarket is the centre of the Region
- Ontario Arts council 2011 reports people are opting to attend local performing arts productions in place of big productions in the major centres.

Newmarket Theatre 2010 operational costs \*

2010-11 operational costs were budgeted at	\$531,276
Actual annual operational costs, 2010-11	\$612,104 over <u>(\$80,828)</u>
Annual inter departmental charges (IDC)	<u>\$429,102</u>
Total annual operating cost, 2010-11	<b>\$1,041,206</b>
Annual operational costs excluding (IDC)	\$612,104
Total revenues for 2010/11 includes item 8292 C.I.F. \$71,190**	<u>\$365,231</u>
Total annual operational costs 2010/11	<b>(\$246,873) –debit</b>
The actual operational costs, including the C.I.F. \$71.190	<b>(\$318,063) - debit</b>

Operational costs calculated on 355 performance days per year.

Daily operational costs.

Daily operational costs including IDC (355 days)	\$2,934
Daily operational costs excluding IDC (355 days)	\$1,724
Daily 2010 revenue per day (355 days) less C.I.F (\$71,190)	<u>\$ 828</u>
Daily net operational loss per day (355 days)	<b>(\$896) debit</b>

Notes:

\*Source 2011 operating budget “Newmarket theatre-General” Line 71351

\*\* 8292 Capital Investment fund is a \$2.00 surcharge on every ticket = \$71,190.

\*\*\*Current value of the CIF for the fiscal year of 2010-2011 = \$450,000



## Notes on the operation of the Newmarket Theatre

The operating budget for the 2010/11 season was \$531,276. The actual operating costs were \$612,104. The 2010/11 operating costs were \$80,828 or 15.2% over the budget.

The operating costs for the 2010/11 season were \$612,104 the revenues were \$294,041. The operating loss was \$318,063. 52% , that's \$.52 on every dollar spent operating the building

The total number of days and evenings available for productions 365 less 10 holidays =355

The 2010/11 operating budget was \$612,104 divided by 355 days =	\$1,725 a day
The 2010/11 revenue was \$294,041 divided by 355 days =	\$ 829 a day
The 2010/11 theater season cost the taxpayers of Newmarket	\$ 896 a day

The total number of days and evenings that the theatre could be booked = 355

The total number of actual days the theatre was booked for the 2010/11 =125

The total number of days and evenings that the theatre did not book = 230

*(from the 2010/11 theatre brochure)*

The \$318,063 theatre operating loss is included in the Parks Recreation and culture's overall budget. The implications of this loss are that it is passed on to the children in minor hockey, baseball, soccer and tennis through increased rental and participating fees and by increasing the taxes for the homeowners. Someone must bear the costs and the costs must be met.

In addition the theatre deducts \$2.00 and a \$1 from every ticket sold. This is an undeclared hidden tax this means Newmarket taxpayers are being taxed twice. This amount should be disclosed on every ticket so that the purchasing public is aware that the full ticket price does not go towards the production costs or the operation of the theatre.

Based on the 2010/11 operating budget one could assume that the operating loss has been increasing every year since the theatre opened in 1997 and will continue to go up.

Renting the stage and not sharing the revenue from the ticket sales will only ensure that the operating loss will continue to increase every year until it becomes impossible to continue operating in this manner.

Using the 2010/11 operating costs the theatre stage must be rented 355 days a year at a rental rate of \$1.725 a day just to break even; that's an impossibility under the current operating philosophy.

The Newmarket theatre is not an ice pad, a ball diamond or a soccer field. To increase revenue from the ice pad, ball diamond or soccer field there is only one option, increase the rent and increase the user fees.

The Newmarket Theatre has 400 seats, to increase the revenue of the theatre there is only one option, share and retain the revenue from ticket sales for each performance.

On a shared operating costs, booking top productions with ticket prices ranging between \$50 and \$65 and entering into a partnership with local talent to sell tickets, the theatre would not only cover its costs it can turn a profit, which will greatly affect the budget line of PRC,



## NEWMARKET THEATRE AS A PRODUCT

The objective should be to sell the theatre and not sell the productions. This will help the audience identify with the theatre and not the productions. For example “let’s see what’s on at the theatre”, instead of looking for a production and trying to find out where it is playing. By selling the theatre can build a reputation of excellence for the productions it brings in.

Book well known top acts that will sell out at \$50 a ticket. John McDermit, Tommy Hunter, Don Herron etc. and bring in established theatre productions from Toronto etc.

- The theatre should book the seasons productions one year in advance
- The theatre creates a glossy brochure with all the season’s productions
- Create a subscription series featuring three productions such as musical series, a drama etc.
- Posters in the Mall and poster boards throughout the town
- Create a web site for the theatre, featuring the productions
- Build an email list, every person that purchases a ticket through, phone, internet or box office, should be asked three questions, their postal code and their email address and their phone Number
- These should be placed in a data bank and tracked every time they purchase a ticket this identifies the productions they like, and their postal code denotes profiles
- Email broadcast to the e-list by sending posters on each production
- Tele market via a phone bank and volunteers.

### Can the theatre be profitable or break even?

Every theatre production is required to pay a flat fee plus a percentage of the ticket sales. Suggested out of town productions daily rental \$700.00, plus 40% percent of ticket price

#### Out of town productions

Theatre rental per day	\$700	
Ticket price \$25 x 400	\$10,000	
 Theatre rental	 \$700	
Percentage of the gate @ 40%	<u>\$4,000</u>	
Total revenue per day	\$4,700	
Objective - 130 production days @ \$4,700	=	<b>\$611,000</b>

#### Newmarket based groups

Theatre rental	\$300	
Ticket price \$20 x 200	\$4,000	
 Theatre rental per day	 \$300	
Percentage of the gate @ 40%	<u>\$1,600</u>	
Total revenue per day	\$1,900	
Objective - 50 production days @ \$1,900	=	<b>\$95,000</b>

**180 production days total revenue = \$706,000**

This leaves 175 dark days in the Newmarket theatre available for use for top acts @ \$50 per ticket produced by Newmarket Theatre

## Newmarket Theatre 2010 actual operational costs from the 2011 budget

2010	Operational costs	\$612,104
2010	Inter departmental charges	<u>\$429,102</u>
2010	Total costs	<b>\$1,041,206</b>

2010	Total operations costs [less interdepartmental charges]	\$612,104
2010	Total revenues	<u>\$365,231*</u>
2010	Total net operating loss	<b>(\$246,873)</b>

*\*Note: Total revenue includes \$71,190 allocated to the Capital Investment Fund C.I.F. The C.I.F. is a \$2.00 per ticket surcharge which is taken away from the price of each ticket. Since the C.I.F. is not available to reduce the operational costs the actual net operating is **\$318,063***

Number of rental days available for the years 2010 = 355

Gross operational costs per day (less IDC)	\$1,724.24
Actual gross revenue per day	<u>\$1,028.82</u>
Net operational loss per day (shortfall)	\$695.42

### Objective

To cover the total annual costs of \$700,000 per year or \$2,000.00 per day over a period 355 days available

### Comment

The Newmarket theatre will never achieve their annual operating costs through rental fees alone. The daily rental fees would have to be raised so high that it would be impossible for any group to mount a production. To cover a rental fee of \$2,000 per day a performing arts group would require an audience of 400 patrons per day over 5 performances per week. This can be accomplished but only after developing an audience. An expensive daily rental fee will discourage any group from attempting to build an audience.

### The solution

Develop a cost sharing partnership between the local performing arts groups that financially benefit the theatre and the group. This will not only ensure the theatre's operating costs are met but it will allow the theatre to become a profitable entity.

### The Proposal

A daily rental agreement founded on a partnership between the performing arts groups and the town. The rental fee will be based a daily flat fee plus a percentage of the ticket sales. The net ticket price will not include the C.I.F. and asset replacement fund fees.

## Performing arts Groups and entertainers based in Newmarket

Flat fee	\$300.00
Plus 40% of ticket sales	
Ticket price	\$20.00
Less CIF	2.00
Asset replacement	<u>1.00</u>
Net ticket price	\$17.00

### Example

75 patrons per performance at \$17	Per ticket	\$1,275.00
40% of ticket sales		\$510.00
Daily fee		<u>\$300.00</u>
Daily theatre revenue		\$810.00

### Example

100 patrons per performance at \$17	Per ticket	\$1,700.00
40% of ticket sales		\$680.00
Daily fee		<u>\$300.00</u>
Daily theatre revenue		\$980.00

### Example

200 patrons per performance at \$17	Per ticket	\$3,400.00
40% of ticket sales		\$1,360.00
Daily fee		<u>\$ 300.00</u>
Daily theatre revenue		\$1,660.00

### Breakeven point

250 patrons @ \$17.00 per ticket	\$4,250.00
40% of ticket sales	\$1,700.00
Daily fee	<u>\$ 300.00</u>
Daily theatre revenue	\$2,000.00

(2)

## Performing arts Groups and entertainers not based in Newmarket

Flat fee \$700.00  
Plus 40% of ticket sales

Ticket price \$20.00  
Less CIF 2.00  
Asset replacement 1.00  
Net ticket price \$17.00

### Example

75 patrons per performance at \$17	Per ticket	\$1,275.00
40% of ticket sales		\$510.00
Daily fee		<u>\$700.00</u>
Daily theatre revenue		\$1,210.00

### Example

100 patrons per performance at \$17	Per ticket	\$1,700.00
40% of ticket sales		\$680.00
Daily fee		<u>\$700.00</u>
Daily theatre revenue		\$1,380.00

### Breakeven point

200 patrons per performance at \$17	Per ticket	\$3,400.00
40% of ticket sales		\$1,360.00
Daily fee		<u>\$ 700.00</u>
Daily theatre revenue		\$2,060.00

### Example

250 patrons @ \$17.00 per ticket	\$4,250.00
40% of ticket sales	\$1,700.00
Daily fee	<u>\$ 700.00</u>
Daily theatre revenue	\$2,400.00

Ticket price \$25.00 less \$3 surcharge = \$22

400 patrons @ \$22.00 per ticket	\$8,800.00
40% of ticket sales	\$3,520.00
Daily fee	<u>\$ 700.00</u>
Daily theatre revenue	\$4,220.00

4 nights @ \$4,220.00 total revenue \$16,880.00



## Newmarket Theatre 2010/11 season

### Number of days the theatre was booked

September	3
October	8
November	9
December	14
January	13
February	12
March	10
April	14
May	16
June	<u>23</u>
Total	122

### Number of days used by the following groups

<u>Local schools</u>	<u>Local Dance etc.</u>	<u>Aurora Performing arts</u>	<u>Marquee Pro.</u>	<u>NSC</u>	<u>VPAN</u>	<u>Other</u>
30 - 25%	30 - 25%	17 - 14%	22 - 18%	15 - 12%	5 - 3%	4 - %

Performing arts groups from Aurora used 39 days or 32% of the days booked



# TOWN OF NEWMARKET

Clerks Department  
clerks@newmarket.ca

## Request for Deputation

**Request for deputation and/or any written submissions and background information for consideration by either Council or Committee of the Whole must be submitted to the Clerk's Department by the following deadlines:**

**For Council – by 12 noon on the Wednesday immediately prior to the requested meeting**

**For Committee of the Whole (for items not on the agenda) – by 12 noon on the Wednesday twelve days prior to the requested meeting**

PLEASE PRINT

Council / Committee date: APRIL MEETING - PLEASE ADVISE

Agenda Item # \_\_\_\_\_ Subject: PRESENTATION OF NEW AGENCY / COLLABORATIVE

Name: RUBAIYAT KARIM

Address: 110775 YONGE ST SUITE 200  
Street Address

NEWMARKET ON L3Y 8J4  
Town/City Postal Code

Phone: Home: \_\_\_\_\_ Business: 905-836-7601 x 117

Fax #: \_\_\_\_\_ E-mail Address: rubaiyat.karim@yrccs.ca

Name of Group or Person(s) being represented (if applicable)

YORK REGION CENTRE FOR COMMUNITY SAFETY

Brief summary of the issue or purpose of your deputation:

NEED FOR SUSTAINABLE FUNDING

Personal information on this form will be used for the purposes of sending correspondence relating to matters before Council. Your name, address, comments, and any other personal information, is collected and maintained for the purpose of creating a record that is available to the general public in a hard copy format and on the internet in an electronic format pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56, as amended. Questions about this collection should be directed to the Clerk, Town of Newmarket, 395 Mulock Drive, P.O. Box 328, STN Main, Newmarket, ON L3Y 4X7; Telephone 905-895-5193 Ext. 2202; Fax 905-953-5100.

395 Mulock Drive, P.O. Box 328, STN MAIN NEWMARKET, ON L3Y 4X7  
Tel: 905-895-5193 Fax: 905-953-5100

VISIT OUR WEB SITE AT: [www.newmarket.ca](http://www.newmarket.ca)



**THE CARITAS FOUNDATION**

March 14, 2014.

Mayor Tony Van Bynen

TOWN OF NEWMARKET

Attention:

Email: [pnoble@newmarket.ca](mailto:pnoble@newmarket.ca)

Dear Mayor Van Bynen,

This is to request your support of Caritas Telethon month by proclaiming **April as CARITAS MONTH** once again this year.

Our month long telethon begins April 1<sup>st</sup>, 2014 with televised PSA commercials on TLN and include testimonials from residents within the Caritas program.

We will also be utilizing our new facility to host a number of "in-house" activities all month long to encourage members of our community to attend by DONATION ONLY in support of the telethon!

Some dates still to be confirmed for activities mentioned here.

Invite your friends and colleagues to attend APRIL events by DONATION only as Caritas begins a month long fundraising effort in support of its program!

CARITAS will host a Month-long televised campaign on TLN with PSA's and real-life testimonials; and a 2 hour LIVE finale on CHIN Television April 27, 2014.

*Meanwhile, we are opening our doors for the general public to visit the CENTRE to make their donation or attend any one or all of the APRIL activities by donation:*

April 5 **Skate-a-thon** Sports Village, Kicks off telethon month

April 1 **Evening of Music**, Caritas Centre

April 15 **Speaker, David Carmichael** "Deadly Dangers of Medications"

David will also share his own tragic story that was caused by self-medicating with the antidepressant Paxil in 2004. Three weeks after starting Paxil and 2 weeks after increasing his dosage to a therapeutic level, David killed his 11-year-old son Ian. He was charged with first degree murder. David was diagnosed as being in a "major depression" with "psychotic episodes" when he took the life of Ian and was judged to be Not Criminally Responsible. He received an absolute discharge from the Ontario Review Board in 2009 and now educates the public about medication safety.

**Designate your online donation to: Telethon 2014 Visit: [www.caritas.ca/DONATE](http://www.caritas.ca/DONATE) today!**

As always we are thankful for your support, and would look forward to another opportunity to have

**APRIL declared as CARITAS MONTH.**

Best regards,

*Laura Tonelli*

Executive Director, Caritas Foundation

# PFLAG CANADA

m031002

## York Region

333 Crosby Ave.,  
Richmond Hill, ON. L4C 4R5  
1-888-905-5428 ext 73

CORPORATE SERVICES		
INCOMING MAIL	REFD TO	COPY TO
MAR 12 2014		

March 1st, 2014

Mr. Andrew Brouwer, Town Clerk,  
Town Of Newmarket,  
395 Mulock Drive,  
Box 328, Station Main,  
Newmarket, Ontario L7B 1A1

**RE:** Request for Proclamation and Flag Raising for York Region Pride Week - June 14-22, 2014

Dear Mr. Brouwer,

On behalf of York Pride Fest, I am writing to request your participation in Pride Week 2014.

The York Pride Fest team, made up of volunteer leaders, organizes York Region's Pride Week celebrations. PFLAG Canada - York Region, a registered charity and York Region's local chapter of the national PFLAG Canada organization, has been a proud member of York Pride Fest since its formation.

This year marks the 14<sup>th</sup> anniversary of Pride Week in York Region, and importantly, our pride events fall prior to and overlap with the largest Pride celebration in the world, World Pride 2014, which is being staged in the GTA. Organizers of World Pride are expecting up to 6 million participants from around the world to attend.

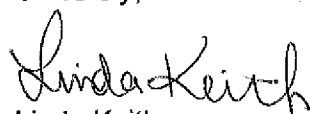
York Pride Fest is requesting involvement and leadership from the Town Of Newmarket through the proclamation of Pride Week June 14<sup>th</sup> to June 22<sup>nd</sup>, 2014. This proclamation would be a valued acknowledgement of the lives and contributions of people of all sexual orientations and gender identities living in York Region. In recent years, York Region's Pride Week has been proclaimed by all municipalities (except King Township, which has a 'no proclamations' policy).

We also request that during Pride Week 2014 the Rainbow Flag be raised in the Town Of Newmarket, in celebration of diversity and protection of equality. If needed, we would be delighted to provide a flag of a size to meet your preference. Last year marked York Region Pride Week's first official flag-raising ceremony in the City of Markham, after previous years in the Town of Richmond Hill. Aurora, East Gwillimbury, Georgina, Newmarket and the City of Vaughan also flew the Pride flag in 2013.

Please visit the *York Region Pride Fest* website at [www.yorkpridefest.com](http://www.yorkpridefest.com) for up-to-date information about events scheduled throughout the week. Contact *Haran Vijayanathan* at 416-529-7161 or [haran.vijayanathan@yorkpridefest.com](mailto:haran.vijayanathan@yorkpridefest.com) for more information

We thank you for your consideration and look forward to welcoming you to some of the exciting activities happening throughout York Region during Pride Week.

Sincerely,



Linda Keith  
President, PFLAG Canada - York Region



March 19, 2014

CORPORATE SERVICES		
INCOMING MAIL	REFD TO	COPY TO
MAR 25 2014		
Main		



Mayor Tony Van Bynen  
Town of Newmarket  
395 Mulock Drive  
P.O. Box 328, Station Main  
Newmarket L3Y 4X7

MAYOR'S OFFICE		
INCOMING MAIL	REFERRED TO	COPIED TO
COUNCIL		
CAO		
MAR 24 2014		
COMMISSIONER		
DEPARTMENT		
CLERKS	✓	
CONCERNS		

Dear Mayor Van Bynen:

**Re: National Day of Mourning**

Since 1991, April 28th has been recognized nationally as the Day of Mourning.

I am writing to ask that the Town of Newmarket commemorate this National Day. The Labour Council is requesting that the Town:

1. Officially proclaim Monday, April 28<sup>th</sup> as a "Day of Mourning" for workers killed or injured on the job".
2. Publicize the proclamation as widely as possible.
3. Lower the Town's flags to half-mast.

Yours truly,

John Cartwright  
President

cope 343

15 Gervais Drive, Suite 407  
Toronto, ON, M3C 1Y8  
416-441-3663 (tel) • 416-445-8405 (fax)  
www.labourcouncil.ca



**CENTRAL YORK FIRE SERVICES  
JOINT COUNCIL COMMITTEE  
TUESDAY, FEBRUARY 4, 2014 AT 10:30 A.M.  
TOWN OF NEWMARKET, CANE ROOM  
MINUTES**

A meeting of the Joint Council Committee was held on Tuesday, February 4, 2014 at 10:30 a.m. in the Cane Room at the Town of Newmarket Municipal Offices, 395 Mulock Drive.

Members Present:	Newmarket:	Councillor Kerwin Councillor Twinney
	Aurora:	Councillor Abel Councillor Ballard Councillor Gallo
Absent:		I. Laing, Fire Chief
	Newmarket:	Councillor Emanuel
Staff:	Newmarket:	R. Shelton, Chief Administrative Officer L. Georgeff, Director of Human Resources L. Lyons, Deputy Clerk
	Aurora:	N. Garbe, Chief Administrative Officer (10:41 to 11:05 a.m.) D. Elliott, Director of Corporate & Financial Services/Treasurer
CYFS:		P. Leslie, Deputy Fire Chief R. Comeau, Deputy Fire Chief

The meeting was called to order at 10:30 a.m.

Councillor Twinney in the Chair.

**ADDITIONS TO THE AGENDA**

None.

**DECLARATIONS OF INTEREST**

None.

**1.     JOINT COUNCIL COMMITTEE MINUTES – FEBRUARY 4, 2014 – ITEM 1  
       APPROVAL OF MINUTES**

Joint Council Committee Minutes of December 3, 2013.

Joint Council Committee (Closed Session) Minutes of December 3, 2013.

**Moved by Councillor Ballard**  
**Seconded by Councillor Kerwin**

**THAT the Joint Council Committee Minutes and the Joint Council Committee (Closed Session) Minutes all of December 3, 2013 be approved.**

**CARRIED**

**2. JOINT COUNCIL COMMITTEE MINUTES – FEBRUARY 4, 2014 – ITEM 2**  
**JOINT COUNCIL COMMITTEE 2014 MEETING SCHEDULE**

Amended Joint Council Committee 2014 Meeting Schedule with meetings to begin at 9:30 a.m.

**Moved by Councillor Kerwin**  
**Seconded by Councillor Ballard**

**THAT the Joint Council Committee 2014 Meeting Schedule, as amended, with meeting times to begin at 9:30 a.m. be approved.**

**CARRIED**

**3. JOINT COUNCIL COMMITTEE MINUTES – FEBRUARY 4, 2014 – ITEM 3**  
**FIRE SERVICES REPORT 2014-02 – FIRE STATION 4-2 RENOVATION UPDATE**

Deputy Fire Chief Comeau provided a verbal update regarding Fire Services Report 2014-02 with respect to the Fire Station 4-2 Renovation. He advised that he has met with representatives of the construction company and work is scheduled to commence in late March, 2014 with an anticipated completion date of late August, 2014. Deputy Fire Chief Comeau further advised of the following:

- one truck will remain at Station 4-2;
- construction trailers will be utilized by the crews
- boardroom will be used for lunchroom/office
- fitness room will continue to be used by staff
- one truck will be kept at the Training Centre
- radio and speaker systems will be installed at Training Centre

**Moved by Councillor Kerwin**  
**Seconded by Councillor Ballard**

**THAT Fire Services Report 2014-02 (distributed electronically) with respect to Fire Station 4-2 Renovation Update and the verbal update by Deputy Fire Chief Comeau be received.**

**CARRIED**



**Moved by Councillor Ballard  
Seconded by Councillor Gallo**

**THAT the Joint Council Committee resolve into a closed session for the purpose of discussing personal matters about an identifiable individual, including municipal employees or local board employees. (*Personal Matter*)**

**CARRIED**

The Committee resolved into a Joint Council Committee (Closed Session) at 10:40 a.m.

The Minutes of the Joint Council Committee (Closed Session) are recorded under separate cover.

The Committee resumed into public session at 10:54 a.m.

**Moved by Councillor Kerwin  
Seconded by Councillor Abel**

- 1. THAT Corporate Services (Closed Session) Report – Financial Services 2014-04 dated February 3, 2014 regarding CYFS – Arbitration Awards and Provisions be received;**
- 2. AND THAT the recommendations in Corporate Services (Closed Session) Report – Financial Services 2014-04 be adopted.**

**CARRIED**

**4. JOINT COUNCIL COMMITTEE MINUTES – FEBRUARY 4, 2014 – ITEM 4  
NEW BUSINESS**

Councillor Abel requested an update regarding the impact of the East Gwillimbury (Mount Albert) fire station blaze. Deputy Fire Chief Leslie advised that the station was destroyed with no equipment remaining nor a place to house apparatus. He advised that Central York and other area Fire Services responded to provide mutual aid and other municipalities are providing equipment and seeking a location to retain such. He further advised that the blaze had no operational effect on Central York Fire Services. Questions were posed to the Deputy Fire Chiefs about the Central York buildings being equipped with sprinkler systems. Deputy Fire Chief Leslie advised that future station construction will have consideration of sprinkler systems however that is not a requirement of the Ontario Building Code. He further advised that Station 4-2 is equipped with a sprinkler system and the matter would have to be considered for Station 4-1. Councillor Ballard requested a cost estimate of adding a sprinkler system.

Councillor Abel requested an update about the recent blaze of a seniors' residence in Quebec. Deputy Fire Chief Leslie was not able to comment on the Quebec Building Code rules and regulations. He advised that the seniors' residences and long term care facilities in Aurora and Newmarket are routinely inspected through the Fire Prevention program.

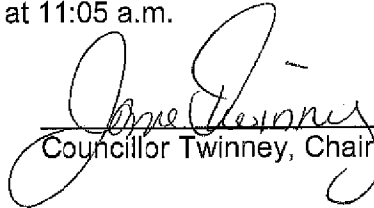
Moved by Councillor Ballard  
Seconded by Councillor Gallo

THAT the meeting adjourn.

CARRIED

There being no further business, the meeting adjourned at 11:05 a.m.

04/03/2014  
Date

  
Councillor Twinney, Chair



# Town of Newmarket MINUTES

## ENVIRONMENTAL ADVISORY COMMITTEE

Wednesday, February 12, 2014  
at 6:30 p.m.  
Mulock Room, 395 Mulock Drive

A meeting of the Newmarket Environmental Advisory Committee was held on Wednesday, February 12, 2014 at 6:30 p.m. in the Mulock Room at 395 Mulock Drive.

Present: John Birchall  
Philip Breault (Meeting Chair)  
Wes Guldemon  
Doug Jagger  
Jill King (6:40 – 8:33 p.m.)  
Dayna Laxton  
Joanna Parsons (6:47 – 8:33 p.m.)  
Geoff Shore

Absent: Stacey Tidman  
Councillor Twinney

Staff: C. Finnerty, Council/Committee Coordinator  
L. Moor, Council/Committee Coordinator

The meeting was called to order at 6:33 p.m.

Philip Breault in the Chair.

### **ADDITIONS TO THE AGENDA**

None.

### **DECLARATIONS OF INTEREST**

None.

### **1. NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 1** **APPROVAL OF MINUTES**

Environmental Advisory Committee Minutes of January 8, 2014.

**Moved by Wes Guldemon**  
**Seconded by Geoff Shore**

**THAT the Environmental Advisory Committee Minutes of January 8, 2014 be approved.**

**CARRIED**



**2. NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 2  
CORRESPONDENCE**

Moved by Dayna Laxton  
Seconded by Doug Jagger

THAT the correspondence items, previously distributed by e-mail, be received.

**CARRIED**

**3. NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 3  
NATURAL HERITAGE PRESERVATION PRESENTATION**

Natural Heritage Preservation Presentation deferred to the March 5, 2014 meeting.

**4. NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 4  
APPLICATION FOR OFFICIAL PLAN AMENDMENT, ZONING BY-LAW  
AMENDMENT, DRAFT PLAN OF CONDOMINIUM/DRAFT PLAN OF SUBDIVISION  
WEST SIDE OF SILKEN LAUMANN DRIVE/EAST OF YONGE STREET**

Discussion ensued regarding the development applications. John Birchall provided photos of the subject property. Concerns raised included electromagnetic force (EMF) factor, feasibility of a proposed east-west trail system, protection of natural drainage swales, species at risk in the meadowlands and an updated fisheries assessment. It was suggested that the parkland designation should be swapped to provide for protection of the natural tributary on the site. A comprehensive list of comments to be compiled and referred back to Planning Staff for consideration.

**5. NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 5  
TRAIL MAPS UPDATE**

Joanna Parsons provided a verbal report and advised that the draft maps are awaiting final approval. She advised that the Director of Recreation and Culture has agreed to fund a portion of the printing costs out of the Recreation budget.

Moved by John Birchall  
Seconded by Dayna Laxton

1. THAT Recreation and Culture confirm a financial commitment to the trail map printing;
2. AND THAT NEAC contribute \$5,500 carried over for this purpose from the 2013 budget;
3. AND THAT a total of 10,000 trail maps be printed as soon as feasible.

**CARRIED**

6. **NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 6**  
**DARK SKIES UPDATE**

John Birchall provided a visual with photographs and a verbal report regarding light pollution. He outlined the impacts of inefficient lighting and provided a summary of worldwide initiatives to combat light pollution, more specifically through by-laws enacted in Richmond Hill and the Municipal District of Foothills, Alberta. A suggestion was made to address this issue at the next Council/NEAC workshop.

7. **NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 7**  
**ENVIRONMENTAL ISSUES/REQUESTS FOR FEEDBACK**

Environmental Issues/Requests for Feedback deferred to the March 5, 2014 meeting.

8. **NEWMARKET EAC MINUTES – FEBRUARY 12, 2014 – ITEM 8**  
**RESIDENTIAL GARBAGE BAG REDUCTION**

The Meeting Chair provided a verbal update on the City of Markham's waste reduction strategy. Clear plastic bags, removal of roadside electronics pickup and elimination of bag limits were incorporated into an updated waste diversion strategy. Issues encountered and addressed through the move to clear bags included privacy, retail supply, how to dispose of surplus black bags and additional costs for clear bags. The Meeting Chair advised that he would prepare a memorandum regarding same for consideration by Council.

9. **NEWMARKET EAC – FEBRUARY 12, 2014 – ITEM 9**  
**COUNCIL REVIEW WORKSHOP UPDATE/PLAN**

Council Review Workshop Update/Plan deferred to the March 5, 2014 meeting.

10. **NEWMARKET EAC – FEBRUARY 12, 2014 – ITEM 10**  
**ATTENDANCE**

Attendance deferred to the March 5, 2014 meeting.

11. **NEW BUSINESS**

a) **Ian Gray Environmental Award**

Geoff Shore advised that the Town of Georgina has proposed an environmental award for Council's consideration by using the Ian Gray Environmental Award model.

b) **Community Garage Sale**

Those present confirmed that a Community Garage Sale would be held in May, 2014.

c) Mosaik Housing Development

Wes Guldemonnd provided a verbal report. He advised that the homes are Energy Star rated and the developer is introducing a bioswale as opposed to a stormwater retention pond within the development.

**Moved by Wes Guldemonnd**  
**Seconded by Dayna Laxton**

**THAT the meeting adjourn.**

**CARRIED**

There being no further business, the meeting adjourned at 8:33 p.m.

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Philip Breault, Meeting Chair

Next Meeting Date: Wednesday, March 5, 2014 beginning at 6:30 p.m. in the Mulock Room.  
 Meeting Chair – Doug Jagger





TOWN OF NEWMARKET  
395 Mulock Drive  
P.O. Box 328  
Newmarket, ON L3Y 4X7

www.newmarket.ca  
info@newmarket.ca  
905.895.5193

March 27, 2014

## CORPORATE SERVICES – LEGISLATIVE SERVICES REPORT – 2014-10

TO: Mayor Van Bynen and Members of Council  
ORIGIN: Lisa Lyons, Deputy Clerk  
SUBJECT: Advance Voting Opportunities Additional Information

### RECOMMENDATIONS

**THAT Corporate Services Report – Legislative Services 2014-10 dated March 27, 2014 regarding “Advance Voting Opportunities Additional Information” be received.**

### COMMENTS

The purpose of this report is to provide Council with additional information related to the Advanced Voting Opportunities model outlined in Corporate Services – Legislative Services Report – 2014-06, which was deferred for staff to investigate the potential for a “Voting Week”, with consistent time of voting periods at set locations.

#### Proposed Advance Voting Model

The advance voting opportunities model being proposed for the 2014 Municipal Election provides eligible Newmarket voters a variety of dates and times to cast their ballot at one of three convenient and accessible early voting locations. This model utilizes a real-time, live electronic voters list allowing for voters to cast their ballot at any location regardless of the ward in which they reside, and has been designed by staff around the principle of bringing the voting experience closer to the people.

Advanced voting will be offered inside the Magna Centre, the Newmarket Community Centre and Lions Hall, and the Ray Twinney Recreation Complex. In developing a strategy around selecting the advance voting opportunities, staff examined:

- past voter turnout related to number of voters at locations and times;
- past voter feedback and feedback from staff;
- accessibility of voting locations;
- other advance voting opportunities scheduled in York Region;
- community programs/events coinciding with proposed advanced voting locations to offer greater convenience; and
- budget and resources required to administer the advance voting opportunities model and Voting Day.

A communications plan has been developed that includes tactics to assist candidates in providing information about advance voting opportunities to the electors, such as an Elections App, fridge magnets, postcards and brochures to name a few.

### Voting Week Model

Staff have examined whether a voting week model could be implemented for the 2014 Municipal Election.

Although the voting week model offers opportunities for communicating a consistent date/time/location for voting the week immediately prior to and including Voting Day, it also presents some challenges in the area of logistics and resources. It is the Clerk's responsibility to develop and administer an election within the resources available in accordance with the Municipal Elections Act. A voting week model would require additional resources based on the need to increase staffing and equipment to support the model. Additionally, contracts for tabulator voting equipment and supplies have already been substantially completed at this point in time.

Staff will examine the possibility of a voting week model for implementation in the 2018 Municipal Election.

### BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

This initiative supports the Town's Vision, Mission and Community Strategic Plan goal of being well-equipped and managed by implementing policies and processes that reflect sound and accountable governance and fiscal responsibility in achieving service excellence.

### HUMAN RESOURCE CONSIDERATIONS

There are no human resource considerations associated with this report.

### BUDGET IMPACT

All costs associated with Advance Voting can be accommodated within the election budget of the Legislative Services department.

### CONTACT

For more information on this report, contact Lisa Lyons, Deputy Clerk (ext. 2203, [lyons@newmarket.ca](mailto:lyons@newmarket.ca)).



Lisa Lyons, Deputy Clerk



Andrew Brouwer, Director,  
Legislative Services/Town Clerk



Anita Moore, Commissioner,  
Corporate Services



TOWN OF NEWMARKET  
395 Mulock Drive  
P.O. Box 328  
Newmarket, ON L3Y 4X7

www.newmarket.ca  
Info@newmarket.ca  
905.895.5193

March 6, 2014

## **CORPORATE SERVICES – LEGISLATIVE SERVICES REPORT – 2014-06**

TO: Mayor Van Bynen and Members of Council

ORIGIN: Lisa Lyons, Deputy Clerk

SUBJECT: Advance Voting Opportunities and Language and Communication for the 2014 Municipal Election

### **RECOMMENDATIONS**

**THAT Corporate Services Report – Legislative Services 2014-06 dated March 6, 2014 regarding “Advance Voting Opportunities and Language and Communication for the 2014 Municipal Election” be received and the following recommendations be adopted:**

- a) THAT a by-law be enacted to permit the following dates, times and locations for Advance Voting in the Town of Newmarket for the 2014 municipal election;**

<b>Date</b>	<b>Time</b>	<b>Locations</b>
Saturday, October 11, 2014	12:00 p.m. – 4:00 p.m.	Ray Twinney Recreation Complex Magna Centre
	8:00 a.m. – 1:00 p.m.	Farmer's Market/ Community Centre
Sunday, October 12, 2014	12:00 p.m. – 4:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Saturday, October 18, 2014	12:00 p.m. – 4:00 p.m.	Ray Twinney Recreation Complex Magna Centre
	8:00 a.m. – 1:00 p.m.	Farmer's Market/Community Centre
Sunday, October 19, 2014	12:00 p.m. – 4:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Monday, October 20, 2014	4:00 p.m. – 8:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Tuesday, October 21, 2014	4:00 p.m. – 8:00 p.m.	Ray Twinney Recreation Complex Magna Centre
Wednesday, October 22, 2014	4:00 p.m. – 8:00 p.m.	Multi Unit Residences (to be identified at the discretion of the Clerk)
Thursday, October 23, 2014	4:00 p.m. – 8:00 p.m.	Ray Twinney Recreation Complex Magna Centre

- b) AND THAT a by-law be enacted to provide for reduced voting hours with respect to a voting place that is only for the use of residents of the institution or retirement home;**
- c) AND THAT a by-law be enacted to include other languages in addition to English and French in order to relay election related information to the general public.**



## **COMMENTS**

### **Advance Voting**

Section 43 (1) of the *Municipal Elections Act* (the “Act”) specifies that Council shall pass a by-law at least 30 days prior to Voting Day, establishing one or more dates for an advance vote and the hours during which voting location(s) shall be open on advance vote days. Advance voting provides a choice for eligible electors that may not be available on Voting Day.

In 2010 there were a total of eight (8) advance voting days; six (6) days held at the Municipal Office; one (1) day for designated multi unit residences; and the Saturday of the Thanksgiving weekend at the Upper Canada Mall.

For 2014, staff is proposing that eight (8) advance vote days be maintained, however additional vote locations will be offered including the following changes:

- Provide advance voting locations Saturday and Sunday of the Thanksgiving weekend to allow electors who may be away at post-secondary institutions to vote while home for the holiday weekend. This weekend will also offer an early opportunity for voting for those electors who may travel out of the country during the winter months.
- In an effort to improve convenience, locations are recommended at recreation facilities and events where individuals and families are already gathered. The Ray Twinney Recreation Complex and Magna Centre will be utilized throughout the advance voting period. Additionally, advance locations will be established at the Farmer's Market/Community Centre on two (2) Saturday mornings. Feedback from staff in 2010 had indicated that the advance vote location at the Upper Canada Mall was not as well attended as anticipated as many of the interested voters were not eligible Newmarket electors.
- Voting hours on weekends will remain 12 pm to 4 pm except at the Farmer's Market/Community Centre location which will be 8 am to 1 pm. Weekday advance voting will occur from 4 pm to 8 pm.
- Advance voting opportunities will be available at multi unit residences throughout the Town on Wednesday October 22, 2014 from 4 pm to 8 pm. Staff are currently confirming multi unit residences throughout the Town, and it is proposed that the Clerk be delegated the authority to make this determination. At a minimum, the same multi unit residences will be used as established in the 2010 election, where applicable multi unit residence voters, candidates and the community will be advised in advance of October 22<sup>nd</sup>.
- “Vote Anywhere” - all advance voting locations will operate by utilizing a real-time, live voter strike off system that allows election staff to process electors by accessing an electronic version of the voters' list. This also provides efficiencies when updating the voters' list in advance of the Voting Day.

The objective of improving an election event is to ensure that the election is accessible and easy for the electors to schedule when they intend to vote. The proposed advance voting locations are well distributed throughout the Town, and Staff will continue to ensure that all voting places are accessible. Staff will also ensure the advance voting opportunities and accessible vote opportunities are communicated well in advance of these dates and utilize a variety of communication tactics.

### Reduced Voting – Long Term Care Facilities

Section 46(3) of the Act specifies that Council may pass a by-law to provide for reduced voting hours with respect to a voting place that is only for the use of residents of the institution or retirement home. The Act provides that a voting place shall be provided on the premises of:

- An institution in which, on nomination day, 20 or more beds are occupied by persons who are disabled, chronically ill or infirm.
- A retirement home in which, on nomination day, 50 or more beds are occupied.

Staff is currently having discussions with administrators from the institutions and retirement homes that meet the requirements of the Act regarding reduced voting hours at the respective facilities. When identified, a by-law will be brought forward directly to Council at a future meeting. A roving poll will be established at these facilities, being open for a period of two (2) hours which will provide an opportunity for all eligible electors to vote. The operating hours of these polls will be coordinated with the administrators of the locations and be communicated with the electors and candidates accordingly.

### Language and Communication

Section 9(2) of the Act specifies that Council can pass a by-law allowing for the use of languages other than English in notices, forms (other than prescribed) and other information provided under the Act. Like other GTA municipalities, in 2010 Newmarket passed a by-law in recognition of the diversity of the community and to make key voting information accessible to more electors by providing it in a language that is easier for them to comprehend.

The 2011 Statistics Canada Census indicates that Newmarket is ranked fourth in York Region for immigration with 24% of the population being immigrants. Staff is working with the York Region Local Immigration Partnership to provide input on the voting process and on a Civic 101 Guide, outlining how government works and the decision making process. Outreach strategies will also be formulated to promote the municipal election to newcomers.

Given the potential communication barriers for participation in the Municipal Election, it would be beneficial to provide voters with election material in languages that most widely represent Newmarket. The proposed by-law is worded broadly to allow for the Clerk's discretion in determining the language groups and scope of information to be provided.

### **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

This initiative supports the Town's Vision, Mission and Community Strategic Plan goal of being well-equipped and managed by implementing policies and processes that reflect sound and accountable governance and fiscal responsibility in achieving service excellence.

### **HUMAN RESOURCE CONSIDERATIONS**

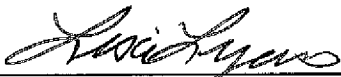
There are no human resource considerations associated with this report.

**BUDGET IMPACT**

All costs associated with Advance Voting and providing election related information in additional languages can be accommodated within the election budget of the Legislative Services department.

**CONTACT**

For more information on this report, contact Lisa Lyons, Deputy Clerk (ext. 2203, [llyons@newmarket.ca](mailto:llyons@newmarket.ca)).



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Lisa Lyons, Deputy Clerk



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Andrew Brouwer, Director,  
Legislative Services/Town Clerk



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Anita Moore, Commissioner,  
Corporate Services

March 21, 2014

**CORPORATE SERVICES REPORT – LEGISLATIVE SERVICES 2014-08**

TO: Committee of the Whole

SUBJECT: *Regional Municipality of York – Road Rehabilitation Program (Noise By-law Exemption)*

ORIGIN: Director, Legislative Services/Town Clerk & Supervisor, By-law Enforcement

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**RECOMMENDATIONS**

**THAT Corporate Services Report – Legislative Services 2014-08 dated March 21, 2014 regarding “Regional Municipality of York – Road Rehabilitation Program Request for Exemption from the Noise By-law” be received and the following recommendations be adopted:**

- a) **THAT a by-law to exempt the Regional Municipality of York from the Noise By-law (By-law 2004-94) be enacted to facilitate their road habilitation program on Mulock Drive in the Town of Newmarket for a period from June 23, 2014 to September 12, 2014 between the hours of 7:00 p.m. to 5:00 a.m., Monday through Saturday.**
- b) **AND THAT the Regional Municipality of York notify area residents one week prior to the start of the work.**

**COMMENTS**

The purpose of this report is to seek Council’s approval of a request for an exemption from the Noise By-law (By-law 2004-94) from Regional Municipality of York regarding the Road Rehabilitation Program along Mulock Drive from Yonge Street to Highway 404. The Road Rehabilitation Program includes removal of the existing asphalt and repaving with new asphalt, repairs to curbs, catchbasins and manholes and upgrading of the cross-walks at all intersections to meet the new *Accessibility for Ontarians with Disabilities Act* (AODA) requirements.

Attachment “A” outlines details to the request.

**Corporate Services Department**

**TOWN OF NEWMARKET**  
395 Mulock Drive  
PO Box 328 STN Main  
Newmarket, ON L3Y 4X7

[www.newmarket.ca](http://www.newmarket.ca)  
[info@newmarket.ca](mailto:info@newmarket.ca)



The Region's request is to undertake the work at non-peak hours (7 p.m. through 5 a.m.) all days of the week finishing on Saturday mornings when the traffic is less congested so as to minimize disruption to businesses and residents

The Noise By-law restricts the operation of construction equipment or the conduct of any alteration or repair of any building between the 8 p.m. and 7 a.m. Monday through Friday and 8 p.m. to 9 a.m. on Saturdays, Sundays and holidays.

Given the context for the work required to be undertaken, staff recommends approval of the exemption request to the Noise By-law during the hours requested, excluding Sundays.

### **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

This report relates to the "Well Equipped and Managed" link of the Town's community vision implementing policy and processes that reflect sound, accountable governance.

### **CONSULTATION**

There was no consultation required in regard to this report.

### **HUMAN RESOURCE CONSIDERATION**

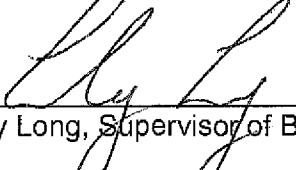
There are no human resources considerations related to this report.

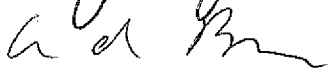
### **BUDGET IMPACT (CURRENT AND FUTURE)**


There are no budget impacts related to this report.

### **CONTACT**

For more information on this report, please contact Lesley Long, Supervisor of Bylaws at [llong@newmarket.ca](mailto:llong@newmarket.ca) or at 905 953-5300, ext. 2222

  
Lesley Long, Supervisor of Bylaw Enforcement

  
Andrew Brouwer, Director, Legislative Services /Town Clerk

  
Anita Moore, Commissioner of Corporate Services



Transportation Services  
Roads Branch  
Fax: 905-836-4590

March 14, 2014

Lesley Long  
Supervisor of Bylaw Enforcement  
Town of Newmarket  
395 Mulock Drive  
P. O. Box 328, Station Main  
Newmarket, ON L3Y 4X7

**BY E-MAIL ONLY**

Dear Ms. Long:

**Re: Request for Exemption to Town of Newmarket Bylaw 2004-94 to Allow Night Work  
Contract No. 14-152 – Removal of Asphalt Pavement and Hot Mix Asphalt Paving on  
Mulock Drive (Y.R. 74) from Yonge Street (Y.R. 1) to Highway 404  
Town of Newmarket**

The Regional Municipality of York (Region) requests that the Town of Newmarket approve an exemption to Town Bylaw 2004-94 to allow for night-time construction work during the period June 23, 2014 to September 12, 2014 for the rehabilitation of Mulock Drive from Yonge Street to Highway 404.

As part of our ongoing Road Rehabilitation Program, the Region is planning to undertake the rehabilitation of Mulock Drive from Yonge Street to Highway 404 in 2014. The project includes removal of the existing asphalt and repaving with new asphalt, repairs to curbs, catchbasins and manholes, and upgrading of the cross-walks at all intersections to meet the new Access for Ontarians with Disabilities Act (AODA) requirements. We plan to do the work during the summer months with the start of the construction planned for Monday, June 23 and project completion by Friday, September 12.

To reduce the overall disruptions to road users in Newmarket and to expedite the completion of the work we would like to undertake this work during the night. Our reasons for this are set out below.

**To minimize traffic disruptions caused by working on both Mulock Drive and Davis Drive during the daytime**

We propose to do this work at night while the ongoing construction work on the adjacent Regional Road, Davis Drive, happens during the day. Working at night will also allow us to generally keep all lanes open on Mulock Drive during the morning and evening rush hours. There will be some intermittent single lane closures to undertake minor work such as curb and manhole repairs during the off-peak hours.

**To maintain access to commercial and residential properties during the daytime**

There are many commercial accesses along Mulock Drive, particularly in the section from Yonge Street to the westerly College Manor Road intersection, and many of these properties have only one access off of Mulock Drive. The main construction work involves removing 180mm or 7 inches of the existing asphalt and then repaving with new asphalt. Driveways will not be usable for several hours while work is being done in the immediate area of each access. If we do the work at night, we will be able to complete enough of the work at each driveway during one night that we will not have to close any driveways during the daytime business hours. If the work is done during the day each driveway will be closed for about one business day.

The Regional Municipality of York, 17250 Yonge Street, Newmarket, Ontario L3Y 6Z1  
Tel: 905-895-1200, 1-877-464-9675, Fax: 905-830-6927  
Internet: [www.york.ca](http://www.york.ca)

Request for Noise By-law Exemption to Allow Night Work  
Contract No. 14-152 - Mulock Drive (Y.R. 74) from Yonge Street (Y.R. 1) to Highway 404  
Town of Newmarket  
March 14, 2013

**To expedite the completion of the project**

If the contractor is allowed to work at night, work can commence at approximately 7:00 p.m. and be complete by 5:00 a.m. each day, for a full 10-hour work shift at full productivity. If the work is done during the day, the contractor will be allowed to work only from 9:00 a.m. to 7:00 p.m. The contractor will not be allowed to work during the morning peak period and will only be able to do limited work during the afternoon peak period. These restrictions will result in the contractor only being able to operate at full productivity from 9:00 a.m. to 3:30 p.m., for a total of 6.5 hours of work at full productivity levels followed by 3.5 hours of limited productivity each day.

Permitting the contractor to work at night will allow the Region to complete this work efficiently and expeditiously.

The main equipment used for this type of project includes:

- Pavement grinding machines
- Paving and asphalt compaction machines
- Dump trucks
- Miscellaneous other smaller construction equipment

The noisiest parts of the project will be while old broken curb is removed and during the grinding of the old asphalt. The remainder of the work will be quieter, with the main noise sources being the engines of the equipment and trucks.

This project will proceed as a moving operation. Although the project site is 5 km long, the area under active construction at any one time will be much smaller. In general, only a few hundred metres of the site will have construction activity ongoing on any one night. At any particular location we do not expect to be working for more than 10 working days.

Region staff can make a presentation to Newmarket Council about the project if that would be of use to Council in their deliberations about our request. Please let me know if this would be useful, and if it is, could you please also advise how I can be added as a delegate to speak at the meeting when this request will be considered.

I trust this gives you enough information to process our request. If you have any questions or require further information please do not hesitate to contact the undersigned.

Sincerely,



for David Atkins, P.Eng., PMP  
Senior Project Manager

DA/da/dc

Copy to: Brian Titherington, Director of Roads, York Region via e-mail only  
Salim Atibhai, Manager of Engineering, York Region via E-mail only

YORK-#5409448-v1-3996\_MCW\_Newmarket\_Letter\_Regarding\_Noise\_ByLaw\_Excmption\_For\_MUlock\_06Mar2014.docx



DEVELOPMENT & INFRASTRUCTURE SERVICES – ENGINEERING SERVICES  
 TOWN OF NEWMARKET  
 395 Mulock Drive www.newmarket.ca  
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 Newmarket, ON L3Y 4X7 905.895.5193

March 13, 2014

## DEVELOPMENT & INFRASTRUCTURE SERVICES REPORT ENGINEERING SERVICES 2014-23

TO: Committee of the Whole

SUBJECT: Millard Avenue - Parking Review – Forest Glen Road to Lorne Avenue - Update  
 File No.: T08 T.30 Millard Avenue

ORIGIN: Director, Engineering Services

### RECOMMENDATIONS

THAT Development & Infrastructure Services Report – ES2014-23, dated March 13, 2014 regarding Millard Avenue – Parking Review – Forest Glen Road to Lorne Avenue Update, be received and the following recommendation(s) be adopted:

1. THAT Schedule X (No Parking) of the Parking Bylaw 1993-62, as amended, be amended by deleting the following:

ROAD	SIDE	BETWEEN	PROHIBITED TIMES
Millard Avenue	North	Church Street to Forest Glen Road	Anytime

2. AND THAT Schedule X (No Parking) of the Parking Bylaw 1993-62, as amended, be amended by adding the following:

ROAD	SIDE	BETWEEN	PROHIBITED TIMES
Millard Avenue	North	Church Street to Lorne Avenue	Anytime

3. AND THAT the necessary Bylaws be prepared and submitted to Council for their approval.

### BACKGROUND

At its regular meeting of Monday June 17, 2013, Town Council adopted a recommendation that stated:

***THAT staff review the parking restrictions currently in place on Millard Avenue between Lorne Avenue and Forest Glen with a view to implement a three hour limit and no overnight parking.***

In 2013, a report entitled "Development & Infrastructure Services Report – Engineering Services 2013-48" recommended that the "No Parking" restriction be removed from the north side of Millard Avenue between Forest Glen Road and Lorne Avenue. At its regular meeting of November 12, 2013, Town Council considered the report but referred it back to staff for further work. The main purpose of the referral was to determine the merits of a proposed alternative "split option", whereby the parking restrictions would be lifted on approximately half of the north section of Millard Avenue between Forest Glen Road and Lorne Avenue.



## **COMMENTS**

During its 2013 parking review, Engineering Services examined the traffic and parking operations along Millard Avenue. The purpose of that review was to ensure that the parking restriction changes being proposed would be safe and technically sound. The recommendations from last year's report were simply to amend incorrect signage that did not reflect the current by-law and that had been in place for several decades and to return the parking restrictions back to what they had been for years. However, recent concerns raised by a resident and by the Ward Councillor regarding safety resulted in staff taking another look at the situation.

Furthermore, at its regular meeting of November 5, 2012, Town Council received a report entitled "Development & Infrastructure Services - Engineering Services Report 2012-66", in which the traffic operations (volumes and speeds) on a number of streets in Ward 5, including Millard Avenue, were detailed. Some of the information that was contained in that November 2012 report needs to be reconsidered herein, as that information is relevant to today's study.

The 2012 report indicated that Millard Avenue, which is classified as a "Residential Minor Collector", had an average measured daily volume of 1,932 vehicles. This volume is below the capacity of a residential minor collector. The average daily volumes have fluctuated between a low of 1,635 vehicles per day in 2011, and a high of 2,185 vehicles per day in 2003. Police records indicated that, at the time of the 2012 report, there had been only one (1) recorded collision over a three (3) year period. This collision, which involved a parked vehicle, occurred on the section between Forest Glen Road and Lorne Avenue.

Evidence has shown that vehicle speeds on Millard Avenue have decreased slightly over time. However, speeds are still in excess of the policy threshold of 55 km/h. The geometrics of the roadway are good and visibility along Millard Avenue is unobstructed for some distance. This results in a condition that creates driver comfort along this section. In fact, conditions along this stretch are good enough for York Regional Police to have used it at one time as a testing and training site for their radar equipment.

Historical data shows very few incidents occurring over the many years that parking was allowed on the north side of Millard Avenue from Forest Glen Road to Lorne Avenue. Re-establishing the same parking conditions is not expected to create safety issues. In fact, re-establishing parking along this stretch of road may have the opposite effect by inciting drivers to slow down.

As per the Town's Parking Policy, Engineering Services used a majority vote system to allow the affected community to decide what parking conditions they would prefer. It was found that the majority of respondents wanted the parking restrictions removed on the north side of Millard Avenue.

Consistent with the will of the majority, it is therefore recommended that the "No Parking" zone on the north side of Millard Avenue between Forest Glen Road and Lorne Avenue be removed. The general prohibitions of the Parking Bylaw, such as no parking in front of a fire hydrant or in excess of three-hours, would still apply.

## **PUBLIC CONSULTATION**

On February 4, 2014, the Engineering Services Department sent a letter to all of the directly impacted residents of the Millard Avenue community requesting their input. As directed by Council, the option that was presented in the letter was a "split option" as proposed by a resident deputation. In this option, one half of the street would keep the "No Parking" restriction, whereas the other half of the street would have the restriction lifted.

The Town received responses from five (5) of the fifteen (15) households that would be directly impacted by the parking restriction changes (frontage and major flankage properties).

Results indicated that:

- Only one (1) of the 5 households was in favour of the "split option";
- Four (4) of the 5 households were NOT in favour of the "split option", with:
  - o Three (3) of the 4 households against the "split option" favouring an amendment to remove the restrictions on the north side (as per Engineering Services' original recommendation);
  - o One (1) of the 4 households against the "split option" preferring that the parking restrictions remain as they currently are (full "No Parking" restriction).

These results will be shared with the community and a copy of this report will be forwarded to affected residents prior to the Committee of the Whole Meeting so that residents may attend the Committee of the Whole meeting or present a deputation if they so wish.

### **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

- Well-planned and connected...strategically planning for the future to improve information access and enhance travel to, from and within Newmarket.

### **HUMAN RESOURCE CONSIDERATIONS**

No impact on current staffing levels.

### **IMPACT ON BUDGET**

#### **Operating Budget (Current and Future)**

No impact on the Operating Budget.


#### **Capital Budget**

No impact on the Capital Budget.


### **CONTACT**

For more information on this report, please contact Mark Kryzanowski at 905-895-5193 extension 2508; [mkryzanowski@newmarket.ca](mailto:mkryzanowski@newmarket.ca).

Prepared by:

  
M. Kryzanowski, M.C.I.P., R.P.P.  
Senior Transportation Coordinator

  
R. Bingham, C.E.T.,  
Manager, Engineering & Technical Services

  
R. Prudhomme, M.Sc., P. Eng.  
Director, Engineering Services

  
for R. Prentice, Commissioner,  
Development & Infrastructure Services





- Proposed No Parking Zone to be removed
- Existing No Parking Zone to remain



DEVELOPMENT & INFRASTRUCTURE SERVICES – ENGINEERING SERVICES  
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March 14, 2014

**DEVELOPMENT & INFRASTRUCTURE SERVICES REPORT  
 ENGINEERING SERVICES 2014-24**

TO: Committee of the Whole

SUBJECT: Millard Avenue - Parking Review – Haskett Park  
 File No.: T08 T.30 Millard Avenue

ORIGIN: Director, Engineering Services

**RECOMMENDATIONS**

THAT Development & Infrastructure Services Report – ES2014-24, dated March 14, 2014 regarding Millard Avenue – Parking Review – Haskett Park, be received and the following recommendation(s) be adopted:

1. THAT Schedule X (No Parking) of the Parking Bylaw 1993-62, as amended, be amended by deleting the following:

ROAD	SIDE	BETWEEN	PROHIBITED TIMES
Millard Avenue	Both	East side of Queen Street to a point 700 feet easterly thereof	Anytime

2. AND THAT Schedule X (No Parking) of the Parking Bylaw 1993-62, as amended, be amended by adding the following:

ROAD	SIDE	BETWEEN	PROHIBITED TIMES
Millard Avenue	North	Queen Street to a point 40 metres easterly	Anytime
Millard Avenue	South	Queen Street to a point 210 metres easterly	Anytime

3. AND THAT the Parking Policy 2-year moratorium on amending the Parking Bylaw be lifted to accommodate the recommendations of this report;
4. AND THAT the necessary Bylaws be prepared and submitted to Council for their approval.

**COMMENTS**

At the regular Committee of the Whole meeting of Monday November 4, 2013, it was requested that parking along the north side of Millard Avenue in the immediate vicinity of Haskett Park be reviewed in terms of removing the "No Parking" restrictions to allow parking directly adjacent to the park.

Haskett Park has several soccer fields that are served by a parking lot off of Millard Avenue and a smaller parking lot off of Queen Street. Current parking restrictions prevent parking across the Haskett Park frontage starting at Queen Street. Please refer to the map on page 3.



Under normal use, the existing parking lots provide a sufficient supply for the parking demand. However during tournaments, or when multiple games are played on each field, the overlapping parking demand exceeds the available off-street supply. For this reason, it is recommended that the "No Parking" restriction be removed along the north side of Millard Avenue across the frontage of Haskett Park. The parking restrictions on the south side of Millard Avenue and the first 40 metres on the north side from Queen Street (to avoid a driveway) should not be changed to prevent pedestrians from having to cross the road.

As this is the removal of a long-standing restriction, it is further recommended that the Parking Policy's 2-year moratorium on re-visiting Parking Bylaw amendments be waved so that the 2014 summer soccer season can be accommodated and be monitored to ensure that no parking or traffic operations problems arise as a result of the amendments.

### **PUBLIC CONSULTATION**

No direct public consultation was undertaken in the preparation of this report. The Ward Councillor had requested this review based on several requests by residents and soccer club patrons.

### **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

- Well-planned and connected...strategically planning for the future to improve information access and enhance travel to, from and within Newmarket.

### **HUMAN RESOURCE CONSIDERATIONS**

No impact to current staffing levels.

### **IMPACT ON BUDGET**

#### **Operating Budget (Current and Future)**

No impact to the Operating Budget.


#### **Capital Budget**


There is a small impact to the Capital budget (less than \$1,000.00) for the removal and re-posting the parking restriction signage.


### **CONTACT**

For more information on this report, please contact Mark Kryzanowski at 905-895-5193 extension 2508; mkryzanowski@newmarket.ca.

Prepared by:

  
 M. Kryzanowski, M.C.I.P., R.P.P.  
 Senior Transportation Coordinator

  
 R. Bingham, C.E.T.,  
 Manager, Engineering & Technical Services

  
 R. Prudhomme, M.Sc., P. Eng.  
 Director, Engineering Services

acting  
for

  
 R. Prentice, Commissioner,  
 Development & Infrastructure Services





- Existing No Parking Restrictions to  
Remain
- - - - - Proposed No Parking Restriction to  
be Removed



**CORPORATE SERVICES – LEGISLATIVE SERVICES – CLERK'S**  
**TOWN OF NEWMARKET**  
 395 Mulock Drive  
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 905.895.5193

March 24, 2014

## **CORPORATE SERVICES REPORT – LEGISLATIVE SERVICES 2014-09**

**TO:** Committee of the Whole

**SUBJECT:** Carnival – D.A. Campbell Amusement Ltd. – Upper Canada Mall

**ORIGIN:** Director, Legislative Services/Town Clerk & Licensing Officer

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### **RECOMMENDATION**

The Commissioner of Corporate Services and Director of Legislative Services/Town Clerk and Licensing Officer recommends:

**THAT Corporate Services Report – Legislative Services 2014 - 09 dated March 24, 2014 regarding Carnival - D.A. Campbell Amusement Ltd. Upper Canada Mall be received and the application be approved subject to the following terms:**

**THAT the license be issued for a period of seven consecutive days from May 6 to May 12, 2014 to permit the setting up and dismantling of amusement devices;**

**AND THAT the actual operation of the carnival not exceed five consecutive days within that permitted time period.**

### **PURPOSE**

To issue a Carnival licence to D.A. Campbell Amusements Ltd. to be held at Upper Canada Mall for the time requested.

### **COMMENTS**

This report is with respect to an application for a Carnival license for the event to be held at Upper Canada Mall from May 6<sup>th</sup> – May 12<sup>th</sup>, 2014. The charitable organization that will be sponsoring this event is the Easter Seals Society of Ontario. The proceeds from the event would go to assist the Easter Seals Society of Ontario and Southlake Regional Health Centre.

### **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

This report relates to the Well-equipped and Managed link of the Town's Community Vision – implementing policy and processes that reflect sound and accountable governance.

**CONSULTATION**

None

**HUMAN RESOURCE CONSIDERATIONS**

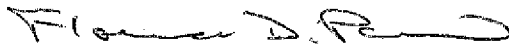
There are no Human Resources considerations related to this report.

**BUDGET IMPACT**

None

**CONTACT**

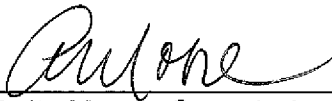
For more information on this report, contact Florence DiPassio, Licensing Officer at 905 953-5300 extension 2206 or via email at [fdipassio@newmarket.ca](mailto:fdipassio@newmarket.ca)



Florence DiPassio, Licensing Officer  
Services/Town Clerk



Andrew Brouwer, Director, Legislative



Anita Moore, Commissioner of Corporate Services



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March 24, 2014

## **JOINT CAO/CORPORATE SERVICES REPORT – FINANCIAL SERVICES 2014-05**

TO: Committee of the Whole

SUBJECT: Capital Financing Sustainability Strategy, Hemson Part 2 Report

ORIGIN: Commissioner, Corporate Services and Director, Financial Services

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### **RECOMMENDATIONS**

**THAT Joint CAO/Corporate Services Report – Financial Services 2014-05 dated March 24, 2014 regarding Capital Financing Sustainability Strategy, Hemson Part 2 Report be received.**

### **COMMENTS**

In September 2012, Council approved a recommendation to award an RFP with respect to the Capital Financing Sustainability Strategy to Hemson Consulting Ltd. The strategy was broken into three interconnected parts as follows:

Part 1 – An initial review of the existing asset replacement fund and associated policies. This part has been completed and reported on (report available upon request).

Part 2 – Development of a Capital Financing Sustainability Strategy taking into account such things as forecasted growth and capital requirements; provide financing alternatives and philosophies and presenting findings.

Part 3 – Preparation of the Development Charges Background Study and by-law.

At a Special Committee of the Whole on November 18, 2013 Hemson presented a Draft Part 2 report for Council's input and based on the comments received have finalized the Part 2 report and are now presenting the finalized comprehensive analysis for consideration (Hemson Report attached).

### **Next steps**

Staff will be reviewing the recommendations contained within the Part 2 report and will report early in the next term of Council on options for consideration including appropriate funding levels (for the Asset Replacement Fund for example) for forecasted capital requirements (including growth related, enhancement and repair and replacement) and the associated tax implications. Where appropriate, the shorter term recommendations will be considered as part of the 2015 budget process and those that are longer term will be examined and prioritized.

Some of the initiatives already underway include:



- the creation of the Utility Transition Task Force that in addition to updating the 6-year financial plan and rate structure, will examine issues like a storm sewer user rate
- investigating the method of implementation of a 10 year capital budget (or forecast) and multi-year operating budgets
- the Service Pricing Policy is being examined in conjunction with the Recreation Master Plan process
- a review of various policies including the Debt Policy, Reserves/Reserve Funds/Asset Replacement Fund policies; finalization of the Donation Policy

In addition, staff are assembling data for an over-arching Asset Management Plan, a strategic document that states how groups of assets are to be managed over a period of time. It will describe the various characteristics and condition of our assets, setting out service levels and providing funding strategies. This is a requirement of the Province.

A timeline for Part 3 of the project, the Development Charges Background Study and by-law approval has been developed with the consultant. Hemson Consulting Ltd. has committed to having the draft DC by-law ready for Council's review in May, with the Statutory Meeting being held early in June and the approval of the finalized by-law by the end of June.

### **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

This report links to Newmarket's key strategic directions in being Well Equipped and Managed by implementing policies and processes that reflect sound and accountable governance and being fiscally responsible.

### **CONSULTATION**

Consultation has taken place with a staff team consisting of the CAO, Commissioners, Fire Chief, Library CEO, Directors of Finance, Engineering and Public Works as well as staff from the various departments.

### **HUMAN RESOURCE CONSIDERATIONS**

This initiative will require considerable staff resources and options for resourcing will be examined and reported on as necessary.

### **BUDGET IMPACT**

#### **Operating Budget (Current and Future)**

The consultant has recommended that the Town implement an annual tax rate increase of .85% to 1.08% as part of a long term fiscal sustainability strategy. Staff will examine the implications of this and will report back with options as part of the 2015 budget process.

#### **Capital Budget**

One of the Hemson recommendations relates to ten year capital forecasting. Staff are investigating the best method of implementation and will report back during the next budget process.

---

**CONTACT**

For more information on this report, contact Anita Moore, Commissioner, Corporate Services at 905-955-5300, ext 2202 or Mike Mayes, Director, Financial Services at 905-955-5300, ext. 2102.

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Chief Administrative Officer

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Commissioner, Corporate Services

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Director, Financial Services

**CAPITAL FINANCING  
SUSTAINABILITY STRATEGY  
PART 2 REPORT**

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**Town of Newmarket**

**UPDATED**

**HEMSON** Consulting Ltd.

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**March 27, 2014**

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## **EXECUTIVE SUMMARY**

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### **A. STUDY CONTENT**

- This report builds on the Part 1 Report that was finalized in February 2013, and was considered by Council during the 2013 supplementary budget deliberations.
- A preliminary draft version of the Part 2 study was presented and discussed at the Committee of the Whole Meeting on November 18, 2013.
- Following Council input, funding strategies and scenarios have been developed in consultation with staff and are to be presented to Council on April 7, 2014.
- A comprehensive review of guiding data, documents, studies and plans has been undertaken.
- Several forecasts of capital expenditures for replacement, enhancement and growth-related infrastructure are included.
- An analysis of funding options to address the identified expenditures is provided.

### **B. RECOMMENDATIONS: POLICES AND PRACTICES**

The following are a set of key policy recommendations, arising from Part 1 and Part 2 study analysis and findings, which build upon existing Town policies and practices. Some of the recommendations can be implemented relatively easily, and in the short-term, while others may be introduced gradually or at a later date.

#### **1. Establish a Dynamic Asset Inventory (Chapter III, Part A)**

- The Town should move towards a dynamic condition-based asset management system to assist in establishing achievable and efficient future reserve

contribution amounts:

- Create a single centralized asset system
  - Extend asset data
  - Alternative approaches to estimating remaining asset lives
  - Accurate estimates of rehabilitation and replacement costs
2. **Implement an Advanced Asset Management (Software) Solution** (Chapter III, Part A.3)
- The Town should move forward with the Council approved funding of a software-based asset management solution.
  - Implementation of a software-based system can provide several noteworthy advantages including:
    - Capital Asset Risk Analysis
    - Co-ordination of Events
    - Building Asset Strategies
    - Ease of Operation
3. **Create Assessment Management Report Cards** (Chapter III, Part B)
- Building upon the Town's current ARF reporting, it is recommended that the Town develop asset management report cards that are updated on an annual basis and provide information on the condition rate of the Town's assets and the status of the reserve fund(s).

- Assessment Management Report Cards provide several benefits including:
  - ties to the earlier recommendation to base future replacement contributions on asset condition;
  - provides a visual representation to Council and the public of what a “poor” or “good” asset looks like;
  - provides a document that will aid Council in making service level decisions; and
  - shows the progress the municipality is making towards its service level targets.

**4. Move to a 10-year Capital Budget** (Chapter III, Part C)

- It is recommended that the Town integrate a 10-year capital forecast into the budget for Council review, advantages include:
  - Helps Council and the public to see future budget pressures;
  - Allows for better cash flow and reserve projects;
  - Ties into the long-range capital planning model developed as part of this study;
  - Aligns to existing water and sewer rates and financial plans (currently six year); and
  - Matches the minimum mandated 10-year planning period required in the development charges study.



**5. Establishing Three Categories of Capital Projects** (Chapter III, Part D)

- In order to more efficiently categorize capital projects and allocate funding, it is recommended that the Town establish three general capital funding categories or designations:

**a. Growth-Related**

- Largely, but not fully fundable from development charges

**b. Enhancement**

- Driven by regulatory improvement/changes, desired service level increases (discretionary), and strategic investments
- Largely funded from property taxes and utility revenues, however some upper level government funding and other contributions may be available

**c. Repair and Replacement**

- Largely funded from property taxes and utility rates, via ARF and other reserve funds, and a key focus of the study

**6. Establish a Storm Water Utility Rate** (Chapter III, Part H)

- Recommend that the Town implement a Storm Water Utility Rate
- Currently, storm water costs are funded from property taxes
- Many municipalities in Ontario, and across Canada, are exploring and implementing Storm Water Utility Rates

**7. Review and Update the Town's Corporate Debt Policy** (Chapter III, Part I)

The Town's current debt policy was established and adopted in 2002:

- The use of long-term debt is recognized as an important financial tool in sustainable long-term financial planning;
- The Town is likely going to continue to use debt to finance infrastructure additions and expansions as part of the comprehensive long-term sustainable financial strategy; and
- The existing debt policy is well established and contains many good components but should be reviewed and updated to reflect the current demographic, development, service delivery and infrastructure and fiscal position of the Town.

**8. Follow Investment Strategy** (Chapter III, Part J)

- Consider investing in projects, on occasion, that can earn a better return on investment or future budget savings. Typically this would be an internal loan or one to an outside party.
- Return incremental investment income to reserve funds under most circumstances:
  - It is recommended that in order to mitigate tax increases, this additional revenue be transferred to the Tax-Supported Operating Fund and be used to alleviate some of the pressure on property tax increases. The maximum amount to be transferred will be determined on an annual basis during the budget process.
  - Additionally, it is suggested that the amount of incremental income allocated to alleviate property tax increases be set at a maximum (e.g. reduction of 0.5% of the increase) and the balance of any additional investment revenues be transferred to property-tax supported asset

replacement funds.

#### **9. Other Key Recommendations**

- The following are additional, yet important, minor recommendations. A number of the following items are recommendations to continue with the best practices already employed by the Town:
  - Continue to undertake and enhance department specific asset reviews with a focus on condition rating (Chapter III, Part E);
  - Review carry-forward projects and reassigning funds if projects are no longer required (Chapter III, Part F.1);
  - Merge outdated, small or infrequently used capital reserves with the ARF or other reserves (Chapter III, Part F.2);
  - Establish service level targets to assist with funding decisions (Chapter V, Part A); and
  - Continue to apply ARF funding to departments based on prioritized needs (Chapter III, Part G).

#### **10. Final Recommendation: Implement Annual Tax Rate Increases of 0.85%-1.08%**

- It is recommended that the Town consider adopting annual tax rate increases of 0.85% to 1.08% to address the capital requirements of the Town as part of a long-term fiscal sustainability strategy.
- The recommended tax rate increases are based on the analysis in scenarios 3 and 4, contained in Chapter VI of this report.

### C. RECOMMENDATIONS: FUNDING OPTIONS AND TARGETS

The following chart provides an overview summary of the recommended funding options and strategies arising from the analysis undertaken in the Part 1 and Part 2 Report. The chart is structured by funding source and provides recommendations for each funding source, and in many cases, establishes short-term and long-term targets and objectives. See Appendix A for additional information.

Funding Mechanism	Revenue Source	Key Recommendations	Short-Term Funding Targets	Long-Term Funding Targets
<b>Asset Replacement Fund (ARF)</b>	Tax and rate supported	<ul style="list-style-type: none"> <li>Continue practice of annual tax and utility rate funded contributions to ARF</li> <li>Increase contributions to ARF in-line with funding targets</li> <li>Consider more defined use of ARF, i.e. use for capital repair and replacements only and replacement shares of growth projects</li> <li>Policy of using ARF for debenture funded projects is reasonable</li> </ul>	<p>Water/Sewer</p> <ul style="list-style-type: none"> <li>Follow recommendations in the Water and Wastewater Financial Plan</li> </ul> <p>Roads</p> <ul style="list-style-type: none"> <li>Current contributions and expenditures are close to sufficient</li> </ul> <p>Buildings</p> <ul style="list-style-type: none"> <li>Integrate building assessment results to determine funding needs</li> <li>Move to 70% of ideal contribution</li> </ul> <p>Storm</p> <ul style="list-style-type: none"> <li>Gradual increase of contribution</li> <li>Move to ideal contribution</li> </ul> <p>Land Improvements</p> <ul style="list-style-type: none"> <li>Gradual increase of contribution, however many expenditures can be deferred</li> </ul> <p>Vehicles and Equipment</p> <ul style="list-style-type: none"> <li>Current contributions are generally sufficient</li> </ul>	<p>Water/Sewer</p> <ul style="list-style-type: none"> <li>80% of accumulated amortization (80 year life) is achievable by 2020.</li> </ul> <p>Roads</p> <ul style="list-style-type: none"> <li>"Ideal" contribution is \$500,000 higher if Council chooses high service standard</li> </ul> <p>Buildings</p> <ul style="list-style-type: none"> <li>Tax room from expiring building debentures should be transferred to ARF</li> <li>Move to 70% of ideal contribution</li> </ul> <p>Storm</p> <ul style="list-style-type: none"> <li>"Ideal" contribution is \$960,000 or 60% higher than recent expenditures</li> </ul> <p>Land Improvements</p> <ul style="list-style-type: none"> <li>Gradual increase of contribution to 70% of ideal contribution</li> </ul>

Funding Mechanism	Revenue Source	Key Recommendations	Short-Term Funding Targets	Long-Term Funding Targets
<b>Recommending a Strategy (RAS) Surcharge</b>	Recreation user fee	<ul style="list-style-type: none"> <li>Surcharge structure is currently a uniform flat rate applied equally to all recreation user fees – it is recommended that the Town re-examine structure of the surcharge to reflect difference in user fees               <ul style="list-style-type: none"> <li>Consider setting surcharge as a %</li> </ul> </li> <li>Re-evaluate the desired annual funding amount to be raised from RAS Surcharge</li> <li>Ensure the monies continue to be used for capital purposes: debt repayment, new needs (non-DC recoverable) and replacement</li> </ul>	<ul style="list-style-type: none"> <li>Consider altering the structure of the charge to improve equitability between programs (set as a % vs. flat rate)</li> <li>If surcharge remains a flat rate, it should be indexed annually at the rate of change of recreation user fees</li> <li>Capital surcharge could be extended to other fees</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the level of the surcharge on a regular basis to determine if there is an opportunity to increase the amount of monies raised</li> </ul>
<b>Other User Fees</b>	User fees	<ul style="list-style-type: none"> <li>Service pricing policy is a reasonable policy</li> <li>Periodic reviews of policy are appropriate</li> <li>Examine opportunities to increase funding through user fees</li> </ul>	<ul style="list-style-type: none"> <li>Fees should align with Council priorities and be reasonably similar to those in other municipalities</li> <li>Ensure capital elements are considered when user fee studies are updated</li> </ul>	
<b>Pay-as you-go Capital (capital funded out of operating)</b>	Tax and utility rate supported	<ul style="list-style-type: none"> <li>Town's practices are reasonable and should continue</li> <li>Appropriate source when repayment stream is guaranteed (e.g. Honeywell, solar facilities)</li> <li>Appropriate source for non-DC eligible growth-related costs (e.g. cultural and arts projects, IT related projects, etc)</li> <li>ARF is better used for life cycle repairs and replacements</li> </ul>	<ul style="list-style-type: none"> <li>Funding should be linked to Council priorities</li> </ul>	



<b>Funding Mechanism</b>	<b>Revenue Source</b>	<b>Key Recommendations</b>	<b>Short-Term Funding Targets</b>	<b>Long-Term Funding Targets</b>
<b>Regional Uploading</b>	Utility rates and tax for roads	<ul style="list-style-type: none"> <li>Town should continue to work with Region and area municipalities on potential uploading of water/sewer infrastructure on small scale (e.g. pumping stations) and large scale (entire system)</li> <li>Any roads that meet the Region's criteria should be considered for uploading</li> </ul>	<ul style="list-style-type: none"> <li>Dependent on the specific opportunities to upload infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Dependent on the specific opportunities to upload infrastructure</li> </ul>
<b>Local Improvement Charges</b>	Alternative revenue sources	<ul style="list-style-type: none"> <li>Town should consider local improvement charge only if there is a sufficient amount of projects and cost to warrant the administration</li> </ul>	<ul style="list-style-type: none"> <li>Maximum revenue potential would be in the \$50,000-\$250,000 range based on use in other municipalities</li> </ul>	
<b>Development Charges</b>	Residential and non-residential development	<ul style="list-style-type: none"> <li>Town should adopt maximum calculated rates presented in Part 3 to ensure other limited sources are not used for growth-related capital</li> <li>Town has wisely made efforts to improve quality of inventory (i.e. building valuations)</li> <li>Review Local Service Definitions and maximize recoveries through subdivision and site plan agreements</li> </ul>	<ul style="list-style-type: none"> <li>Part 3 DC Study will ensure appropriate recent expenditures and their debenture payments are adequately funded through DCs (Operations Centre, Old Town Hall, Riverwalk Commons)</li> <li>Review opportunities to replenish tax reserves with DCs in as part of Part 3 Study</li> </ul>	<ul style="list-style-type: none"> <li>Continue the practice of maximizing recoveries through DCs</li> </ul>
<b>Cash-in-Lieu Parkland Parking, Section 37</b>	Residential development	<ul style="list-style-type: none"> <li>Implement recent parking and cash-in-lieu studies</li> <li>Cash-in-lieu of parkland should be focused on parkland acquisition (instead of development where DCs can be used)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of new policies should result in higher revenues</li> <li>The ongoing Provincial review of these fiscal tools may impact future practices and revenues</li> </ul>	<ul style="list-style-type: none"> <li>Consider possible use of Section 37 during secondary plan review</li> </ul>
<b>Storm Water Rate</b>	Utility rate	<ul style="list-style-type: none"> <li>Recommend that the Town implement a Storm Water Utility Rate</li> <li>Currently Storm Water costs are funded from property taxes</li> <li>Many municipalities are exploring and implementing Storm Water Utility Rates</li> </ul>	<ul style="list-style-type: none"> <li>Rate based on water consumption or flat rate based surcharge could be implemented relatively quickly</li> </ul>	<ul style="list-style-type: none"> <li>Consider moving towards a more complex storm water utility rate structure based on property size, land uses, and permeable area</li> </ul>

<b>Funding Mechanism</b>	<b>Revenue Source</b>	<b>Key Recommendations</b>	<b>Short-Term Funding Targets</b>	<b>Long-Term Funding Targets</b>
<b>Federal Gas Tax</b>	Grant	<ul style="list-style-type: none"> <li>Town currently uses monies to fund road replacements, which is advisable since other growth funds cannot be used</li> </ul>	<ul style="list-style-type: none"> <li>Town's existing practice should continue</li> </ul>	
<b>Other Infrastructure Grants</b>	Grant	<ul style="list-style-type: none"> <li>Over last 20 years very limited grants had been available for arts and recreation until the recent stimulus funding</li> <li>The Town should review any future grant program and apply for suitable funding in the context of the Town's overall long-range plans and objectives               <ul style="list-style-type: none"> <li>Evaluation of the value of applying for the grant should include a full fiscal impact analysis considering capital and operating impacts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Town should pursue any infrastructure grant programs that provide monies for projects and needs identified in the Town's long-range capital planning documents</li> </ul>	
<b>Debt</b>	Tax, rate and DCs	<ul style="list-style-type: none"> <li>Town's practice of using debt for major facilities is reasonable and appropriate</li> <li>10% of own source revenue (currently at 6%) policy is reasonable target (allows for growth with assessment growth)</li> <li>Add policy that debenture period should never exceed useful life</li> </ul>	<ul style="list-style-type: none"> <li>For equity purposes, debt is best used for projects that provide benefits over a longer period</li> </ul>	<ul style="list-style-type: none"> <li>Town's current policy and practice provides flexibility for emergencies</li> </ul>
<b>PPPs, Private Contributions and Sponsorships</b>	Various	<ul style="list-style-type: none"> <li>Town should continue to look for private sector support for key projects</li> <li>Policy of internally borrowing funds to pay for initial capital investment is reasonable given guaranteed savings</li> </ul>	<ul style="list-style-type: none"> <li>Town is currently preparing donation policy that will consider public art and land</li> </ul>	<ul style="list-style-type: none"> <li>Revenue streams can be used for eventual replacement of the assets</li> </ul>

<b>Funding Mechanism</b>	<b>Revenue Source</b>	<b>Key Recommendations</b>	<b>Short-Term Funding Targets</b>	<b>Long-Term Funding Targets</b>
<b>Developer funded items</b>	Development	<ul style="list-style-type: none"> <li>• It is recommended that the Town continue to acquire trails through the planning approval process</li> <li>• As part of DC local service review, other park elements could be considered for direct developer funding Note: Developer funded items could no longer be included in DC inventories</li> <li>• Continue voluntary contributions for trails and public art</li> <li>• Secure land easements</li> </ul>	<ul style="list-style-type: none"> <li>• As part of 2014 DC Study review and ensure that the Town's Local Service Definitions and Policies maximize the recovery of infrastructure costs through development agreements</li> <li>• Explore opportunities to further encourage the development industry to contribute to non-DC fundable projects</li> </ul>	
<b>Collaboration with Other Municipalities</b>	Various	<ul style="list-style-type: none"> <li>• Capital servicing agreements with Aurora (i.e. 2C lands) (and other municipalities) can make sense for both parties</li> <li>• Integrate findings of Central York Fire Service Master plan review</li> </ul>		
<b>Sale of property</b>	Market transactions	<ul style="list-style-type: none"> <li>• Town's current policy to use land sales to pay for new land is reasonable and common</li> <li>• Town has ability to buy land from itself using DCs for growth related projects <ul style="list-style-type: none"> <li>• If the Town acquires land through non-DC sources and the land is now to be used for a DC eligible purpose then the reasonable value/cost of the land can be funded from DCs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Not a "stable" revenue source</li> <li>• Consider undertaking a municipal purpose lands needs analysis examining anticipated future needs in the context of the Town's current holdings <ul style="list-style-type: none"> <li>• Study should establish existing holds that will not be required (location/size issues) and future needs</li> <li>• Study should include fiscal analysis of land sale revenues versus future acquisitions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Establishing a long-term land acquisition strategy with consideration of potential land sales and acquisition needs</li> </ul>

Funding Mechanism	Revenue Source	Key Recommendations	Short-Term Funding Targets	Long-Term Funding Targets
Hydro dividend	Hydro rates	<ul style="list-style-type: none"> <li>Not a guaranteed revenue source therefore money is better spent on capital contributions rather than operations</li> <li>If dividend revenues are identified as an ongoing revenues source then it would be prudent for the Town to undertake sensitivity analysis of the impact of potentially declining dividend revenues</li> </ul>	<ul style="list-style-type: none"> <li>Town could consider using 50% of hydro dividend for capital in the short-term</li> </ul>	<ul style="list-style-type: none"> <li>Town could consider using 75% of hydro dividend for capital consistent with existing Town policy</li> </ul>

## **I INTRODUCTION**

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Hemson Consulting Ltd., in association with Riva Modeling, was retained by the Town of Newmarket in the fall of 2012, to prepare a Capital Financing Strategy/Asset Replacement Fund (ARF) Study. The overall assignment is broadly separated into three parts:

Part 1: Peer review of existing asset replacement fund and policies

Part 2: Preparation of Capital Financing Sustainability Strategy

Part 3: Preparation of Development Charges Background Study and By-law

### **A. PART 2 REPORT BUILDS UPON PART 1 REPORT**

The Part 1 Report focused on the life-cycle based replacement of Town assets and the associated funding required for the Town's Asset Replacement Fund. The report contained a series of technical or data focused recommendations and some initial policy recommendations that will be explored in greater detail in this report.

The Part 1 report was finalized in February 2013, and was considered by Council during the 2013 supplementary budget deliberations. Of particular note, at its May 27th meeting, Council passed a 0.8% tax supported infrastructure levy to help address the infrastructure funding shortfall identified in the Part 1 Report and by internal reviews conducted by Town staff.

In addition, the Part 2 Report integrates some of the initial inventory and capital program work completed as part of the initial stages of updating the Town's development charges. The Town's development charges by-laws expire August 2014.

The recommendations in this report should be considered by Council during its capital budget deliberations. However, it should be noted that most of the recommendations are long-term in nature and can be implemented over a period of time.



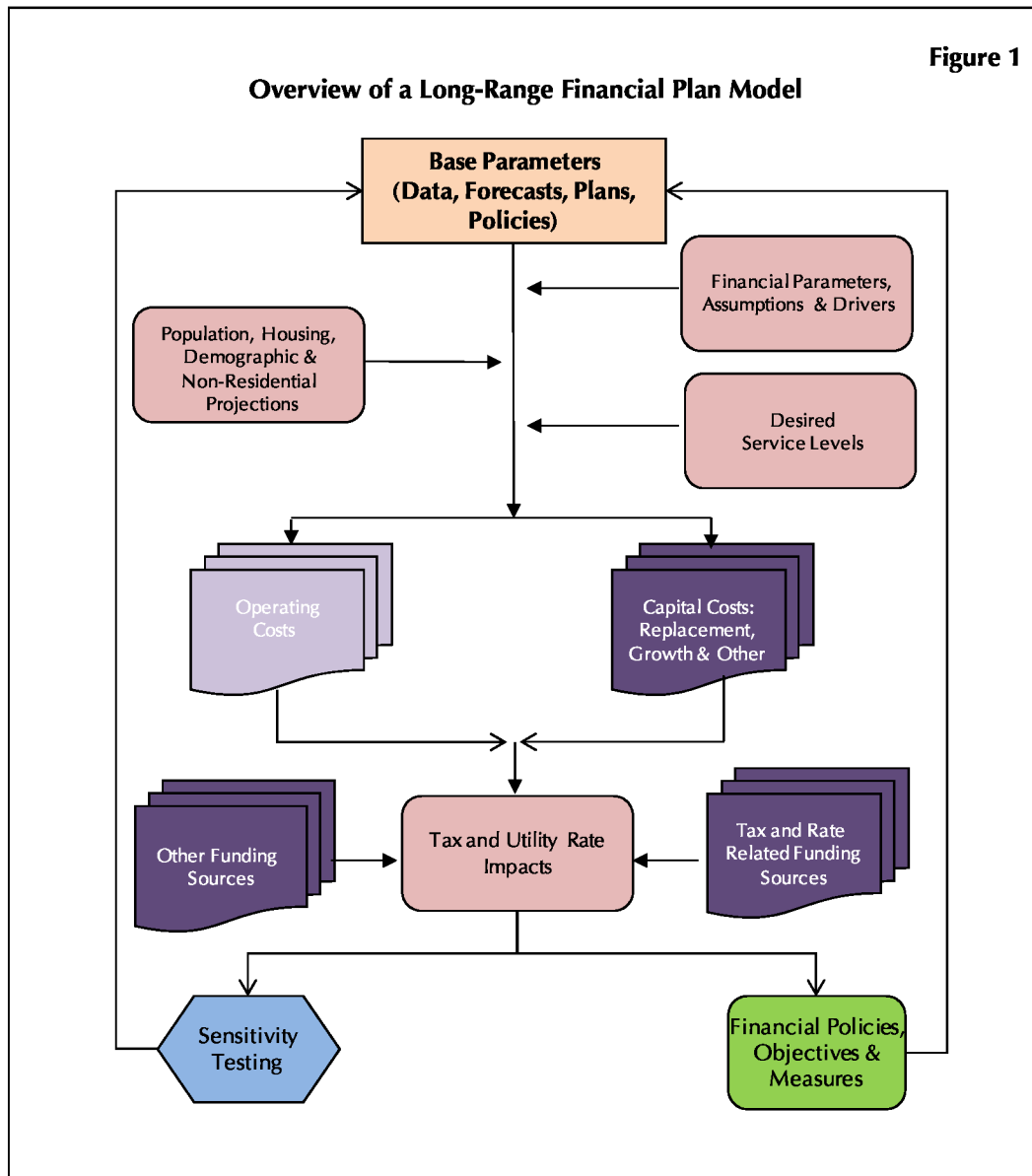
**B. PART 2 REPORT PROVIDES A MORE COMPREHENSIVE PICTURE**

Notwithstanding the title of this report, capital financing should not be viewed as a study but rather as an ongoing process. In this report, emphasis is placed on the various long-term policy options that Council and Town staff might consider implementing to ensure that capital requirements can be financed in a sustainable manner.

The quantitative elements of this study, while important, represent the situation based on the best data currently available. The Town is proactively working to improve the quality of data and it is anticipated that the findings described in this report will improve as further source studies are completed. One of the key components of the work that has been undertaken is the development of a model that Town staff can use to update the findings as more information becomes available.

It is also important to note that while the Part 1 Report concentrated on the expense side of asset replacement, this report considers more variables, particularly on the funding side. This includes alternative approaches to establishing capital needs, examination of sources of funding, and the related tax and rate impacts.

The overall structure of a long-range capital planning process is shown in Figure 1.



This report addresses a number of important elements of the long-range planning modelling and policy formulation including:

- The Town's base capital data, forecasts, plans and policies.

- The replacement capital forecast (i.e. ARF) as detailed in the Part 1 Report.
- The projected growth and associated capital requirements.
- Various funding sources and reserves available to the Town.
- Options to ensure capital projects are undertaken and funded in a sustainable manner.

### **C. ELEMENTS NOT ADDRESSED IN THIS REPORT**

There are several elements of long-range capital planning that are not addressed in this report but will be considered by the Town as it continues to improve its long-range financial planning processes:

- This study does not explicitly contemplate future desired capital service levels (e.g. acceptable condition of a building). It will be the responsibility of Council to establish levels of service for the various assets and the capital financing model can be updated as decisions are made.
- However, this report does provide guidance on the appropriate financial contributions to maintain infrastructure.
- Additionally, many of the growth-related capital assumptions are based on maintaining 2013 service levels (e.g. value of park facilities per capita).
- Although this analysis focuses on capital decisions, the implementation of a capital financing plan will need to be balanced with pressures on operating costs. The funding plans in this study would have to be adjusted if there was a positive/negative operating cost shock.
- Work on the development charges study component of the capital financing plan is underway and some of the elements are considered in this

report such as historic inventory. However, Part 3 of the financing plan, to be completed by mid 2014, will involve a more detailed 10-year (or longer) capital plan for Council's approval and an estimate of development charges and tax/rate funding required to fund the identified capital works.

#### **D. PART 2 REPORT CONSISTS OF SIX CHAPTERS**

Following this chapter, chapter II discusses the study context and explains the importance of capital planning.

Chapter III provides recommendations on the key guiding data, documents, studies and plans that were reviewed during the study.

Chapter IV discusses the demographic shifts anticipated in the Town and how they impact capital planning.

Chapter V reviews the forecast capital expenditures for replacement, enhancement and growth-related infrastructure.

Chapter VI provides funding strategies and scenarios to address the expenditures identified in Chapter V.

## II STUDY CONTEXT

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In this chapter, the reasons why it is important for the Town to undertake a capital financing strategy at this time are discussed.

### A. THE TOWN IS RESPONSIBLE FOR A DIVERSE ARRAY OF CAPITAL ASSETS

The initial emplacement of infrastructure (tangible capital assets), and its maintenance and eventual replacement has always been one of the most important responsibilities of a municipality. The asset pool of local governments is quite different to that of most large businesses. It comprises of a diverse array of asset types, which perform a critical function to thousands of residents and workers. The total value of the assets is immense. The utility sector (gas, electric, phone, etc.) is one of the few industries with infrastructure networks as complex as those found in municipalities. Unsurprisingly, the utility sector is currently facing many of the same challenges as municipalities. Since governments have long held a role of administering assets, the formal concept of *asset management* is not new. However, the linking of asset management to fiscal sustainability principles has become more prevalent in recent years.

The Town of Newmarket is responsible for a diverse array of capital assets. These include:

- **Linear infrastructure** such as roads, bridges, sidewalks, trails, water and wastewater and storm pipes<sup>1</sup>;
- **Buildings** including recreation centres, fire halls, library, operations centre and Town hall;

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<sup>1</sup> The Region of York is responsible for large diameter water and wastewater linear infrastructure and plant infrastructure.



- **Land improvements** such as sports fields, parking lots and storm ponds; and
- **Vehicles and equipment** including fire trucks, ploughs, ice resurfacers and mowers.

Other capital elements such as land and studies, may not require physical replacement but must be considered when municipalities undertake their capital planning.

## **B. WHAT IS ASSET MANAGEMENT AND FISCAL SUSTAINABILITY?**

Numerous definitions exist for both asset management and fiscal sustainability. In the municipal context, the Federation of Canadian Municipalities (FCM) defines asset management as:

*“The combination of management, financial, economic, engineering, operational and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.”*

The definition of fiscal sustainability used by the Local Government Association of Australia is the simplest and most comprehensive:

*“...a government’s ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable bill for government services provided to the current generation.”*

In recent years, a lot of attention has been given to the infrastructure deficit or funding gap that exists in many municipalities. It is generally the case that few jurisdictions have been budgeting sufficient amounts to pay for the repair and replacement of capital assets. Growing municipalities such as Newmarket are faced with the added challenge of funding the municipal share of assets required by new development as well as service enhancements and the cost of future replacements.

The recent emphasis on long-range asset planning is not to suggest that until now municipalities such as Newmarket have been unaware of the problem. In fact, the

Town of Newmarket has been proactive in addressing the need to have funds available to replace capital assets as they age. The Town has had a dedicated Asset Replacement Fund (ARF) since 1998 and Town staff has regularly reported to Council on the extent of the funding gaps.

### **C. WHY IS A CAPITAL FINANCING PLAN IMPORTANT NOW?**

Although the long-range planning of replacement and growth related capital is not new, several factors that have arisen recently make the need for a capital financing strategy more important.

#### **1. Several Regulatory Changes Have Occurred**

Over the last decade, several important regulatory changes in Ontario and abroad have occurred that have increased emphasis on capital planning.

Firstly, starting in 2007, the Public Sector Accounting Board (PSAB 3150) introduced new accounting standards for tangible capital assets owned by governments in Canada. Accrual accounting was required for government services and many capital assets needed to be depreciated for the purposes of financial reporting. Although acquisition and depreciated costs are not ideal for financial planning PSAB 3150 helped municipalities to better understand the magnitude of asset funding gaps.

Secondly, in 2012, the Ontario Ministry of Infrastructure released the *Building Together: Guide for Municipal Asset Management Plan*. Municipalities need to prepare asset management plans (AMPs) as a requirement for certain grant applications. The Ministry has given municipalities discretion in terms of the precise form of asset management plan. However, four key components must be included: an analysis of existing infrastructure, a description of the desired level of service, an asset management strategy and a financing strategy. This report has elements of all four components.

Finally, two new international standards have been proposed to further formalize asset management practices: Publicly Available Specification 55 and International Organization for Standardization 55000. While these standards may not be mandated by the Provincial government they may nevertheless be taken into consideration when insurance and debt rating agencies, among others, assess municipalities.

## **2. Many Municipalities Have Yet to Replace Assets Following Their Initial Emplacement**

The Town of Newmarket, like many other Greater Toronto Area (GTA) municipalities, experienced its largest growth during the 1980s and 1990s. During this period, a large percentage of the capital investment made by GTA municipalities went into development-related assets since the bulk of the existing asset base was relatively new and in good condition and therefore did not need replacing. More recently however, municipalities like Newmarket have started to see the need for more infrastructure replacements for water, sewer and building infrastructure in the older village areas of the communities. Additionally, many of the roads that were emplaced during the peak growth period are now over 30 years old and are getting closer to the end of their calculated useful lives. Older municipalities such as Toronto, Ottawa and Hamilton are further along the asset age curve and are experiencing cases where several important assets need to be replaced concurrently (the Toronto Subway signalization and track bed is an example). This experience in older cities has drawn attention to the situation that will eventually arise in many York, Peel, and Halton Region municipalities unless measures are taken to proactively address the situation. It is for this reason that the Town has begun to address the issue through the establishment of the ARF and other policies.

## **3. The Public Has High Expectations for Municipal Services**

Newmarket, like many municipalities in the GTA, delivers a consistently high level of service to its residents and businesses. These services depend to a large degree on the Town's complex range of assets, which for many years it has managed without

major failures. This success occurred during a period when technology was less advanced and less emphasis was placed on capital replacement funding. The challenge facing municipalities today is to convince tax and rate payers that despite the fact that services are still running well, more funding may be required than in the past. Due to the expectation of high performance levels and the greater awareness of health, safety and environmental issues, the public generally has a low tolerance for service disruptions. This expectation makes proactively addressing capital deficiencies, to avoid major service failures, essential on both technical and political grounds.

### **III KEY GUIDING DATA, DOCUMENTS, STUDIES AND PLANS WERE REVIEWED**

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One of the key elements of the Part 1 Report was a review of the Town's existing capital data, documents, studies and plans. For any long-range plan, the accuracy of outputs is a function of the quality of the inputs. The Town has been working hard in many areas to improve the quality of the base data and plans. This work is underway and includes:

- Continuing to undertake, on an annual basis, a comprehensive Roads Needs Study, which assesses all roads over a four year cycle;
- Conducting building assessments and a valuation study (currently underway);
- Implementing a software based asset management system; and
- Hiring a corporate asset management staff member.

This chapter addresses how the input data sources can be enhanced in order to improve the Town's long-term capital planning. It incorporates earlier recommendations that have been enhanced.

#### **A. THE TOWN SHOULD DEVELOP A DYNAMIC ASSET INVENTORY**

The Town's ARF inventory provides a starting point to begin assessing future capital requirements and contributions. However, there are many actions the Town can undertake to improve the quality of the data and the corresponding analysis. Building on the Part 1 recommendations, a brief guide to improving the Town's existing asset management system is provided below.

##### **1. Create a Single Centralized Asset System**

The Town currently has several asset inventories including those for the ARF,



tangible capital asset (accounting), development charges, GIS and enterprise management. Each of these inventories has a different purpose and rules regarding what can and cannot be included. These individual inventories should be integrated into a single storable database. A sampling of data that could be part of a central inventory is shown in the table below. The tabular inventory should have GIS integration capability and should be able to link to the Town's enterprise system (e.g. JDE or others). The key objective of this change is to move the Town from a series of simple accounting based inventories to a single dynamic inventory that is suited to long-term planning.

Table 1		
Sample Centralized Asset Data		
• Asset ID	• Department	• Class
• Category	• Description	• Town Owned (Yes/No)
• Location	• Year Emplaced	• Depreciation (Yes/No)
• DC Eligible (Yes/No)	• Rehab Year	• Rehab Nature
• Condition Rating	• Accounting Based Useful Life	• Condition Based Useful Life
• Service Level Priority	• Consequence Of Failure	• Acquisition Cost
• Depreciated Cost	• Replacement Cost	• Subcomponents
• New Capital Additions		

## 2. Extend Asset Data

In order to improve the quality of the data, several additional pieces of information should be considered in the Town's inventory to make it more accurate. Like many municipalities, the Town is well ahead in this regard for roads and related infrastructure but data for other asset classes should be improved.

### a. What does the Town Own and Operate?

It is important that all major Town assets be included in the central inventory. The Part 1 Report identified several areas that were absent such as Park Facilities. These have now been integrated into the analysis.

**b. What Is an Asset's Condition?**

One of the most important pieces of data regarding an asset is its condition. Wherever possible, an inventory entry should reference the actual condition of the asset since age is not always indicative of this. For example, two assets that had the same “life” when they went into service, may now have dramatically different condition ratings as a result of their use, location, workmanship, rehab work etc.

**c. How Much Longer Will the Asset Last?**

It is also important to know how long each asset should last. This refers to the initial useful life at the time of emplacement and the amended lives after periodic condition assessments. The overall objective is to move the useful life discussion away from accounting and more into an engineering and actuarial approach.

For water and sewer systems, an engineering approach can involve increased CCTV and physical inspections, the use of smart meter data (if/when implemented) and the use of acoustic detection technology. For buildings, occasional physical inspections of facility components are required to assess condition and the expected remaining life. In this regard, the Town has retained consultants to assess the condition of six buildings in recent years. For roads, this involves use of the Roads Needs Study data.

In addition to the engineering based approaches described above, actuarial models can be used to create more predictive pictures of assets and how long they are likely to last. For example, in a traditional asset management approach, a water pipe emplaced in 1960 has a useful life of 60 years, implying a replacement in 2020. An actuarial, or life table, approach would suggest that 60 years is an average useful life. In fact, if a pipe has already reached 50 years of age, it is likely to last longer than the average.

The goal is to create a profile of when assets are likely to fail based on data rather than simply age. Future funding contributions should be tied to these useful lives rather than accounting based initial useful lives.

**d. What is the Cost of Replacing an Asset?**

The actual cost to replace or rehabilitate an asset is an important component of a dynamic inventory. The Town should update its replacement costs at least every few years with indexing used between updates. Recent tenders from Newmarket or independent assessments from qualified firms can be used as sources. Costs from neighbouring municipalities can also be used.

**3. The Town Should Consider a More Advanced Asset Management Solution**

It is noted that while the extended asset data described above could be prepared in Microsoft Excel, many municipalities have been adopting software based asset management solutions. Newmarket Council has already approved funding for the adoption of an asset management system. A software system provides numerous advantages over Excel largely because the systems are designed explicitly for asset management purposes. Riva Modeling Solutions specialize in municipal and utility industry software solutions and assisted in the preparation of this section of the report. Other organizations that offer solutions include:

- Public Sector Digest (CityWide Software Solutions) – an Ontario-based firm that specializes in municipal asset management solutions;
- Azteca Systems (Cityworks) – offer an asset management solution with ESRI GIS integration;
- The Ontario Good Roads Association (Municipal DataWorks) – developed a road and environmental services focused application where data is aggregated province-wide; and
- Some larger municipalities such as Edmonton have also created custom risk-based systems.

The complexity and cost of a software based solution will vary depending on the Town's requirements. A software solution can provide several noteworthy advantages, examples of which are provided below:

**a. Capital Asset Risk Analysis**

Risk, simply put, is the product of the probability of an asset failing and the impact of that failure, less any mitigation strategies that are in place. Assets can fail in different ways, at different stages of their life, and for different reasons. The goal is to predict failures far enough in advance that funding and physical planning can be in place. Software models can be calibrated to help estimate the probability of an asset failing. There are several types of failures including:

- Failure of capacity, when a distribution network cannot cope with demand.
- Failure in the level of service, when an asset fails to deliver the acceptable customer experience.
- Failure due to economic efficiency, when an asset costs more to operate than it does to replace.
- Finally, and most common, physical mortality, when the asset simply ceases to function.

Failure modes can be established for various asset categories (e.g. water pipes, HVAC systems in buildings etc.). There is also the capability to attach individual failure modes to high-risk or high-visibility individual assets. These failure modes help to determine the probability of the asset failing at any given point in its planning cycle.

Once it is determined how an asset can fail, and how likely it is at any given time, the impact of the failure on the Town can be assessed. The impact can be determined using scales that consider: safety, environmental impact, cost, legal compliance, operations, service levels and public complaints. Scales are relative and can be applied across the asset inventory, allowing a comparison of different

asset categories all on the same scale.

Once the probability and consequence of failure are established, a risk priority can be calculated. Each asset can then be ranked, according to the exposure that the Town would experience if the asset failed based on multiple causes of failure. The end result is a risk priority number value for each asset in the inventory. This value can be used to drive inspection frequency, insurance valuations, environmental mitigation strategies, other regulatory activities, and also rank the funding of competing events and activities.

The intent of the risk analysis above is to separate out the most critical assets from the larger list and prioritize them in the capital budget.

#### **b. Co-ordination of Events**

A software based solution provides several advantages in terms of event co-ordination and synergy. For example, cost savings can be modelled to account for when roads and underground servicing are forecast for replacement in close proximity to one another.

#### **c. Building Asset Strategies**

The layering of detailed asset attributes and risk analysis into traditional asset management inventories can be used to create more accurate capital forecasts and investment requirements. The key output of a software package is a needs list covering a period of 10 years and longer. Besides the important replacement and rehabilitation needs, a software package can dynamically generate reports such as:

- asset base (inventory counts by asset sub-type)
- asset failure modes (failure modes for each asset type within the group)
- asset costs (unit costs for replacement, maintenance and monitoring)

- projected inventory (graphical representation of asset counts for next 10 years layering in growth elements)
- age profile (graphical representation of asset age by year)
- consumption profile (graphical representation of the percentage of asset life consumed)
- health profile (graphical representation of asset base condition)
- maintenance program (graphical representation of asset projections for next 10 years)
- planned replacements (graphical representation of asset replacement events for next 10 years)
- future cash flow (graphical representation of investments for the next 10 years)

**d. Ease of Operation**

Operationally, software packages can offer some notable advantages. When contemplating the adoption of a software system, the Town should consider multi-user access, audit tracking, back-up, ease-of-use, graphical improvements and scenario testing capabilities. Most asset management solutions offer integration with corporate software such as JDE, Great Plains (Microsoft), SAP and PeopleSoft. The Town should inform potential vendors of their existing JDE system.

**B. CONSIDER THE ESTABLISHMENT OF ASSET MANAGEMENT REPORT CARDS**

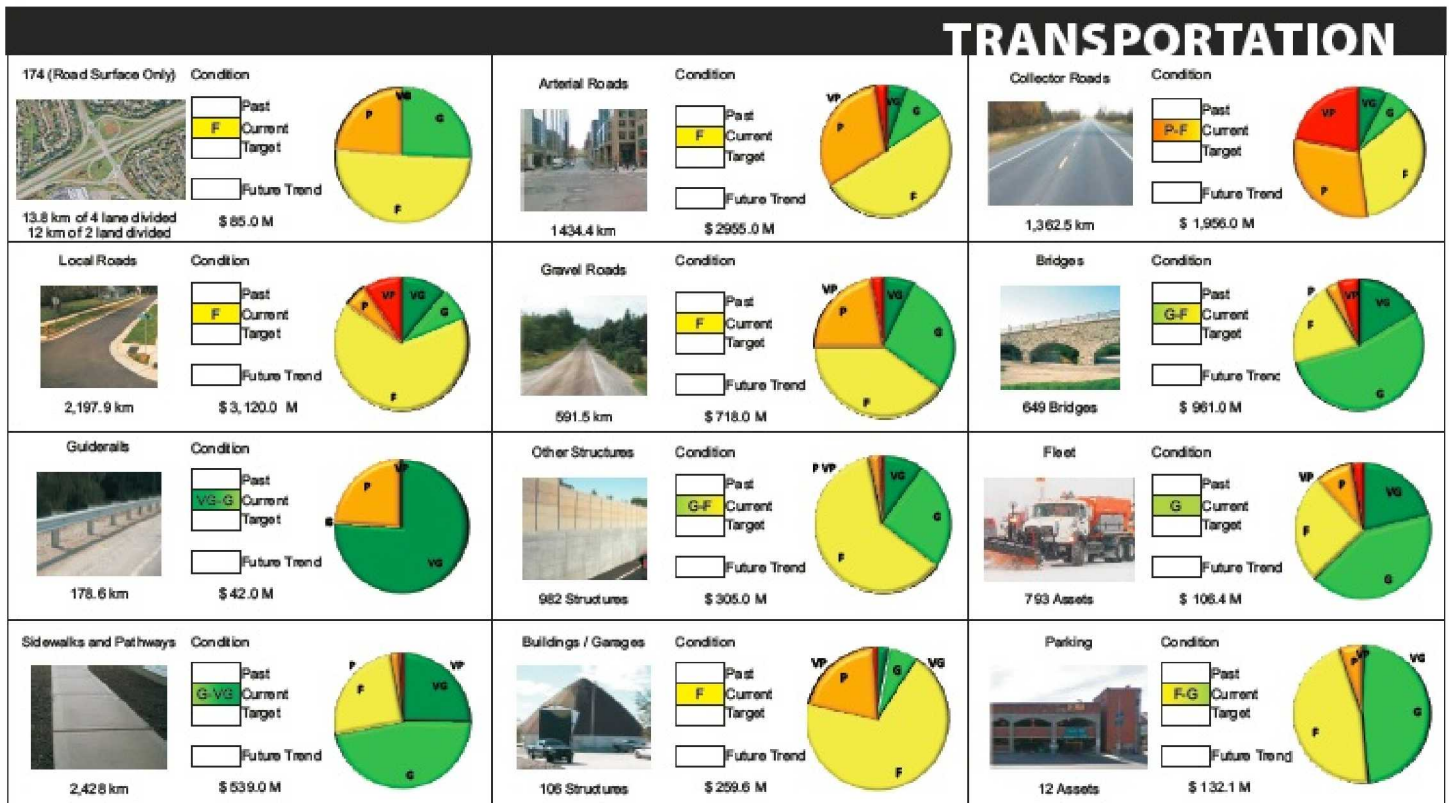
Town staff has reported on the status of the ARF at regular intervals. It is recommended that the staff build on this and consider the establishment of annual report cards on the condition of Town assets and the reserve funding available to undertake the work.



A sample report card from the City of Ottawa is provided below.

Figure 2

City of Ottawa State of the Asset 2012 – Sample Page



Assets to be included in future version: Information Technology, Street Lighting, Traffic Signs, Traffic Controls

A report card offers several benefits. It:

- ties to the earlier recommendation to base future replacement contributions on asset condition;
- provides a visual representation to Council and the public of what a “poor” or “good” asset looks like;
- provides a document that will aid Council in making service level decisions; and

- shows the progress the municipality is making towards its service level targets.

Besides Ottawa, other municipalities such as Hamilton and Halton have also prepared similar report cards.

#### **C. IT IS RECOMMENDED THAT THE TOWN MOVE TO A 10-YEAR CAPITAL PLAN**

As part of its budget approval process, it is recommended that the Town integrate a 10-year capital forecast into the budget for Council review. Many GTA municipalities have moved to 10-year forecasts including York, Vaughan, Aurora, Richmond Hill, Mississauga, Toronto, Oakville and Peel. Advantages of 10-year capital forecasts include:

- Helps Council and the public to see future budget pressures;
- Allows for better cash flow and reserve projections;
- Ties into the long-range capital planning model developed as part of this study;
- Aligns to existing water and sewer rates and financial plans (currently six year); and
- Matches the mandated 10-year planning period required in the development charges study.

It is understood that needs may change over time. Accordingly, the 10-year plan should be reviewed annually since Council does not have to be tied to projects approved in prior budgets.

It is recommended that the 10-year capital plan include an estimate of the potential operating impact of major capital projects (e.g. library), to help Council better understand the overall tax or rate impact of the project.

It is also recommended that the annual tax and rate impacts relating to the eventual replacement of new projects be estimated and identified in the capital forecast.

**D. IT IS RECOMMENDED THAT THE TOWN CREATE THREE CATEGORIES OF CAPITAL PROJECTS FOR BUDGETING PURPOSES**

In order to more efficiently categorize capital projects and allocate funding, it is recommended that the Town establish general capital funding designations. Although the naming may differ slightly, many municipalities use the three categories of growth, enhancement (including regulatory improvements, service level increases and strategic investments) and repair and replacement. The following chapters use these designations for categorizing the Town's capital projects. Obviously, some projects can fall into two or more of the categories; in these cases the dominant purpose of the project should be considered.

**E. CONTINUE TO UNDERTAKE AND ENHANCE DEPARTMENT SPECIFIC ASSET REVIEWS**

Irrespective of the form of the Town's future asset plans, the municipality should continue its historic practice of ARF reporting, roads needs studies, building assessments, water and sewer condition assessments and CCTV inspections.

**F. RECONCILE RESERVES AND CARRY FORWARD ACCOUNTS**

The completion of this report involved a review of many of the Town's reserve funds and accounts. Several suggestions are proposed:

**1. Undertake Bi-Annual Review of Carry-Forward Projects and Reassign Funds if Projects Are No Longer Required**

It is understood that there are cases where projects have been carried forward for several budgets. In such situations, the Town may be able to free-up funds for use on other capital projects. The 2013 budget included approximately \$25.5 million in carry-over funds.

## **2. Merge Outdated, Small or Infrequently Used Capital Reserves With ARF or Other Reserves**

Over time, municipalities tend to add new reserves that were required for a unique purpose or project. It is suggested that the Town review old or infrequently used reserves to see if there is an opportunity to merge or close certain accounts. This review can be undertaken internally and can help prevent stranded account balances.

## **G. TOWN SHOULD CONTINUE TO APPLY ARF FUNDING TO DEPARTMENTS BASED ON NEED**

Some municipalities have fallen into a “silo” approach to asset management, in which each department is dedicating a certain amount of funding not because of need but because a prescribed level of funding has been carried forward from prior years. The Town of Newmarket has largely avoided this trap since ARF funding has been generally separated into four broad categories: CYFS, Library, other tax supported and utility rate supported. It is recommended that the Town maintain these categories and borrow between accounts as required.

## **H. STORM WATER RATE SHOULD BE CONSIDERED**

In the analysis that follows, storm water infrastructure is considered a tax supported service consistent with the Town’s current practice. However, many municipalities have been moving storm funding to a rate supported model. Storm water servicing has been subject to increasing environmental considerations mandated by the Province and conservation authorities. Furthermore, Lake Simcoe protection has also become a provincial and municipal priority.

Many municipalities have found it a challenge to reach the required funding levels for storm infrastructure, since it is often competing for funding with recreation facilities, roads and other services that are more visible to the public. Rate based storm funding can offer a more stable and dedicated funding source.

It is noted that the Ministry of Infrastructure, specifically references storm water rates in their *Guide to Municipal Asset Management Plans* and it is possible that financial plan requirements for storm infrastructure will eventually mirror those for water systems in the near term. There are several methods of levying a storm charge – flat rate, permeable area, lot area, lot frontage, building area, and water consumption surcharge are several examples.

The area based approach has become prevalent in many U.S. jurisdictions and is currently being used in Kitchener and London, Ontario. Low density residential charges in these municipalities are in the range of \$9.50 to \$14.00 per unit per month. The Town of Aurora has a flat storm charge for residential properties at \$4.36 per unit per month which includes condominiums. Multi-residential and non-residential uses are charged \$61.53 per metre per month.

A water consumption based storm charge has been used in many large cities such as Toronto, Hamilton and Ottawa for many years. In these three cases, the storm rates are combined with sanitary sewer (many older pipes in these municipalities carry both sanitary and storm waste).

In general, surcharge based approaches are easier to implement while the permeable area based charges require a greater degree of study. Area based charges are more equitable, however.

If Town Council was to adopt a stormwater utility rate, approximately \$958,000 in calculated annual replacement contributions would move from tax to rate supported services. For comparison, the Town's actual expenditures on storm services has averaged \$600,000 over the last three years.

## **I. REVIEW AND UPDATE THE TOWN'S CORPORATE DEBT POLICY**

The Town's current debt policy was established and adopted in 2002.

- The use of long-term debt is recognized as an important financial tool in sustainable long-term financial planning;

- The Town is likely going to continue to use debt to finance infrastructure additions and expansions as part of the comprehensive long-term sustainable financial strategy; and
- The existing debt policy is well established and contains many good components but should be reviewed and updated to reflect the current demographic, development, service delivery and infrastructure and fiscal position of the Town.

#### **J. THE TOWN SHOULD FOLLOW ITS RECENT INVESTMENT STRATEGY**

The Town has recently completed an investment strategy update. In this regard the Town should:

- Aim for a benchmark return of prime less 1.75% for bank balances.
- Consider investing in projects, on occasion, that can earn a better return on investment or future budget savings. Typically, this would be an internal loan or one to an outside party.
- Return incremental investment income to reserve funds under most circumstances.
  - It is recommended that in order to mitigate tax increases, this additional revenue should be transferred to the Tax-Supported Operating Fund and be used to alleviate some of the pressure on property tax increases. The maximum amount to be transferred will be determined on an annual basis during the budget process.
  - Additionally, it is suggested that the amount of incremental income allocated to alleviate property tax increases be set at a maximum (e.g. reduction of 0.5% of the increase) and the balance of any additional investment revenues be transferred to property-tax supported asset replacement funds.



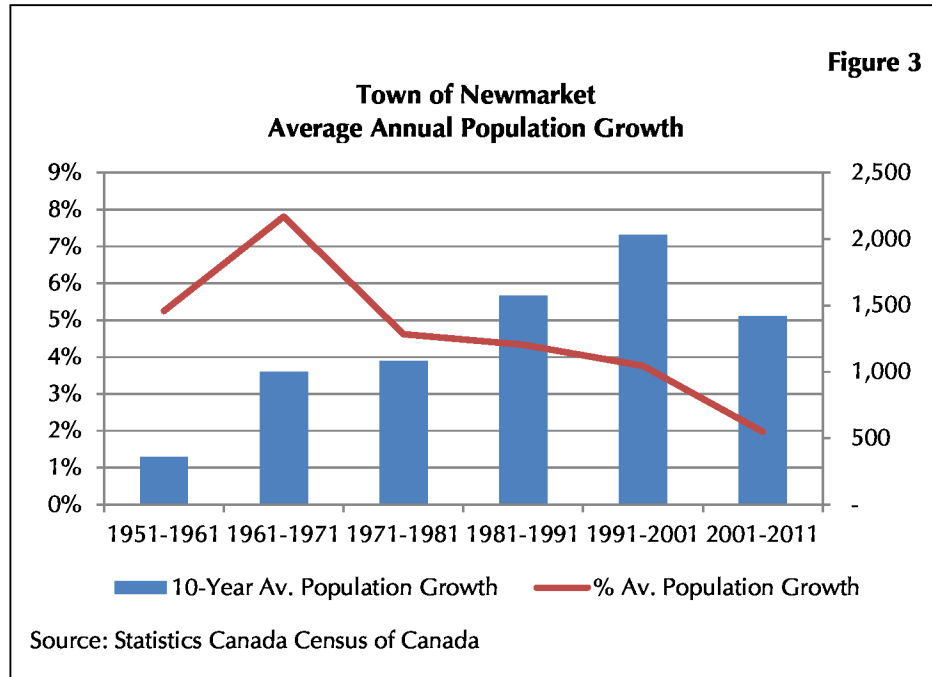
## **IV DEMOGRAPHICS ARE A KEY DRIVER TO CAPITAL PLANNING**

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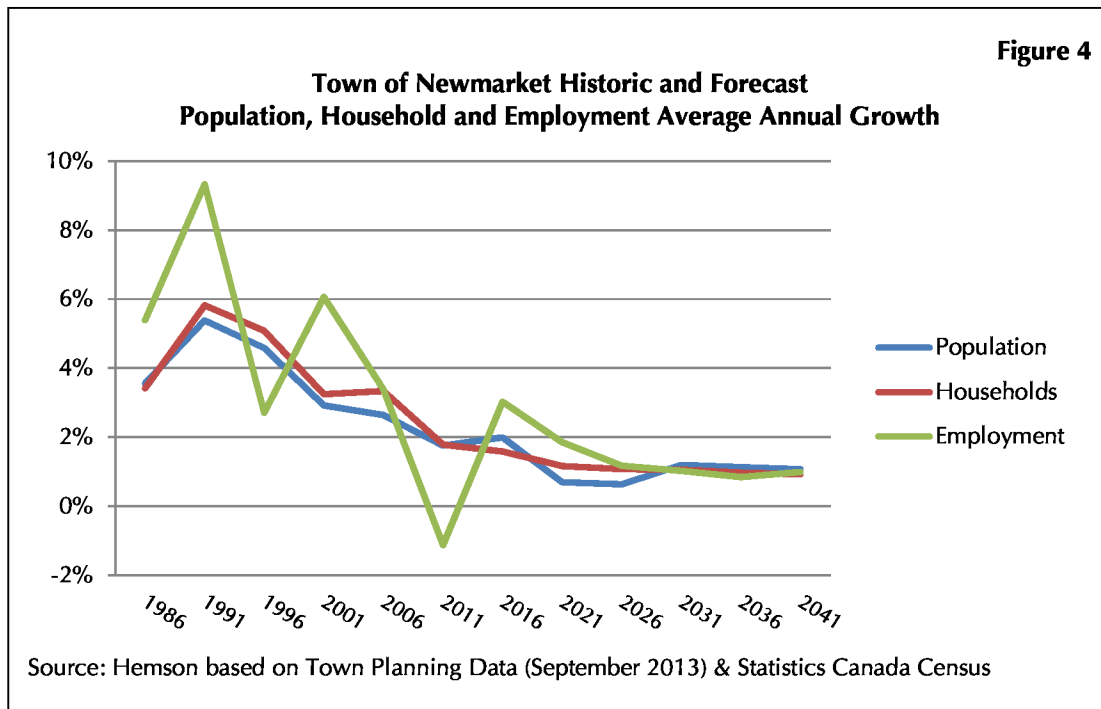
The Town of Newmarket is starting its detailed long-term capital planning from a relatively advantageous position. The Town is a desirable community in which to reside or locate a business and growth has been strong for many years. The Town is anticipated to experience positive, although slowing, growth well into the future.

### **A. NEWMARKET'S POPULATION GROWTH WILL SLOW**

The Town of Newmarket has a blend of historic housing units and recently built subdivisions. A large percentage of the Town's growth occurred over the last 30 years. As shown in Figure 3, in terms of the number of people added each year, the Town grew most rapidly in the period between 1991-2001 (over 2,000 additional people per year) but in terms of relative growth rates, the 1961-1971 period had the highest (8% year over year growth) level of growth since the Town's base population was much smaller.



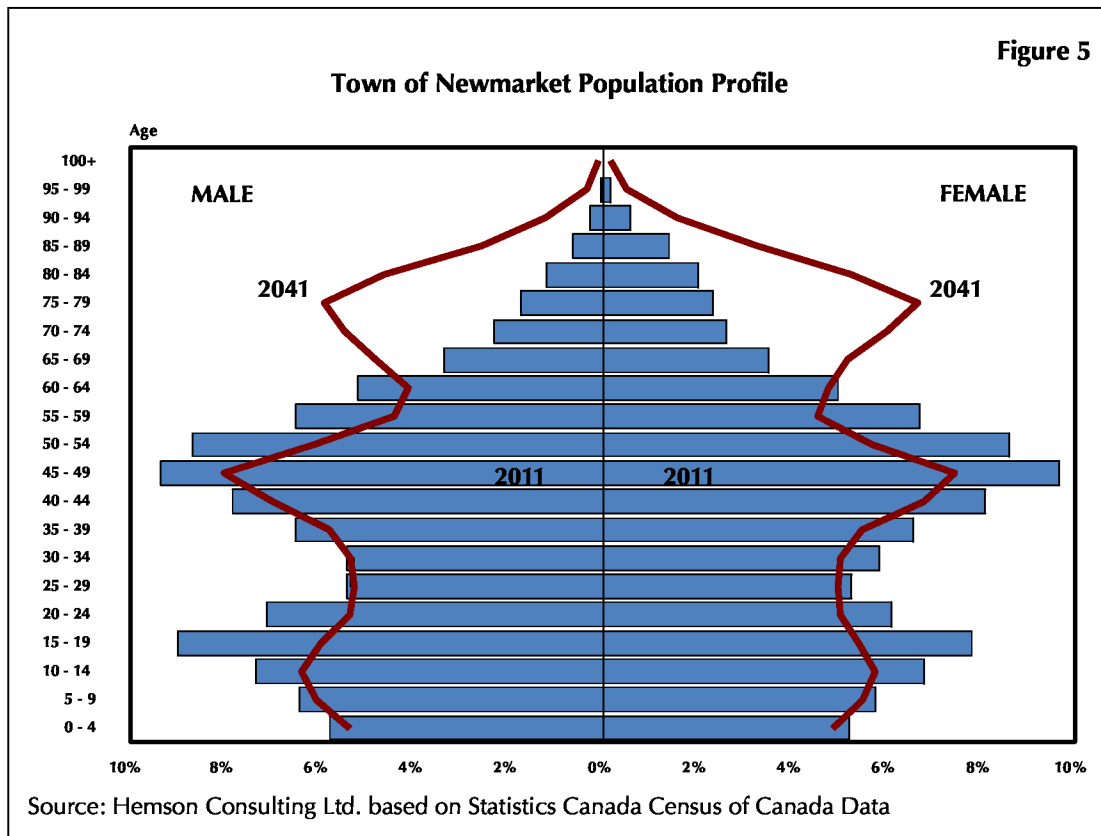
The initial emplacement of capital infrastructure follows a similar timeline. Figure 4 provides a more comprehensive picture of historic demographic growth in relation to forecast amounts.



Because the Town has limited amount of undeveloped land remaining, growth rates over the next 40 years are expected to slow. Furthermore, a much larger share of the Town's residential growth will consist of intensification units.

Like many communities, the demographic profile of the Town will become older over time (see Figure 5). However, the Town has considerable time to adjust its capital planning to aging population (e.g. could develop a therapeutic pool instead of an Olympic pool).

The global economic downturn and challenges in the local manufacturing sector resulted in a decline in employment in 2011. This drop was prevalent in many Ontario municipalities.



## B. GROWTH COULD POSITIVELY IMPACT CAPITAL FINANCING PLAN

Growth has several important implications for the financing of existing capital from both a cost and revenue perspective.

### 1. Potential Cost Benefits of Growth

As noted below, a greater percentage of the Town's housing growth is expected to be intensification units in the future (see Table 2).

Forecast Housing Unit Shares					Table 2
Year	Total Households	Single/Semi	Row	Apartment (rental & condo)	
2006	25,100	66%	12%	22%	
2011	27,400	67%	12%	20%	
2016	29,600	67%	13%	22%	
2021	31,400	67%	13%	24%	
2026	33,100	66%	13%	25%	
2031	34,900	65%	12%	27%	
2036	36,600	64%	12%	29%	
2041	38,400	62%	12%	32%	

Source: Hemson based on Town Planning Data (September 2013)

Approximately 20% of the current housing units in the Town are apartments (includes condominium and rental ownership) and this is forecast to increase to 32% in 2041.

It is anticipated that that the amount of linear infrastructure, assumed by the Town in each year, will fall as low density areas become built-out and intensification units become more prevalent. Although the initial round of local water and sewer mains and internal roads is financed by developers, if less assets per unit are added, the Town benefits through lower long-term repair and replacement costs. The quality of the new infrastructure (e.g. PVC pipe) may also allow it to last longer than some of the older infrastructure in the community. Since apartment growth is expected at the latter half of the 30 year forecast period, any cost savings resulting from intensification is not likely to be noticeable for many years.

For population based services, long-term infrastructure repair and replacement costs related to intensification units are not expected to be less than the Town's existing average.

## 2. Potential Revenue Benefits of Growth

Infrastructure funding gaps are often less visible in growing GTA municipalities than in other municipalities with static or negative population and employment growth.

This is largely because new development tends to contribute infrastructure that does not have to be replaced in the short-term, however the new development contributes to the tax base immediately. New development's immediate contribution to the repair and replacement of existing assets can be beneficial, but for this to be the case, the tax rate applied to the new (and existing) units must adequately consider the long-term repair and replacement of assets. If tax rates are inadequate, new development can exasperate the infrastructure deficit by adding new assets without the associated long-term replacement funding provisions.

It should also be noted that newly built units tend to have slightly higher assessments than the existing base. In this regard, a review of residential units constructed over the last five years indicates that new units have approximately 5% higher current value assessments based on January 2012 destination values.

Attracting a higher percentage of non-residential growth – which have higher tax rates than the residential sector – can help municipalities address funding issues. However, for financial planning purposes one should not assume an abnormal influx of manufacturing plants, for example. In Newmarket, like most York Region municipalities, the non-residential sector is expected to grow at a similar rate to the residential sector.

Table 3 provides a summary of some of the demographic issues that could be considered in the context of capital planning.

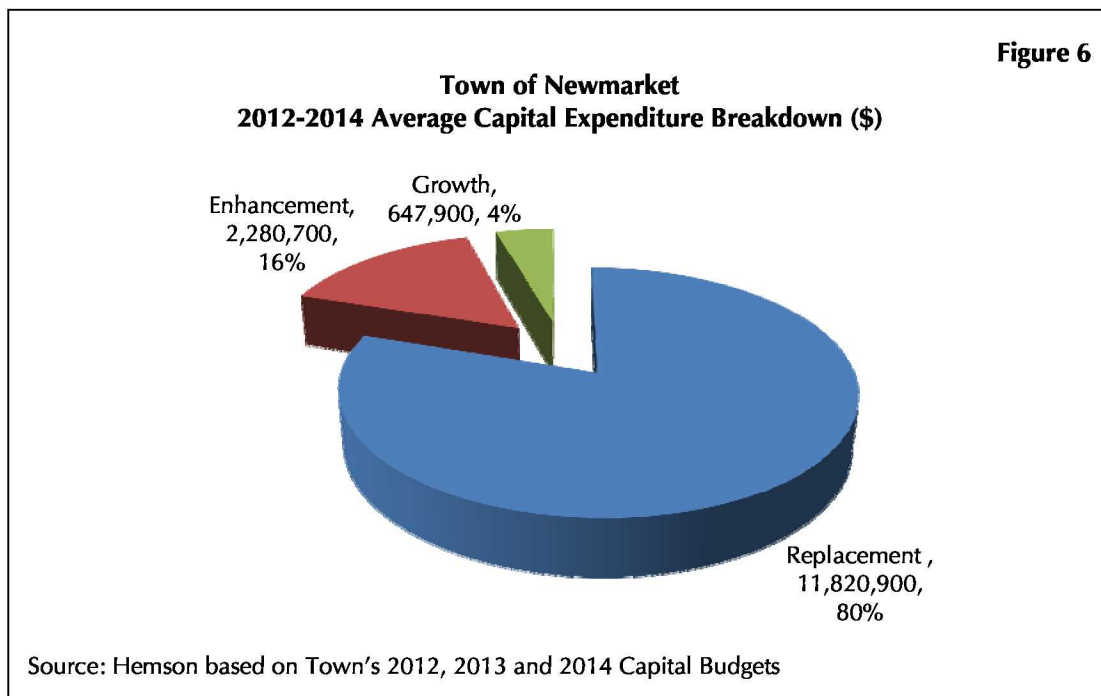


Newmarket Demographics SWOT Analysis		Table 3
<b>Strengths</b> <ul style="list-style-type: none"> <li>• Town's location with regional investments in higher order transit and highway access will remain desirable</li> <li>• Median Household Income 33% higher than provincial median; will be easier to absorb future tax/rates increases than others</li> <li>• Continued strong GTA population growth</li> <li>• Diverse housing stock</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Employment growth has recently softened across the GTA including Newmarket, which will affect non-residential assessment</li> </ul>	
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Intensification could result in future local service infrastructure costs being less than current average</li> <li>• Growth of Region could lead to greater institutional investments in the Town</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• As with other GTA municipalities, traffic at peak times and physical limitations to the ability to expand roads is an issue</li> <li>• Aging population may require different capital infrastructure</li> <li>• Competition from other jurisdictions for employment land uses</li> </ul>	

## V CAPITAL EXPENDITURES

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This chapter describes the expenditure side of the capital financing plan while the ensuing chapter describes the funding of the expenditures. The discussion of capital expenditures is generally split into three categories: replacement, enhancement and growth. As shown in Figure 6, the replacement projects comprise the majority of the 2014 expenditures.



General definitions of the capital expenditure categories are provided in Chapter III.

**A. IT IS RECOMMENDED THAT TOWN COUNCIL ESTABLISH SERVICE LEVEL TARGETS**

Capital decisions must be made with reference to the level of service planned for by the Town. In Newmarket, the level of infrastructure investment made by the Town in a year is largely driven by funding availability. For example, roads expenditures tend to increase in a linear manner. Current service levels have been developed based on a combination of internal asset management practices, community expectations, statutory requirements and industry operation and safety standards. That said, the Town has been responsive to infrastructure repair needs to address immediate safety and environmental risks and to infrastructure needs for new development.

In our experience, the community expects that services be delivered in a cost effective and efficient way. Generally, community expectations revolve around the Town's ability to provide core services such as: the delivery of potable drinking water; well maintained roadways; and the proximity and accessibility of "soft" services (e.g. recreation facilities; libraries; fire stations) within neighbourhoods.

There are numerous ways of measuring capital service levels at both department specific and municipal wide levels. For existing infrastructure, the condition of assets can be measured by indices or by simple qualitative measures such as good, bad, fair etc. For new infrastructure, desired service levels can be measured in terms of building area, materials per capita, forecast response times or similar measures that are often found in master plans and servicing documents.

Some of the current traditional service level metrics are provided in Table 4. For asset management purposes, the road example of "percentage of paved lane kilometres where condition is rated as good to very good" is a good indicator to use to establish replacement targets. Natural water/sewer main breaks are also commonly reasonable indicator for underground infrastructure. As the Town's asset planning becomes more advanced, it is suggested that Council establish similar condition-based measures for other categories. Additional examples include: percentage of Town buildings (and/or building components) in good to very good condition; trail

limestone or asphalt condition; and average annual repairs per vehicle.

<b>Table 4</b> <b>Town of Newmarket</b> <b>2011 Municipal Performance Measurement Program Service Levels</b>				
Service	Description	2012	2011	Change
Roads	Percentage of paved lane kilometres where condition is rated as good to very good	82.1%	76.1%	7.9%
Wastewater	Number of wastewater main backups	2	2	0
	Number of wastewater main backups per 100 kilometres of wastewater main in a year	0.709	0.714	-0.7%
Water	Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect	0	0	n/a
	Number of water main breaks	28	11	154.5%
	Number of water main breaks per 100 kilometres of water distribution pipe in a year.	9.091	3.595	152.9%
Fire	Number of residential fire related civilian injuries averaged over 5 years per 1,000 persons.	0.035	0.035	0.0%
Parks and Recreation	Total kilometres of trails per 1,000 persons	0.614	0.612	0.3%
	Hectares of open space per 1,000 persons	4.229	4.294	-1.5%
	Square metres of indoor recreation facilities per 1,000 persons	503.73	511.41	-1.5%
	Square metres of outdoor facility space per 1,000 persons	73.74	74.90	-1.6%

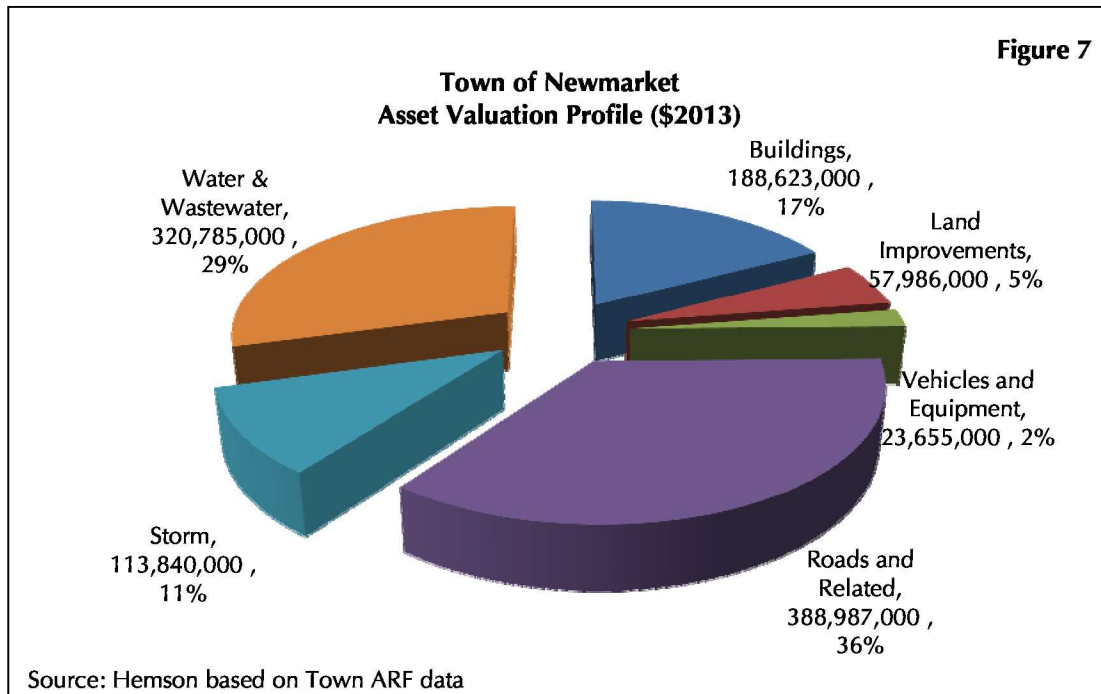
The establishment of service level targets will help Town Council balance expenditure requirements between the department and asset categories.

## **B. REPLACEMENT CAPITAL**

Repair and replacement capital, also known as state-of-good-repair, is the largest and most important component of the Town's capital expenditures. Replacement capital was the focus of the Part 1 Report and the updated analysis is presented below.

## 1. Current Asset Profile

The replacement cost of all assets in the Town is approximately \$1.1 billion, excluding land and minor equipment below asset management thresholds. This overall value translates to approximately \$13,400 per capita or \$39,600 per household.



As shown in Figure 7, roads and related infrastructure comprise the largest share of the Town's infrastructure at 36%. This is followed by water and sewer infrastructure at 29% and buildings at 17%.

Table 5 compares the Town's asset value per capita and (per capita+employment) to other municipalities. The net book values from 2012 financial statements are used since the metric is provided in a similar format in each municipality.

<b>Table 5</b> <b>Asset Net Book Value By Municipality</b> <b>(December 31, 2012)</b>			
Municipality	Net Book Value (Excluding Land)	Net Book Value Per Capita	Net Book Value Per Capita+Employment
Newmarket	341,216,000	4,173	2,764
Aurora	275,500,000	4,997	3,461
East Gwillimbury	107,716,000	4,211	3,343
Georgina	306,683,000	6,799	5,696
King	125,746,000	5,981	4,299
Markham	1,789,346,000	5,695	3,909
Richmond Hill	601,551,000	3,121	2,297
Vaughan	2,119,889,000	7,009	4,491
Whitchurch-Stouffville	208,892,000	5,076	3,866
York Region	5,032,606,000	4,663	3,218

Source: 2012 Financial Statements, 2011 for East Gwillimbury and King

Newmarket's asset profile is generally similar to most other York Region municipalities (see Table 5). Net book value measures the value of assets after depreciation, so a municipality such as Vaughan, that has experienced rapid growth recently, is expected to have a higher per capita asset book value valuation than municipalities that grew more rapidly in the 1980s and 1990s.

Figure 8 categorizes the assets by the remaining useful life. In general, the tax supported assets (roads in particular) will need to be replaced much earlier in the 50 year period than water and sewer infrastructure. The Town's underground infrastructure is likely to last well into the mid century.



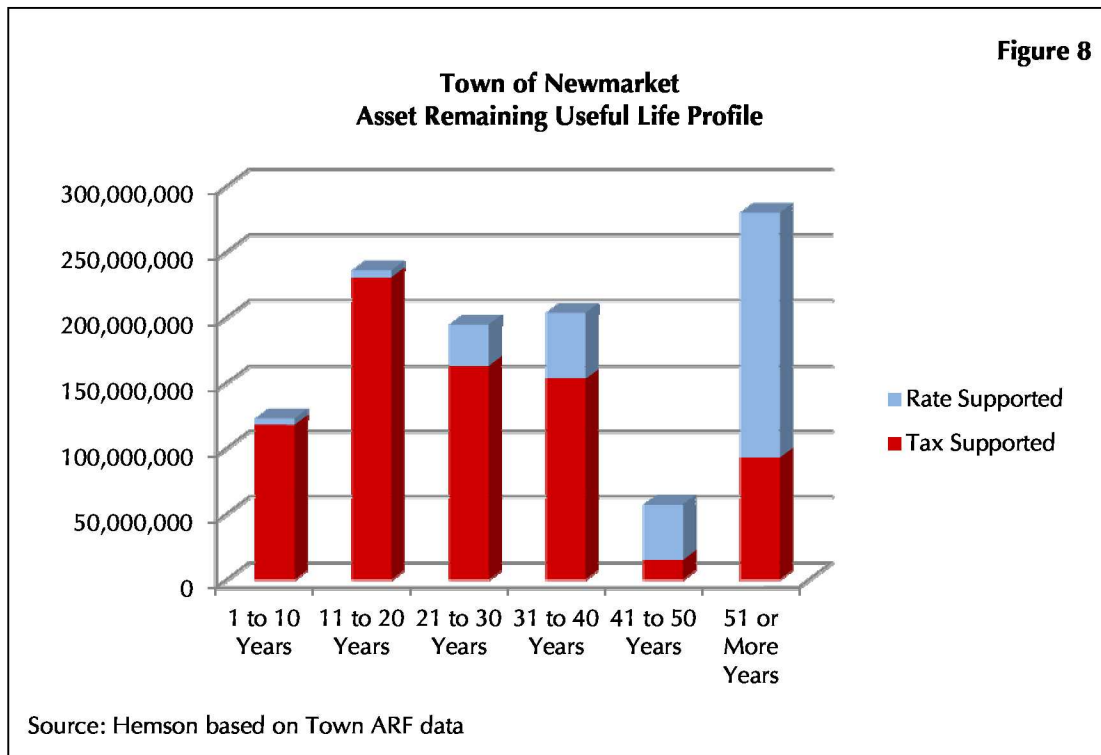
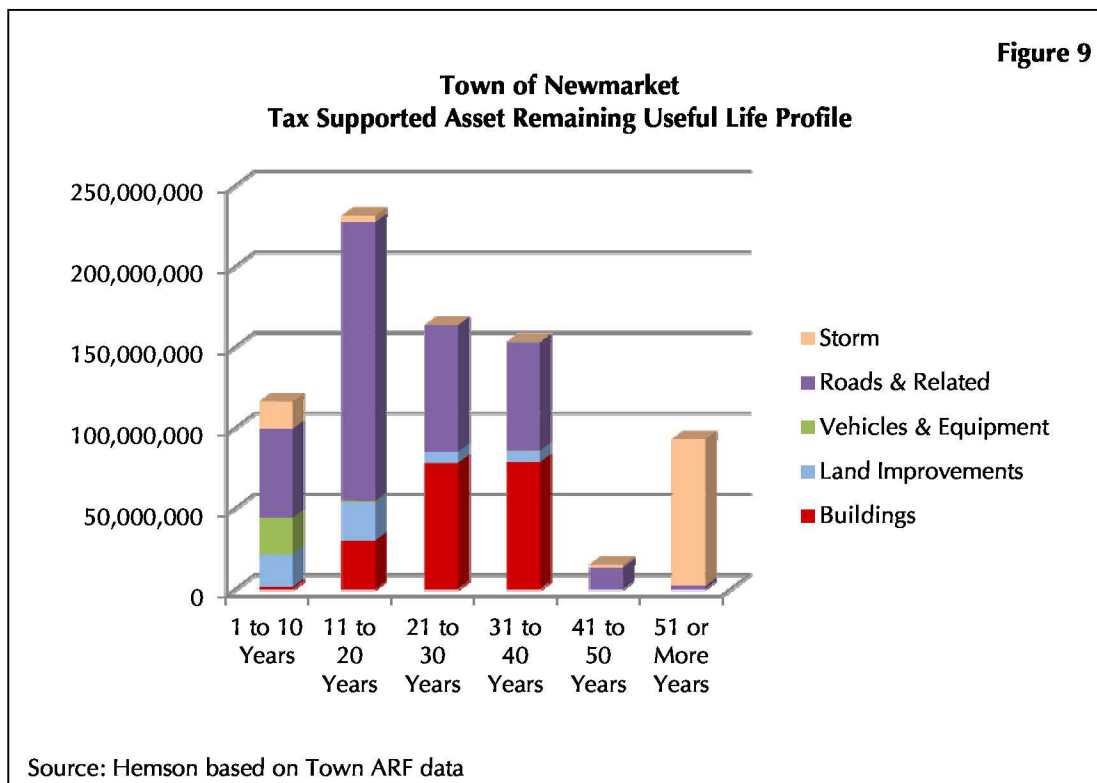


Figure 9 further breaks down useful life remaining by tax supported asset class.



It is clear that roads have justifiably been the focus of the Town's infrastructure replacement program in the short-term. Buildings will also be an important issue in the 20-40 year period. Storm assets have long useful lives and are dominant in the 51 year+ time period. Vehicles and equipment have long been subject to asset management replacement schedules and will be replaced in a more linear manner over time.

## **2. Current Expenditure Levels on Replacement Capital**

The three year average capital budgeted expenditures for repair and replacement (2012-2014) are shown in Table 6. The values represent newly identified capital expenditures and exclude carry-overs and debentures. The average annual expenditure on replacement capital is \$11.8 million. Road expenditures represent the largest share of the capital expenditures at 51% or \$6.1 million. Vehicles and equipment are the second largest component at \$2.1 million followed by buildings at \$1.1 million and water and wastewater at \$829,000.

<b>Table 6</b> <b>2012-2014 Capital Budget</b> <b>Average Annual Expenditures on Replacement Capital</b>		
Category	Replacement Capital (\$)	Percentage of Total
Buildings	1,079,400	9%
Land Improvements	230,100	2%
Vehicles & Equipment	2,139,900	18%
Roads and Related	6,069,700	51%
Storm	601,700	5%
Other	871,500	7%
Subtotal Tax	10,992,300	93%
Water & Wastewater	828,700	7%
Total	11,821,000	100%

A key component of the Part 1 Report was an analysis of the ARF-based expenditure requirements. A revised expenditure forecast is provided in Table 7, which is based on several improvements discussed in the earlier report. Updates to the ARF analysis include:

- Adjustment to 2013 dollars
- Added pumping stations to inventory
- Adjusted building inventory replacement costs to bring them in-line with development charges replacement costs
- Added additional park facilities to inventory
- Adjusted early years of parking inventory
- Adjust fire vehicles and machinery and equipment (M&E) to 60% Newmarket share
- Annuity calculations are based on 2% annual inflation and a 3.5% return on investment

The centre column in Table 7 shows the annual capital contributions required to

fully fund the capital replacement schedule. The right column considers the timing of the replacement schedule and shows the average expenditures required over the first 10-year period. Table 7 is based on more conservative interest and earning rate assumptions than those used than in the Draft version of the Part 2 Report, which explains the higher normalized contributions for roads and water and sewer.

<b>Table 7</b> <b>ARF-Based Required Capital Expenditures</b> <b>on Replacement Capital</b>		
Category	Annuity Based Normalized Annual Expenditure (\$)	First 10-Year Average Annual Expenditure (\$)
Buildings	4,676,000	142,200
Land Improvements	2,873,000	2,159,800
Vehicles and Equipment	2,782,000	2,249,300
Roads and Related	10,276,000	5,539,200
Storm	1,440,000	1,701,700
Subtotal Tax	22,047,000	11,792,200
Water & Wastewater	4,347,000	479,200
Total	26,394,000	12,271,400

It is important to note, the calculated ARF inventory expenditures are based on a theoretical useful life based asset management analysis. As noted earlier in this report, this approach while appropriate for determining order of magnitude, is inferior to other “engineering” sources such as roads needs studies, pipe inspections and building assessments. That being said, several important points can be drawn from Table 6 and Table 7.

**a. Roads and Related**

The Town’s current expenditures on roads and related replacements are \$6.1 million. The \$2.3 million Viva Next project in 2014 along Davis Drive was considered an enhancement (non-replacement), which brings the total

expenditures on roads in the 2014 budget closer to \$8 million.

<b>Table 8</b> <b>ARF- Based Estimated Roads and Related Expenditures</b>		
Projected Replacement	Replacement Value	Percentage
1-10 Years	55,392,100	14%
11-20 Years	172,754,900	44%
21-30 Years	78,144,800	20%
31-40 Years	67,110,600	17%
41-50 Years	13,527,300	3%
51+ Years	2,057,900	1%
Total	388,987,600	100%
ARF First 10-Year Annual Average	5,539,200	
Annuity Based Normalized Annual Expenditure	10,276,000	
Annual Amortization (2012)	4,772,800	
2012-2014 Average Budget Expenditures	6,069,700	

The Town's current expenditures are less than the notionally calculated annuity based expenditure of \$10.2 million. The analysis above does not consider an actual service target (appropriate condition) and many roads may last longer than their calculated useful lives.

It should be noted, the three year average expenditure on replacement capital is \$1.3 million higher than the annual amortization. This indicates the Town is addressing its road replacements in a reasonable manner and is surpassing its accounting-based minimum replacement requirements.

The Roads Needs Study (2012) contains an assessment of the Town's road network. The report notes that "the current road network has an average structural adequacy rating of 16.4 out of 20, which is considered reasonable and reflective of a road network in acceptable condition". The study also contains a

forecast of capital expenditures that can be referenced for capital planning purposes.

<b>2012 Roads Needs Study Required Capital Expenditures</b> <span style="float: right;"><b>Table 9</b></span>					
Improvement Type	Current "Now" Needs	Total 10-Year Needs	10-Year Average Need	Total Replacement Value	Normalized Annuity Based Contribution
Surface	0	11,012,400	1,101,200	N/A	N/A
Reconstruction	16,498,400	16,950,900	1,695,100	437,036,200	\$9,874,500
Guide rails	78,100	78,100	7,800	431,200	\$9,700
Culverts	105,200	1,831,100	183,100	2,746,600	\$62,100
Bridge	289,000	1,289,500	129,000	2,659,600	\$60,100
Total	16,970,700	31,162,000	3,116,200	442,873,600	\$10,006,000

As indicated in Table 9, there are significant current reconstruction projects required throughout the Town. However, the projected average annual expenditures for the 10-year period are manageable (\$3.2 million). As noted in the Roads Needs Study, only 4% of the Town's roads measured by kilometres are likely to need reconstruction in the 10-year period. Accordingly, the Town should work towards the annual contribution target to ensure it has adequate reserves on hand to address the increased road expenditures anticipated beyond 2022.

#### **b. Buildings**

The Town recently retained Suncorp Valuations Ltd. to estimate the replacement costs of Town-owned buildings and their respective components. Accordingly, the estimates in Table 10 have been updated to reflect the latest replacement cost valuations. The updated total value of buildings is very similar to the estimate in the Draft Part 2 Report from November 2014.

<b>Table 10</b> <b>ARF-Based Estimated Major Building Expenditures</b>		
Projected Replacement	Replacement Value	Percentage
1-10 Years	6,211,000	1%
11-20 Years	15,145,000	16%
21-30 Years	79,681,000	42%
31-40 Years	87,017,000	42%
41-50 Years	0	0%
51+ Years	0	0%
<b>Total</b>	<b>188,054,000</b>	<b>100%</b>
First 10-Year Annual Average	621,100	
Annuity Based Normalized Annual Expenditure	4,676,000	
Annual Amortization (2012)	2,834,500	
2012-2014 Average Budget Expenditures	1,079,400	

The Town has recently built or renovated several buildings including the Magna Centre, the Operations Centre and the Old Town Hall (renovations underway). Additionally, the Town has budgeted funds to renovate its two fire stations. Given the recent improvements, the largest expenditures on replacements are anticipated in the 20-40 year period. The Ray Twinney Complex and the Library are the two key buildings that will be at the end of their calculated useful lives at this time.

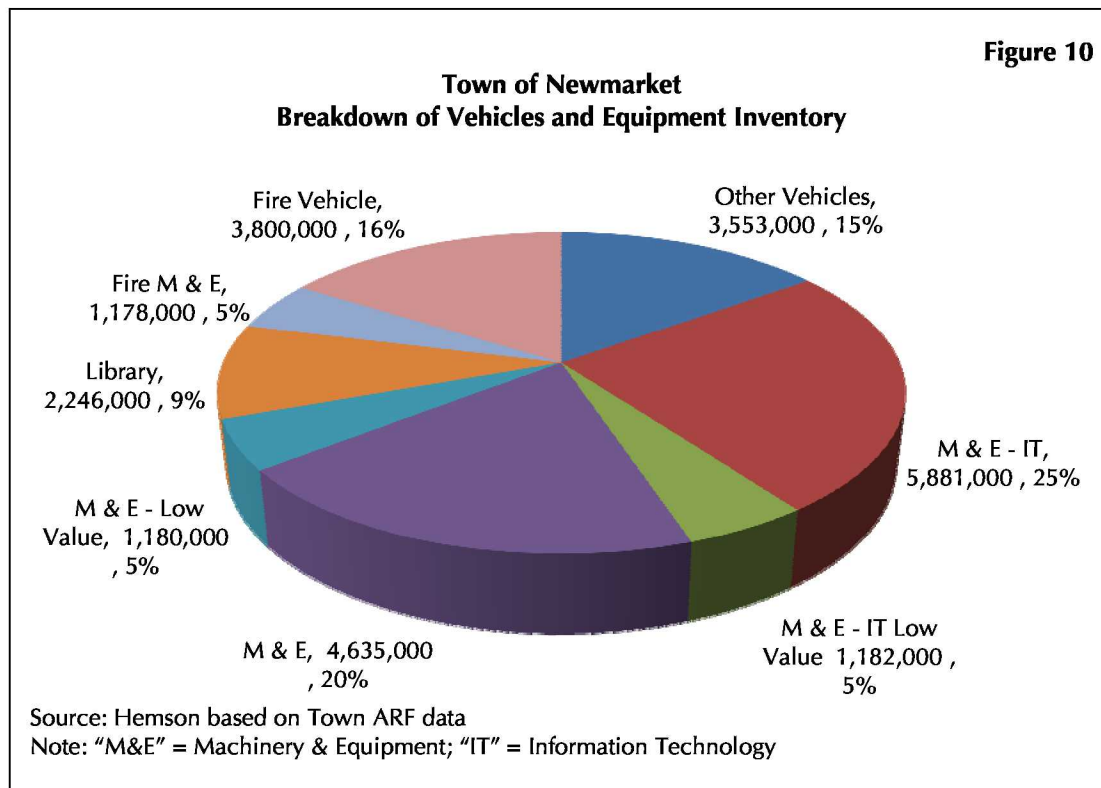
The Town's current expenditures on buildings are adequate in the first 10-year period, however, it will likely have to increase expenditures on building replacements to an amount in excess of \$3 million. The financing section of this report (Chapter VI) discusses the several funding options available to address the gap (e.g. expiring debentures).

### **c. Vehicles and Equipment**

For many years, the Town and other municipalities have budgeted for the replacement of vehicles and equipment. The useful lives for these assets are generally less than most other assets, which is the key reason why the assets



have historically been budgeted on an annuity approach using reserve funds. The breakdown of the Town's vehicles and equipment assets are provided in Figure 10. Vehicle and equipment assets are generally split between several areas.



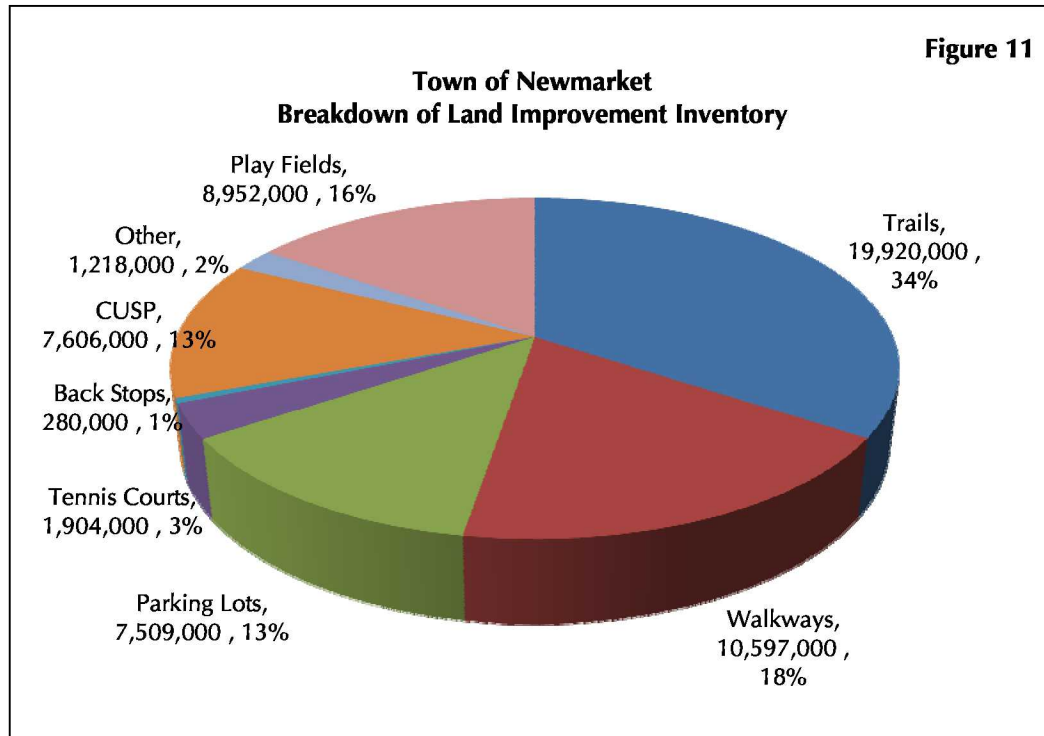
<b>Table 11</b> <b>ARF-Based Vehicles and Equipment Expenditures</b>		
Projected Replacement	Replacement Value	Percentage
1-10 Years	22,493,300	95%
11-20 Years	955,800	4%
21-30 Years	51,000	0%
31-40 Years	155,200	1%
41-50 Years	0	0%
51+ Years	0	0%
<b>Total</b>	<b>23,655,000</b>	<b>100%</b>
First 10-Year Annual Average	2,249,300	
Annuity Based Normalized Annual Expenditure	2,782,000	
Annual Amortization (2012)	1,861,600	
2012-2014 Average Budget Expenditures	2,139,900	
Adjusted for CYFS	2,400,000	

The 2014 budget does not contain a major fire vehicle expenditure, which is the main reason the budget expenditures are lower than the annuity based normalized annual expenditure identified in Table 11. Other than 2014 capital expenditures of \$174,000, the nine-year average of the department's capital forecast is \$800,000. After this adjustment is made, the Town's budget closely aligns to the ARF forecast.

The results show the Town is currently expending a reasonable amount on capital replacements for vehicles and equipment.

#### **d. Land Improvements**

As shown in Figure 11, land improvements comprise of several elements; many of which are related to the park development.



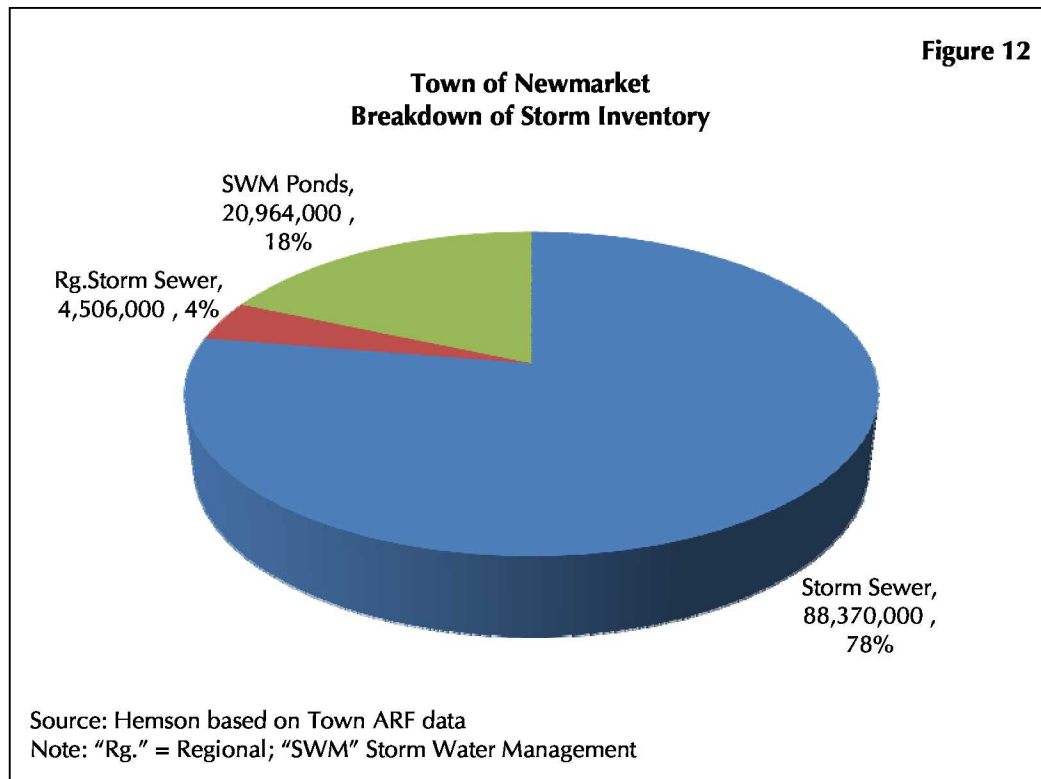
Land improvements are one area where the Town will likely have to expend more funds in the future. As shown in Table 12, the Town's 2012-2014 average budget expenditure on land improvements was \$230,000. However, the calculated ARF expenditures and the calculated annual amortization values are significantly higher. There are several reasons for this discrepancy. First, the ARF analysis in the Part 1 Report has been amended to include sports fields and playground equipment, which added approximately \$8 million in total asset value to the ARF calculations. Secondly, many useful life based forecast expenditures can be deferred. Stated differently, the consequence of failure for play fields and trails is not as pronounced as those for drinking water and bridges, for example.

<b>Table 12</b> <b>ARF-Based Land Improvements Expenditures</b>		
Projected Replacement	Replacement Value	Percentage
1-10 Years	25,329,900	37%
11-20 Years	25,390,100	39%
21-30 Years	8,240,600	11%
31-40 Years	6,960,100	12%
41-50 Years	0	0%
51+ Years	0	0%
Total	65,921,000	100%
First 10-Year Annual Average	2,159,800	
Annuity Based Normalized Annual Expenditure	2,873,000	
Annual Amortization (2012)	967,500	
2012-2014 Average Budget Expenditures	230,100	

Over time, the Town should work towards ensuring sufficient funds are available to at least meet the annual amortization amount of \$968,000. Additional funding for land improvements is largely a service level decision in addition to a safety decision.

**e. Storm**

For the purposes of this analysis, storm infrastructure consists of stormwater management ponds, storm sewers within Regional right-of-ways and local storm sewers (shown in Figure 12).



It is important to note that the Roads Needs Study also considered local storm sewers. Therefore, if the Town follows the Roads Needs Study recommendations, additional storm sewer contributions should not be immediately required. Stormwater management ponds and Regional road storm infrastructure are not considered in the Roads Needs Study.

Comparing the 2012-2014 budget expenditure to the ARF based calculations show the Town's average expenditure is less than half the ideal ARF-based annual contribution amount. Given that most capital replacements are far along the asset management curve, the Town has time to plan for additional funds to be set aside for the replacement of these assets.

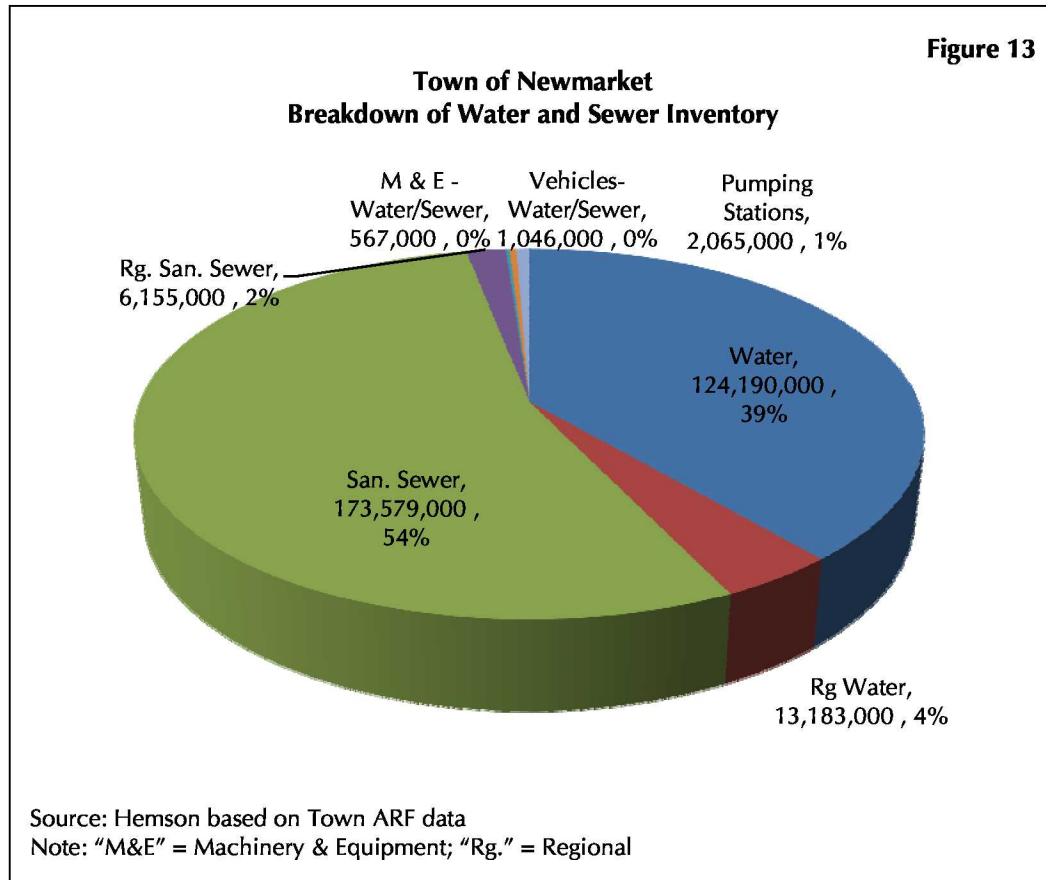
Table 13 ARF-Based Storm Expenditures		
Projected Replacement	Replacement Value	Percentage
1-10 Years	17,017,100	15%
11-20 Years	3,992,900	4%
21-30 Years	0	0%
31-40 Years	219,300	0%
41-50 Years	1,670,400	1%
51+ Years	90,939,100	80%
Total	113,839,000	100%
First 10-Year Annual Average	1,701,700	
Annuity Based Normalized Annual Expenditure	1,440,000	
Annual Amortization (2012)	Incl. in land improvements	
2012-2014 Average Budget Expenditures	601,700	

Inspections of storm sewers and storm water management facilities should be used to determine the actual expenditure requirements.

**f. Water and Sewer**

Water and sewer infrastructure is primarily comprised of the linear local-sized mains but also includes Town-owned pumping stations and vehicles and equipment (see Figure 13)

Figure 13



Looking at average budget expenditures on water and sewer infrastructure is not particularly relevant because so much of the linear infrastructure is relatively young given the 60-80 year useful lives of the linear assets (see Table 14). As was presented in the Water and Wastewater Financial Plan, the Town should continue to ensure annual contributions for future replacements exceed annual amortization.



<b>Table 14</b> <b>ARF-Based Water and Sewer Expenditures</b>		
Projected Replacement	Replacement Value	Percentage
1-10 Years	4,792,000	1%
11-20 Years	5,255,000	2%
21-30 Years	31,532,000	10%
31-40 Years	50,454,000	16%
41-50 Years	42,010,000	13%
51+ Years	186,744,000	58%
Total	320,787,000	100%
First 10-Year Annual Average	479,200	
Annuity Based Normalized Annual Expenditure	4,347,000	
Annual Amortization (2012)	4,638,500	
2012-2014 Average Budget Expenditures	828,700	

As shown in the above table, the Town's current contributions to the ARF for water and wastewater infrastructure currently exceed annual amortization. This indicates the Town is making positive headway in alleviating existing infrastructure gaps for these services. Given the largest expenditures are projected to occur beyond the 1-10 and 11-20 year periods, the Town should be in a good position to fund these assets without any large spikes to utility rates. It should be noted that annuity and cash flow calculations for water and wastewater assets can be quite sensitive to interest and earning assumptions in light of the very long useful lives of the infrastructure.

Similar to storm services, inspections and software modelling of water and wastewater linear facilities should be used to determine the actual expenditures in the short-term.

### g. Other Replacement Capital

The \$871,500 in other expenses referenced in Table 6 include capital labour cost allocations and studies.

### 3. Replacement Capital Expenditure Comparison

Overall, the Town is in a relatively advantageous position, however, there are several areas where there could be funding challenges.

It is always difficult comparing budgets and financial statements between municipalities. Many jurisdictions have different service delivery models. For example, in York Region, the provision of water and sewer services is a split responsibility between the Region and its lower-tier municipalities. Conversely, Peel Region is solely responsible for delivering these services.

Additionally, many municipalities structure their budgets differently. For example, storm services can be a rate or tax supported service. The following table has been included to show Newmarket in the context of other York Region jurisdictions.

Table 15 Comparative Capital Financing Position			
2012	Annual Amortization (Financial Statements)	Cont. To Capital Replacement Reserves (Budget)	% of Amortization
York	\$152,100,000	\$150,500,000	99%
Aurora	\$10,100,000	\$6,000,000	59%
Vaughan	\$65,500,000	\$32,100,000	49%
Markham	\$59,100,000	\$24,500,000	41%
Richmond Hill	\$30,800,000	\$11,900,000	39%
Georgina	\$10,200,000	\$3,700,000	36%
Newmarket	\$15,100,000	\$13,300,000	88%

Notwithstanding the limitations of the data, Table 15 does indicate the Town's current replacement funding levels are close to annual amortization. A percentage of amortization value of 100% generally indicates that the funding gap is not getting worse, which is not to suggest an existing deficiency is being addressed.

The preceding analysis focused on the replacement of existing capital, however, the Town must also consider that new assets will be added to the Town's inventory. These assets are discussed in the next two sections.

### C. ENHANCEMENT CAPITAL

Enhancement capital is a broad definition intended to capture regulatory improvements, service level increases and strategic investments. Enhancement investments should link to local, regional or provincial priorities that are outlined in strategic planning documents. Enhancement capital may also involve investments in technology that can improve productivity and/or reduce costs.

<p style="text-align: right;"><b>Table 16</b></p> <p style="text-align: center;"><b>2012-2014 Capital Budget</b> <b>Average Annual Expenditures on Enhancement Capital</b></p>				
Category	Excluding Solar and Honeywell		Including Solar and Honeywell	
	Enhancement Capital (\$)	Percentage of Total	Enhancement Capital (\$)	Percentage of Total
Buildings	196,800	9%	3,211,700	61%
Land Improvements	383,100	17%	383,100	7%
Vehicles & Equipment	308,300	14%	308,300	6%
Roads and Related	1,214,300	53%	1,214,300	23%
Storm	0	0%	0	0%
Other	178,100	8%	178,100	3%
Subtotal Tax	2,280,600	100%	5,295,500	100%
Water & Wastewater	0	0%	0	0%
Total	2,280,600	100%	5,295,500	100%

The Town's historic expenditures detailed in Table 16 are appropriately linked to municipal and provincial objectives. Some examples of this are provided below:

- Higher order transit is a stated priority of all levels of government and the Town has budgeted \$2.3 million in 2014 for Davis Drive VIVA-related improvements.
- In terms of green energy, the Town has budgeted \$900,000 in 2014 for solar panel installation and retrofits. The cost of the projects, funded through internal loans, will be recouped through savings.
- To reduce operating costs and lower its carbon footprint, the Town has partnered with Honeywell to convert streetlights to LED bulbs and to improve heating, ventilation and air conditioning and lighting in Town-owned buildings. The \$8.6 million cost of the project, funded through internal loans, is guaranteed to be recovered through operating cost savings.
- The Town has undertaken important studies including this capital financing review and a community improvement plan for urban centers and brownfield developments.

When considering whether to undertake an enhancement project, Town Council should consider the following criteria:

- Is it a local priority identified in a strategic plan, master plan or similar document?
- Has the project been identified as Regional or Provincial priority?
- Will it improve productivity or capacity?
- Will it reduce operating costs or produce operating revenue?
- Is it provincially mandated?
- Will it advance objectives related to environmental or fiscal sustainability?
- Will it improve the quality of life of residents or businesses (e.g. arts, culture, streetscaping)?
- Will it improve safety (e.g. signalization, fire rescue equipment)?

Non-growth and non-replacement projects that do not meet any of the enhancement criteria above should be closely studied and evaluated based on need, benefit and fiscal impact.

#### **D. GROWTH-RELATED CAPITAL**

Growth-related capital expenditures will be explored in greater detail in the Part 3 Development Charges review. The Council approved DC capital programs can then be integrated into the capital planning model. For this Part 2 Report, an initial development-related capital program was prepared that includes development charges and non-development charges eligible capital items.

In most capital asset plans, emphasis is justifiably placed on the existing infrastructure funding gap. However, as a municipality grows, additional assets will be acquired through the assumption of developer built capital and the expansion of Town constructed services (e.g. new recreation space). The initial emplacement of growth-related capital typically has a minor tax rate impact. However, once an asset is assumed, the Town's tax base typically becomes responsible for its eventual replacement.

##### **1. Recent Growth-Related Expenditures**

The Town's three year average expenditures on growth-related capital is \$648,000 (see Table 17). The nature of many growth-related projects does not allow incremental, or marginal, expansion. Instead, the service expansions often require larger periodic expenditures that can address existing needs and pre-empt capacity for future needs. This can be seen in Table 17 where some categories have no expenditures while others have large values.

<b>Table 17</b> <b>2012-2014 Capital Budget</b> <b>Average Annual Expenditures on Growth Capital</b>		
Category	Growth Capital (\$)	Percentage of Total
Buildings	0	0%
Land Improvements	446,700	69%
Vehicles & Equipment	28,200	4%
Roads and Related	0	0%
Storm	0	0%
Other	35,400	5%
Subtotal Tax	510,300	79%
Water & Wastewater	137,700	21%
Total	648,000	100%

Projects identified over the last three years include parkland improvements, trails and a pumping station. Due to the small sample size, the values above are not particularly indicative of municipal expenditures going forward.

## **2. Long-Term Growth-Related Expenditure Forecast**

A long-range capital forecast for growth-related expenditures was prepared using several different data sources that are outlined below. The forecast is split into three categories: contributed capital, development charges funded capital and non-development charges funded capital. The tax impacts in the following section are based on a 20-year forecast period (2014-2033), however, a longer time horizon has been built into the model. The Town's growth-related capital forecast is expected to become more refined as the Urban Centres Secondary Plan work progresses.

### **a. Contributed Capital**

Contributed capital is typically built by developers, to standards determined by the Town, as a condition of planning approval. This capital consists of local roads, streetlights, sidewalks, small diameter sewer and water mains, storm

ponds, as well as some park elements. Over a long-term planning horizon, it is difficult to forecast contributed capital amounts since subdivision and/or site plans are not yet available for much of the anticipated future growth. As most contributed capital is linear in nature, lot frontages were used to estimate future requirements. Table 18 displays the lot frontage assumptions. It is anticipated that new residential units, on average, will have less lot frontage than the Town's existing residential units. This reflects market trends and Town and Regional policies promoting intensification in residential areas.

<p style="text-align: right;"><b>Table 18</b></p> <p style="text-align: center;"><b>Lot Frontages Used To Estimate Contributed Capital</b></p>		
Residential Unit	Existing Base (feet)	Future Growth (feet)
Single Detached	55	40
Semi Detached	35	30
Rows	25	25
Apartments	5	5
Total Existing Frontage	1,092,700	

The Town's existing inventory of contributed capital was divided by the total lot frontage value of 1,092,700 to derive a cost per foot that could be applied to each new unit over the forecast period. The cost per frontage foot for each asset type is provided in Table 19 below.



<b>Table 19</b> <b>Lot Frontages Used To Estimate Contributed Capital</b>		
<b>Asset Category</b>	<b>2012 ARF Value</b>	<b>2012 Cost per Frontage Foot</b>
Local Road Base	\$170,270,000	\$156
Local Road Surface	\$18,680,000	\$17
Collector Road Base	\$78,550,000	\$72
Collector Road Surface	\$8,550,000	\$8
Streetlights	\$31,740,000	\$29
Sidewalks	\$29,270,000	\$27
Culverts	\$5,100,000	\$5
<b>Total Road Related</b>	<b>\$342,160,000</b>	<b>\$313</b>
Storm Sewers	\$88,370,000	\$81
SWM ponds	\$20,960,000	\$19
<b>Total Storm</b>	<b>\$109,330,000</b>	<b>\$100</b>
Water	\$124,190,000	\$114
Regional Water	\$13,180,000	\$12
Sewer	\$173,580,000	\$159
Regional Sewer	\$6,160,000	\$6
<b>Total Water &amp; Sewer</b>	<b>\$317,100,000</b>	<b>\$290</b>
Trails	\$19,900,000	\$233 (per capita)

In addition to the infrastructure noted above, one new pumping station (2016) is included in contributed capital forecast. Additionally, an allowance for contributed trails at a rate of \$233 per capita has been included, which is equal to the Town's current service level. The initial emplacement of trails could also be funded through the voluntary trail levy in situations where developer contributions are not feasible.

## b. Development Charges Capital

A 20-year estimate of development charges capital is shown in Table 20.

Table 20		
Estimated Development Charges Capital		
Asset Type	20-Year Costs (\$2013)	Basis of Cost E
Industrial Roads Base	\$1,457,000	# Empl. land employees
Industrial Roads Surface	\$159,000	# Empl. land employees
Other Roads, Signals & TDM	\$7,669,000	Population+Employment
Fleet and Equipment	\$505,000	Frontage Foot
Satellite Works Depot	\$2,421,000	Lump sum
Additional UGC Roads Base	\$12,687,000	8.5 km new roads
Additional UGC Roads Surface	\$1,388,000	8.5 km new roads
Additional UGC Grade Separations Base	\$1,291,000	3 bridges
Additional UGC Grade Separations Surface	\$1,293,000	3 bridges
Water M&E and Vehicles	\$176,000	Frontage Foot
New Library	\$13,500,000	\$30M total (45% new)
Library Materials	\$5,780,000	\$289,000 new per year
New Library Land	\$1,000,000	Lump Sum
New Fire Station incl. Training	\$3,600,000	Newmarket share (60%)
New Fire Land	\$600,000	Newmarket share (60%)
New Pumper/Rescue Vehicle	\$435,000	Newmarket share (60%)
New Small Vehicle	\$27,000	Newmarket share (60%)
New Bunker Gear	\$30,000	Newmarket share (60%)
Park Facilities TCA portion	\$7,020,000	Population
Park Facilities Non-TCA Portion	\$2,080,000	Population
Parking	\$1,890,000	Population
New Recreation Space (e.g. Youth Centre)	\$3,600,000	Lump sum
New Recreation Space (e.g. Seniors Centre)	\$3,463,000	Lump sum

Note: Costs based on existing Town assets

It should be noted, the *Development Charges Act* limits the recovery of parks, recreation, parking, general fleet and library infrastructure to 90% of calculated costs. The statutory 10% discount has to be funded through non development charges sources. The 10% statutory discount calculated over the 20-year period totals \$3,833,000.

**c. Non-Development Charges Capital Costs**

There may be other capital expenditures that are in whole, or in part, growth-related but due to legislative restrictions cannot be funded through development charges. Possible examples include Information Technology equipment, additional building space for staff and the undergrounding of hydro-electric facilities in the Town's intensification area. These projects may not currently have any formal approval but have been considered in the long-range planning model.

<b>Non-Development Charges Capital Costs</b>			<b>Table 21</b>
Asset Type	20-Year Costs (\$2013)	Basis of Cost	
IT Equipment	\$2,874,000	70% of population+empl.	
Additional Space for Staff	\$6,823,000	Population+employment	
UGC Hydro Undergrounding	\$16,000,000	50% of \$32M lump sum estimate	

Note: Costs based on existing Town assets

## **VI CAPITAL FUNDING SCENARIOS**

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The background information in the previous sections allows for the preparation of funding plans for Council's consideration. A large number of funding options were reviewed (see Appendix A), and the major options have been considered below.

### **A. KEY ASSUMPTIONS**

In developing the funding scenarios, several key assumptions were made that apply to all options:

#### **1. Growth**

The Town's growth forecast from September 2013, was used in the analysis. Assessment values for new units were based on a large sampling of recently constructed units from 2009-2012. The assessment growth forecast values below are based on 2013 MPAC data (full phase-in of 2012 assessment) and are lower than the 2014 budget assessments. To ensure consistency, growth rates were calculated based of the Town's December 31, 2012 assessment base:

- Singles: \$459,900
- Semis: \$317,600
- Rows: \$313,700
- Apartments (condo): \$251,900

New non-residential growth was projected to have the following assessments:

- Population Related: \$192/sq. ft.
- Office: \$142/sq. ft.
- Employment Land: \$63/sq. ft.

Existing non-residential assessment is forecasted to depreciate at 0.4% per year due to standard aging. Depreciation does not apply to the residential sector.

## **2. Interest and Inflation**

A 2% long-term inflation rate and a 3.5% long-term earning rate were used throughout the analysis.

## **3. Debt**

The Town has existing tax supported (non-DC supported) principal and interest payments of \$2.12 million. One outstanding rate supported (non-DC) debenture for water/sewer exists at \$132,300; it expires in 2014. It was assumed that when existing debentures expire, the Town will use the tax and rate room for funding capital projects.

Magna Centre naming revenue (\$500,000) was removed after 2017.

Debt was assumed for potential intensification improvements (e.g. hydro undergrounding). An interest rate of 4% was assumed for the project. The assumed \$16,000,000 tax supported cost was split into two debenture issuances (2017 and 2024) with 20-year terms.

## **4. Interfund Borrowing and Transfers**

The Town appropriately uses interfund borrowing to address short-term variations between individual reserves and reserve funds. For example, water and sewer reserves have larger balances in the short-term whereas tax supported balances are smaller or negative. A 2% interest rate has been applied to forecasted negative reserve balances in the tax supported ARF reserves.

It was assumed that 56% of the replacement provision for the recently built Operations Centre would come from utility rates, consistent with the existing debenture funding ratio.

## **5. Gas Tax and Other Grants**

Federal Gas Tax funding was allocated to tax supported capital replacements. 2014 funding of \$2.2 million was inflated at 2% per year based on the Federal Government's sustainable funding commitment. No other grants were assumed in the analysis.

## **6. Capital Funded through Operations**

A continuation of \$515,000 in annual capital spending through operations was assumed.

## **7. ARF Contributions**

Under the scenarios below, the future ARF contributions were assumed to change with overall taxation revenue (general inflation). The tax/utility rate was then adjusted to increase the contributions to balance the cash flow. Base 2014 tax supported ARF contributions equal \$8.3 million while rate supported contributions are approximately \$5 million.

## **8. Development Charges**

It was assumed Town Council would implement maximum permissible development charges. The statutory 10% discount is funded through taxation and is included in the analysis.

## **B. SCENARIO 1 – STATUS QUO**

### **1. Key Assumptions**

- ARF contribution increase at inflation only (2%)
- RAS surcharge held static
- Capital funded through operations held static

- 100% contribution levels for all services

## **2. Key Results**

- \$500,000,000 tax supported funding shortfall at 2033
- Tax supported ARF contribution are continued at close to \$8.3 million annually

## **C. SCENARIO 2 – FULL FUNDING**

### **1. Key Assumptions**

- RAS surcharge increase with inflation
- Capital funded through operations increase with inflation
- 100% contribution levels for all services
- Add taxation surcharge

### **2. Key Results**

- Annual tax surcharge of 1.8% per year to 2033 to balance cash flow at 2033
- Tax supported ARF contribution is increased by \$882,000

## **D. SCENARIO 3 – ADJUSTED FUNDING TARGETS**

### **1. Key Assumptions**

- Adjusted funding targets shown in Table 22



<p style="text-align: right;"><b>Table 22</b></p> <p style="text-align: center;"><b>Scenario 3 – Funding Levels for Replacement Capital</b></p>			
Category	Annuity Based Full Annual Contribution (\$)	20-Year Contribution Level (%)	20-Year Contribution Level (\$))
Buildings	4,676,000	70%	3,273,200
Land Improvements	2,873,000	70%	2,011,100
Vehicles and Equipment	2,782,000	100%	2,782,000
Roads and Related	10,276,000	90%	9,248,400
Storm	1,440,000	100%	1,440,000
Subtotal Tax	22,047,000		18,754,700
Water & Wastewater	4,347,000	100%	4,347,000
Total	26,394,000		23,101,700

- RAS surcharge increase with inflation
- Capital funded through operations increase with inflation
- Add taxation surcharge

## 2. Key Findings

- Annual tax increase of 1.08% to 2033 to balance cash flow at 2033
- Tax supported ARF contribution is increased by \$520,000 per year

## E. SCENARIO 4 – ADJUSTED FUNDING TARGET WITH STORM RATE

### 1. Key Assumptions

- Same as Scenario 3 with Storm removed from taxation

**2. Key Findings**

- Annual tax increase of 0.85% per year to 2033 to balance cash flow at 2033
- Tax supported ARF contribution is increased by \$410,000 per year

**F. WATER AND WASTEWATER SERVICES**

- An analysis of water and wastewater capital requirements was undertaken and the forecasted capital contributions are projected to be adequate over the 20-year forecast period. This assumes the implementation of the Water and Wastewater Financial Plan recommendations:
  - This includes a \$100 average annual increase to water bills to 2017.
  - Current annual ARF contributions for water and wastewater services are approximately \$5.0 million.
  - Unlike tax supported services, the water and wastewater ARF reserves are forecast to have sufficient positive balances, which reduce the need for additional contribution increases beyond those already approved.
- The Town should continue to review and update its financial plan at regular intervals.

APPENDIX A - FUNDING OPTIONS

Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes																																		
Asset Replacement Fund (ARF)	Tax and Rate supported	<ul style="list-style-type: none"><li>Discretionary reserve</li><li>Generally used for replacement infrastructure but also used for enhancement projects and for replacement portions of growth projects</li></ul>	<p>2012-2014 Average Expenditure:</p> <table><tr><td>Fire</td><td>1,286,100</td></tr><tr><td>Library</td><td>97,400</td></tr><tr><td>IT</td><td>525,800</td></tr><tr><td>Roads</td><td>4,428,300</td></tr><tr><td>PW Ops</td><td>325,400</td></tr><tr><td>Facilities</td><td>569,900</td></tr><tr><td>Parks</td><td>557,200</td></tr><tr><td>Trails</td><td>0</td></tr><tr><td>Storm</td><td>427,200</td></tr><tr><td>W&amp;WW</td><td>828,700</td></tr><tr><td><b>Total</b></td><td><b>9,890,900</b></td></tr></table> <p>2013 Contribution:</p> <table><tr><td>W&amp;WW</td><td>4,991,000</td></tr><tr><td>Tax</td><td>8,312,000</td></tr><tr><td><b>Total</b></td><td><b>13,303,000</b></td></tr></table> <p>Total = \$107 per capita+empl Tax Only = \$67 per capita+empl Rate Only = \$40 per capita+empl</p>	Fire	1,286,100	Library	97,400	IT	525,800	Roads	4,428,300	PW Ops	325,400	Facilities	569,900	Parks	557,200	Trails	0	Storm	427,200	W&WW	828,700	<b>Total</b>	<b>9,890,900</b>	W&WW	4,991,000	Tax	8,312,000	<b>Total</b>	<b>13,303,000</b>	<p>Dec 31, 2013 Estimate:</p> <table><tr><td>Tax</td><td>(28,285,000)</td></tr><tr><td>Rate</td><td>29,335,987</td></tr><tr><td><b>Total</b></td><td><b>1,051,000</b></td></tr></table> <p>Total = \$9 per capita+empl</p>	Tax	(28,285,000)	Rate	29,335,987	<b>Total</b>	<b>1,051,000</b>	<p>Aurora</p> <ul style="list-style-type: none"><li>Contribution: 6,000,000 (\$75 per capita+empl)</li><li>Balance: 4,850,000 (\$61 per capita+empl)</li></ul> <p>Markham (tax only)</p> <ul style="list-style-type: none"><li>Contribution: 24,000,000 (\$52 per capita+empl)</li><li>Balance: 80,000,000 (\$175 per capita+empl)</li></ul> <p>Richmond Hill</p> <ul style="list-style-type: none"><li>Contribution: 11,900,000 (\$45 per capita+empl)</li><li>Balance: 132,000,000 (\$504 per capita+empl)</li></ul> <p>Georgina</p> <ul style="list-style-type: none"><li>Contribution: 3,700,000 (\$69 per capita+empl)</li></ul> <p>Vaughan</p> <ul style="list-style-type: none"><li>Contribution: 32,100,000 (\$68 per capita+empl)</li></ul> <p>York Region</p> <ul style="list-style-type: none"><li>Contribution: 150,500,000 (\$96 per capita+empl)</li></ul>	<ul style="list-style-type: none"><li>Inter account borrowing should be continued</li><li>Could consider more defined use of ARF i.e. use for capital repair and replacements only and replacement shares of growth projects</li><li>Policy of using ARF for debenture funded projects is reasonable</li><li>ARF Capital Labour Cost Allocation (\$1M in 2014) is reasonable and can be expanded to growth (DC) projects</li></ul>	<p>Water/Sewer</p> <ul style="list-style-type: none"><li>Follow recommendations in the Water and Wastewater Financial Plan</li></ul> <p>Roads</p> <ul style="list-style-type: none"><li>Current contributions and expenditures are close to sufficient</li></ul> <p>Buildings</p> <ul style="list-style-type: none"><li>Integrate building assessment results to determine funding needs</li><li>Move to 70% of ideal contribution</li></ul> <p>Storm</p> <ul style="list-style-type: none"><li>Gradual increase of contribution</li><li>Move to ideal contribution</li></ul> <p>Land Improvements</p> <ul style="list-style-type: none"><li>Gradual increase of contribution, however many expenditures can be deferred</li></ul> <p>Vehicles and Equipment</p> <ul style="list-style-type: none"><li>Current contributions and expenditures are generally sufficient</li></ul>	<p>Water/Sewer</p> <ul style="list-style-type: none"><li>80% of accumulated amortization (80 year life) is achievable by 2020.</li></ul> <p>Roads</p> <ul style="list-style-type: none"><li>“Ideal” contribution is \$500,000 higher if Council chooses high service standard</li></ul> <p>Buildings</p> <ul style="list-style-type: none"><li>Tax room from expiring building debentures should be transferred to ARF</li><li>Move to 70% of ideal contribution</li></ul> <p>Storm</p> <ul style="list-style-type: none"><li>“Ideal” contribution is \$960,000 or 60% higher than recent expenditures</li></ul> <p>Land Improvements</p> <ul style="list-style-type: none"><li>Gradual increase of contribution to 70% of ideal contribution</li></ul>	<ul style="list-style-type: none"><li>In terms of implementation, many municipalities have dedicated “infrastructure levies” to increase reserve contribution amounts (similar to those adopted by Newmarket Council) including York, Peel, Mississauga and Brampton.</li><li>Dedicated levies for replacement of assets can illustrate to the public that tax increase is not for administrative or corporate purposes.</li></ul>
Fire	1,286,100																																										
Library	97,400																																										
IT	525,800																																										
Roads	4,428,300																																										
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Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes
Recommending a Strategy (RAS) Surcharge	Recreation user fee	<ul style="list-style-type: none"><li>Started in 2005 as a “dedicated surcharge be placed in a capital reserve account for the sole purpose of assisting and providing recreation capital facilities.”</li></ul>	<ul style="list-style-type: none"><li>\$375,000 annual revenue</li><li>Currently used for Magna Centre debenture payments</li><li>Flat rate amount is not indexed</li></ul>	<ul style="list-style-type: none"><li>\$6,000</li></ul>	<ul style="list-style-type: none"><li>Many municipalities have capital embedded in their user fees, however, amounts recovered are low since fees are typically not close to full cost recovery</li><li>Peterborough has surcharge for Evinrude Centre debenture (\$5 per hour) and \$1 per ticket charge on Memorial Centre</li><li>Burlington has a 5% surcharge for all rentals at Haber Recreation Centre</li><li>Port hope is considering 5% surcharge to raise \$40,000</li><li>Vaughan is currently considering a surcharge for replacement capital</li><li>Barrie is considering surcharge for track and artificial field replacements</li></ul>	<ul style="list-style-type: none"><li>Surcharge structure is more transparent than embedded capital component and allows funds to be dedicated to a specific use</li><li>Most user fees are not at full cost recovery therefore share of capital to be recovered from user fees is largely a policy decision of council</li></ul>	<ul style="list-style-type: none"><li>Consider altering the structure of the charge to improve equitability between programs (set as a % vs. flat rate)</li><li>If surcharge remains a flat rate, it should be indexed annually at the rate of change of recreation user fees</li><li>Capital surcharge could be extended to other fees</li></ul>	<ul style="list-style-type: none"><li>Monitor the level of the surcharge on a regular basis to determine if there is an opportunity to increase the amount of monies raised</li></ul>	
Other User Fees	User fees	<ul style="list-style-type: none"><li>Service pricing policy from 2006 outlines policy approach to user fees</li><li>Largely used for operations but also capital component (more noticeable in full cost recovery fees like planning fees)</li></ul>		<ul style="list-style-type: none"><li>Planning: \$170,000</li><li>Building: \$1,830,000</li></ul>	<ul style="list-style-type: none"><li>Service pricing policy is more transparent than most other user fee policies in other municipalities</li></ul>	<ul style="list-style-type: none"><li>Service pricing policy is a reasonable policy approach that can continue to be followed</li><li>Periodic reviews of policy is appropriate</li></ul>	<ul style="list-style-type: none"><li>Fees should align with Council priorities and be reasonably similar to those in other municipalities</li><li>Ensure capital elements are considered when user fee studies are updated.</li></ul>		

Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes
Pay-as you-go Capital (capital funded out of operating)	Tax and utility rate supported	<ul style="list-style-type: none"><li>Discretionary</li><li>Used for service enhancement projects and non-DC eligible services (IT, legislative services)</li><li>10% DC statutory deduction for recreation and library can be funded through this source</li></ul>	<ul style="list-style-type: none"><li>Represents \$520,000 in capital budget over past three years</li></ul>		<ul style="list-style-type: none"><li>Used to replace debt in more mature communities e.g. London, Kitchener</li><li>Like Newmarket, many municipalities use pay-as-you go for service enhancement projects and non-DC eligible services</li></ul>	<ul style="list-style-type: none"><li>Town’s practices are reasonable and should continue</li><li>Becomes a more prudent funding source if interest rates rise and debt issuance becomes more expensive</li><li>Can be more risky than dedicating contributions to reserve funds</li><li>Appropriate source when repayment stream is guaranteed (e.g. Honeywell, solar facilities)</li><li>ARF is better used for life-cycle repairs and replacements</li><li>Should be used for cultural and arts projects (non-DC eligible)</li></ul>	<ul style="list-style-type: none"><li>Funding should be linked to Council priorities</li></ul>		
Regional Uploading	Utility rates and tax for roads	<ul style="list-style-type: none"><li>Town has recently uploaded some pumping stations</li><li>Region has studied water and wastewater service delivery and possible single tier structure</li></ul>	<ul style="list-style-type: none"><li>Uploading pumping station saves approximately \$8,000 in annual replacement contributions</li></ul>		<ul style="list-style-type: none"><li>Other York municipalities have had roads uploaded recently (e.g. Vaughan has requested King-Vaughan and Kirby Road be assumed)</li></ul>	<ul style="list-style-type: none"><li>Town should continue to work with Region and area municipalities on potential uploading of water/sewer infrastructure on small scale (e.g. pumping stations) and large scale (entire system)</li><li>Any roads that meet the Region’s criteria should be considered for uploading</li></ul>	<ul style="list-style-type: none"><li>Dependent on the specific opportunities to upload infrastructure</li></ul>	<ul style="list-style-type: none"><li>Dependent on the specific opportunities to upload infrastructure</li></ul>	
City of Toronto Act Charges <ul style="list-style-type: none"><li>Vehicle registration</li><li>Land transfer tax</li><li>Cigarette and alcohol taxes</li><li>Entertainment tax</li><li>Road pricing</li></ul>	Alternative revenue sources	<ul style="list-style-type: none"><li>Presently only available to the City of Toronto</li><li>Toronto has used land transfer tax as significant revenue source</li><li>Vehicle registration fee was repealed in 2011</li></ul>			<p>Toronto</p> <ul style="list-style-type: none"><li>Land transfer tax of approximately 1.5% raised \$345 million in 2012 (\$82 per capita+empl)</li><li>Vehicle registration fee of \$60/vehicle raised \$64 million in 2010 (\$15 per capita+empl)</li></ul> <p>Other Municipalities</p> <ul style="list-style-type: none"><li>Currently not permitted</li><li>Municipal organizations have discussed issue with province; Mississauga has been one of the most vocal municipalities requesting this change</li></ul>	<ul style="list-style-type: none"><li>Should the <i>Municipal Act</i> be amended, Council may wish to consider these taxes</li><li>Experience in other jurisdictions has indicated it is best to earmark funds to a specific purpose to improve public acceptance (e.g. vehicle registration fee revenue should be used for roads)</li></ul>			

Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes
Local Improvement Charges	Alternative Revenue Sources	<ul style="list-style-type: none"><li>Town has one small charge</li><li>Statute generally limits use to engineered services – roads, water and sewer and related infrastructure</li><li>May be defeated if over 50% of impacted property owners or by assessed value are in opposition</li></ul>	<ul style="list-style-type: none"><li>Received under \$1,000</li></ul>		<p>Richmond Hill</p> <ul style="list-style-type: none"><li>Typically used for road urbanization</li><li>\$338,000 in annual funding</li><li>Typically about 10% to 12% of the reconstruction costs, which is about \$150/ln m of frontage.</li></ul> <p>Vaughan</p> <ul style="list-style-type: none"><li>Receive \$283,500 annually for water, sewer and sidewalk improvements</li></ul> <p>Markham</p> <ul style="list-style-type: none"><li>Dove Lane Sewer \$2,185/unit</li><li>Markham Beautification Project 3,060/unit</li><li>Buttonville Sewer \$6,179/unit</li></ul> <p>Burlington</p> <ul style="list-style-type: none"><li>Receive approximately \$80,000 annually</li><li>Storm Sewers; \$98/ln m; 80% recovery</li><li>Road Drainage; \$49/ln m; 40% recovery</li><li>Curb &amp; Gutters; \$38/ln m; 80% recovery</li><li>Sidewalks (one side); \$34.00/ln m; 70% recovery</li></ul> <p>London</p> <ul style="list-style-type: none"><li>Receive \$440,000 annually</li></ul>	<ul style="list-style-type: none"><li>Town should consider local improvement charge only if there is a sufficient amount of projects to warrant the administration</li><li>Generally a minor source of revenue</li></ul>	<ul style="list-style-type: none"><li>Maximum revenue potential would be in the \$50,000-\$250,000 range based on use in other municipalities</li></ul>		

Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes
Development Charges	Residential and non-residential development	<ul style="list-style-type: none"><li>Can be used for growth related infrastructure only</li><li>Town has charges for all eligible Town services</li><li>Act has strict limitations on calculation of DCs</li></ul>	Current Charge – Single/Semi: General Govt. \$333 Library \$1,285 Fire \$423 Recreation \$5,832 Parks \$5,106 Yards & Fleet \$456 Parking \$373 Engineering \$1,166 Total \$14,974	General Govt. \$342,000 Library \$1,442,000 Fire \$143,000 Recreation \$5,147,000 Parks \$4,900,000 Yards & Fleet \$270,000 Parking \$513,000 Engineering \$3,747,000 Total \$17,362,000	Single/Semi: Georgina \$6,735-\$7,892 East Gwillimbury \$11,583 Stouffville \$12,282 Aurora \$15,701 King \$17,189 -\$17,802 Vaughan \$14,916 -\$19,787 Rich. Hill \$13,040 -\$19,337 Markham \$22,550-\$110,350	<ul style="list-style-type: none"><li>Town should adopt maximum calculated rates presented in Part 3 to ensure other limited sources are not used for growth-related capital</li><li>Town has wisely made efforts to improve quality of inventory (i.e. building valuations)</li></ul>	<ul style="list-style-type: none"><li>Part 3 DC Study will ensure appropriate recent expenditures and their debenture payments are adequately funded through DCs (Operations Centre, Old Town Hall, Riverwalk Commons)</li><li>Review opportunities to replenish tax reserves with DCs in as part of Part 3 Study</li></ul>	Continue the practice of maximizing recoveries through DCs	Province is currently undertaking a review of the <i>Development Charge Act</i>
Cash-in-Lieu Parkland Parking, Section 37	Residential development	<ul style="list-style-type: none"><li>Can be used for growth related infrastructure only</li></ul>		Parking \$200,000 Parkland \$473,000	<ul style="list-style-type: none"><li>Many municipalities have updated their parkland contribution methodology. However, the current Provincial review could lead to changes</li></ul>	<ul style="list-style-type: none"><li>Implement recent parking and cash-in-lieu studies</li><li>Cash-in-lieu of parkland should be focused on parkland acquisition (instead of development where DCs can be used)</li></ul>	<ul style="list-style-type: none"><li>Implementation of new policies should result in higher revenues</li><li>The ongoing review of these fiscal tools may impact future practices and revenues</li></ul>	<ul style="list-style-type: none"><li>Consider possible use of Section 37 during secondary plan review</li></ul>	<ul style="list-style-type: none"><li>Province is currently reviewing Planning Act provisions</li><li>Town is currently updating the cash-in-lieu of parking policy</li></ul>
Stormwater Rate	Utility rate	<ul style="list-style-type: none"><li>Replacement and Enhancement Storm sewer is currently funded through tax sources</li><li>Storm Sewer User Rates Working Group has been established</li></ul>			Based on water consumption <ul style="list-style-type: none"><li>Toronto</li><li>Hamilton</li><li>Ottawa</li></ul> Flat Rate <ul style="list-style-type: none"><li>Aurora (\$4.36 per unit/month)</li></ul> Based on property type and size of impervious area, to account for the varying degrees of water runoff <ul style="list-style-type: none"><li>Kitchener (\$9.73/per unit/month average)</li><li>London (\$13.11/unit/month)</li><li>Stratford, Cambridge and Mississauga (considering)</li></ul> Many U.S. municipalities have been applying area based charges	<ul style="list-style-type: none"><li>Kitchener’s rate is viewed by many as innovative and applicable to other municipalities</li><li>If storm contributions for ARF were moved from tax supported to special storm rate, ponds would be less likely to be competing for funding with buildings and more “visible” items.</li></ul>	<ul style="list-style-type: none"><li>Rate based on water consumption or flat rate based surcharge could be implemented relatively quickly</li></ul>	<ul style="list-style-type: none"><li>Consider moving towards a more complex storm water utility rate structure based on property size, land uses, and permeable area</li></ul>	



Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes
Federal Gas Tax	Grant	<ul style="list-style-type: none"><li>Federal Gas tax restrictions have been loosened from “sustainable infrastructure”</li><li>Now a stable commitment with inflationary adjustment</li><li>Cannot build up reserve (spend within three years)</li></ul>	\$2,300,000	\$150,000	<ul style="list-style-type: none"><li>Generally liberal interpretation of sustainable infrastructure</li><li>Most municipalities use on roads (especially those not responsible for water/sewer and transit)</li></ul>	<ul style="list-style-type: none"><li>Town currently uses on road replacements, which is advisable since other growth funds cannot be used</li></ul>	<ul style="list-style-type: none"><li>Town’s existing practice should continue</li></ul>		
Other Infrastructure Grants	Grant	<ul style="list-style-type: none"><li>Further stimulus funding is not expected as economy improves</li><li>Town used stimulus funds on Old Town Hall and Riverwalk commons</li><li>Some Provincial Municipal Infrastructure Strategy funding could be available</li></ul>			<ul style="list-style-type: none"><li>Various uses depending on individual needs</li></ul>	<ul style="list-style-type: none"><li>Over last 20 years very limited grants had been available for arts and recreation until the stimulus</li><li>Grants for the replacement/enhancement of recreation items was welcome, however, future grants may focus more on hard infrastructure such as bridges, transit and plants</li></ul>	<ul style="list-style-type: none"><li>Town should pursue any infrastructure grant programs that provide monies for projects and needs identified in the Town’s long-range capital planning documents</li></ul>		
Debt	Tax, rate and DCs	<ul style="list-style-type: none"><li>Growth, Replacement and Enhancement</li><li>Many debenture funded projects have ARF and DC components</li></ul>	\$5,600,000 total		<ul style="list-style-type: none"><li>Vaughan limit 10% of own source (at 2.8%)</li><li>Brampton limit 12.5% of own source (at 1%)</li><li>Aurora at 3.2% of own source</li><li>Guelph limit 50% of operating contribution</li></ul>	<ul style="list-style-type: none"><li>10% of own source revenue (at 6%) policy is reasonable target (allows for growth with assessment growth)</li><li>Town’s practice of using debt for major facilities is reasonable</li><li>Add policy that debenture period should never exceed useful life</li></ul>	<ul style="list-style-type: none"><li>For equity purposes, debt is best used for projects that provide benefits over a longer period</li></ul>	<ul style="list-style-type: none"><li>Town’s current policy and practice provides flexibility for emergencies</li></ul>	
PPPs, Private Contributions and Sponsorships	Various	<ul style="list-style-type: none"><li>Growth and Enhancement</li><li>Town secured support for Magna Centre and Old Town Hall</li><li>Also Honeywell and solar agreements</li><li>Soccer club</li></ul>	Project specific		<ul style="list-style-type: none"><li>Support is easier for recreation facilities Mastercard (Toronto) Hershey (Mississauga) and Poweraid (Brampton)</li><li>Many municipalities also have solar agreements</li><li>Formal PPPs more common for provincial and regional infrastructure (e.g. Transit)</li></ul>	<ul style="list-style-type: none"><li>Town should continue to look for private sector support for key projects</li><li>Policy of internally borrowing funds to pay for initial capital investment is reasonable given guaranteed savings</li></ul>	<ul style="list-style-type: none"><li>Town is currently preparing donation policy that will consider public art and land</li></ul>	<ul style="list-style-type: none"><li>Revenue streams can be used for eventual replacement of the assets</li></ul>	

Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes
Developer funded items	Development	<ul style="list-style-type: none"><li>Town receives contributions for trails and public art</li></ul>	Trails - \$600,000	Trails - \$ 326,000 Art - \$145,000	<ul style="list-style-type: none"><li>Milton, Whitchurch-Stouffville, East Gwillimbury and Halton Region request funds for DC ineligible items; there is potential for legal challenges for these types of charges. Furthermore the ongoing Provincial review may provide direction</li></ul>	<ul style="list-style-type: none"><li>It is recommended that the Town continue to acquire trails through the planning approval process</li><li>As part of DC local service review, other park elements could be considered for direct developer funding Note: Developer funded items could no longer be included in DC inventories</li><li>Continue voluntary contributions for trails and public art</li><li>Secure land easements</li></ul>	<ul style="list-style-type: none"><li>As part of 2014 DC Study review and ensure that the Town’s Local Service Definitions and Policies maximize the recovery of infrastructure costs through development agreements</li><li>Explore opportunities to further encourage the development industry to contribute to non-DC fundable projects</li></ul>		Province is currently reviewing these contributions
Collaboration with Other Municipalities	Various	<ul style="list-style-type: none"><li>Review underway for funding of capital for Central York Fire Service</li><li>Also, agreements for boundary roads with King</li></ul>				<ul style="list-style-type: none"><li>Capital servicing agreements with Aurora (i.e. 2C lands) and other municipalities can make sense for both parties</li><li>Integrate findings of Central York Fire Service Master plan review</li></ul>			
Sale of property	Market transactions	<ul style="list-style-type: none"><li>Town policy is to use land sales to pay for new land</li></ul>		\$184,000	<ul style="list-style-type: none"><li>Land sales often used to fund purchase of other land</li><li>Markham uses land sales for replacement infrastructure</li></ul>	<ul style="list-style-type: none"><li>Town policy to use land sales to pay for new land is reasonable and common</li><li>If Town acquired land through non-DC sources and the land is now used for a DC eligible purpose then the reasonable value/cost of the land can be funded through DCs</li></ul>	<ul style="list-style-type: none"><li>Not a “stable” revenue source</li><li>Consider undertaking a municipal purpose lands needs analysis examining anticipated future needs in the context of the Town’s current holdings<ul style="list-style-type: none"><li>Study should establish existing holds that will not be required (location/size issues) and future needs</li><li>Study should include fiscal analysis of land sale revenues versus future acquisitions</li></ul></li></ul>	<ul style="list-style-type: none"><li>Establishing a long-term land acquisition strategy with consideration of potential land sales and acquisition needs</li></ul>	

Funding Mechanism	Revenue Source	Legislative Restrictions; Current use in Newmarket (Replacement/Growth/Enhancement)	Annual Funding Amounts	Reserve Balance (Forecast December 31, 2013)	Use in Other Municipalities	Administrative Options	Short-Term Funding Targets	Long-Term Funding Targets	Notes
Hydro dividend	Hydro rates	<ul style="list-style-type: none"><li>Flexible on how municipality can use dividends</li></ul>	\$1,500,000	\$261,000	<ul style="list-style-type: none"><li>Markham, Ottawa, Kitchener and Guelph use dividends for replacement capital</li></ul>	<ul style="list-style-type: none"><li>Not a guaranteed revenue source therefore money is better spent on capital contributions rather than operations</li></ul>	<ul style="list-style-type: none"><li>Town could consider using 50% of hydro dividend for capital in the short-term</li></ul>	<ul style="list-style-type: none"><li>Town could consider using 75% of hydro dividend for capital consistent with existing Town policy</li></ul>	



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March 27, 2014

## CHIEF ADMINISTRATIVE OFFICER REPORT – CAO 2014-06

TO: Committee of the Whole

SUBJECT: Update on Collaborative Municipal Initiatives of the Six Northern Municipalities of York Region

ORIGIN: CAO

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### **RECOMMENDATIONS**

**THAT Chief Administrative Officer Report – 2014-06 dated March 27, 2014, regarding Update on Collaborative Municipal Initiatives of the Six Northern Municipalities of York Region be received for information purposes.**

### **PURPOSE**

This report is intended to provide Council with a status report with respect to various collaborative initiatives among the Northern Six ("N6") Municipalities of York Region. A similar report will be provided to the Council of each respective municipality.

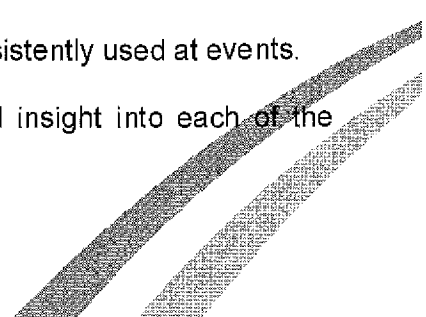
### **BACKGROUND**

As has been our practice, each N6 municipality takes on the leadership of one or more initiatives so that the effort is distributed and shared between and among the N6 municipalities. While some of the results of our efforts have already been reflected in various reports to Council, what follows below are some of the highlights of our more recent activities.

### **Current and Ongoing Initiatives**

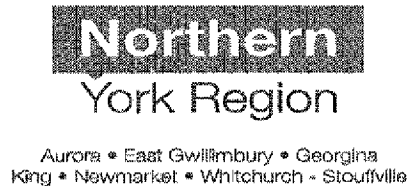
#### **Northern York Region Economic Development Activities**

A strategic focus for the Northern York Region Economic Development Officers has been on communications and marketing. Since launching the Northern York Region brand in 2011, building awareness and brand recognition has been of importance. Marketing pieces were created to assist in communicating the Northern York Region investment value proposition. These marketing pieces, that utilize the marketing brand created for us, are highlighted below and include:

- A pair of banners with Northern York Region messaging and images, consistently used at events.
  - A tri-fold brochure providing an overview of Northern York Region and insight into each of the
- 

communities, which has been an effective tool when networking.

- A PowerPoint slide deck with the Northern York Region brand, providing a professional look and feel when communicating with target audiences.



This year the group has been working to expand the suite of marketing tools that within the next year will include a Northern York Region e-newsletter to connect with contacts made during networking events and a Northern York Region micro-site to increase the group's web-presence.

Realtors have been targeted as the main audience for marketing efforts as they are considered the pipeline to potential investment opportunities and business contacts. The ongoing sponsorship of the Society of Industrial and Office Realtors (SIOR) entitles the group to:

- A continued web presence on the SIOR Canada website.
- Presence on all banners, electronic signage and print collateral.
- A quarter page spread and multi directory listing of names and contact information in the Member Directory and Sponsor Directory.
- Attendance at three events, including the Fall Seminar.

Based on the early success of the N6 brand and initial marketing tools, the group has created a list of additional realtor and industry associations to network with. The organization of an ICI Realtors Breakfast has begun, with the assistance of York Region Staff, and is planned for 2014.

### **N6 Internal Audit Projects**

The N6 CAOs continue to utilize the Region's Audit services. This approach, based on the purchase of audit services on a cost recovery basis has proven to be a cost effective way to undertake independent reviews and obtain advice on various issues.

#### *Waste Collection Annual Compliance Review:*

The Region's Audit Services completed a compliance review of the "Services Contract for Collectible Waste" for the 2011 calendar year, and a follow-up review to the 2009 and 2010 "Turtle Island Contract" Audit Reports. The waste contract was entered into on June 15, 2007. The focus of the review was to determine whether the recommendations identified in the 2009 and 2010 Audit Reports have been addressed as per management's responses, and to ensure on-going contract compliance and proper management for the 2011 calendar year. The scope of the engagement included a detailed review on the current status of the 2009 and 2010 audit observations along with a detailed review and testing of key documents and reports that support annual contract compliance.

Employee Benefits Review:

The focus of this engagement was to provide the N6 Senior Management with a detailed summary of the N6 current benefit coverage. While individual municipal employee benefit plans were not expected to change, the intent was to see if cost saving could be realized through pooling or joining a larger group.

The scope of this engagement included a detailed review of the benefit provider contract terms and conditions, administrative services only (ASO) coverage's and total costs incurred for the period under review, and involved detailed discussions and interview with appropriate personnel at each of the N6.

The results of this review informed the RFP process for benefits described below.

Specific Audit Projects for Individual N6 Municipalities

In addition to these joint projects, each individual N6 municipality continues to engage the Region's Internal Auditor for specific reviews/audits, which are scheduled through the year. These projects are based on comprehensive risk assessments and provide each municipality with access to a highly qualified auditor for a limited (as needed) time. For example, specific audit projects have been done on the following topics/themes: Public Works/Parks Operations; Purchasing/Procurement; Insurance Claims; Health and Safety; and Capital Projects Management.

**Fire and Emergency Services**

The Fire and Emergency Services portfolio is one that has been closely monitored by the CAO's group and many areas of opportunity are ripe for pursuing. These opportunities range from being policy related, to administrative, to tactical.

Fire Master Planning

Currently the 6 municipalities have Master Fire Plans adopted in various years. The potential exists to coordinate any future updating of the plans. This coordination would ensure that efficiencies in resource allocation would be identified and maximized (ie: investment in infrastructure such as station location, equipment purchasing, human resource allocation etc.). The CYFS Master Plan is underway and is scheduled for completion mid-2014.

Emergency Management

A shared Emergency Management Coordinator could well serve the municipalities to meet our responsibilities under the *Emergency Management and Civil Protection Act, R.S.O. 1990* that require due diligence that could be addressed via a collective approach to training, exercises and actual emergency response.

Existing Agreements/Future Agreements

Mutual Aid, Automatic Aid and other service agreements already exist between various N6 municipalities. The potential for additional agreements exists although variation in the types of departments (full time, composite, volunteer) may restrict our ability to aggressively pursue synergies.

Joint Purchasing

Opportunities exist to pursue common equipment purchases which will potentially reduce pricing due to volume buying. Shared equipment purchases also present potential to acquire specialized equipment that could be shared. Purchasing by-laws need to align to support such initiatives.

### Recruitment

Recruitment drives for both full time and volunteer fire fighters could be synchronized so that resources dedicated to written testing, fitness testing and other recruitment procedures could be shared as could training of recruits. This would provide cost savings and operational savings for mutual aid responses as personnel would have trained together.

### Shared Senior Management for Emergency Response

Agreements could be considered to put in place a shared resource to provide additional senior management support when required. This is currently addressed via some mutual aid agreements. Formal agreements would make the administrative response more seamless.

### **Training, Learning and Development**

The N6 Partnership continues to provide a unique and beneficial opportunity to bring training, learning and development to all staff throughout the N6 municipalities, while leveraging and strengthening connections, networks and relationships further enabling us to deliver on our respective strategic priorities.

Since 2010, the N6 Leadership Calendar has continued to provide opportunities for substantial savings and efficiencies for N6 Leaders. By pooling resources, higher caliber programs and speakers (e.g. World renowned Covey programs, Linda Duxbury, Jim Clemmer, and Jamie Broughton among others) can be offered that might not otherwise be affordable on an individual basis.

Partnering has helped to reduce costs associated with program fees as the program costs shared across the N6 are significantly less than individual public enrollment or those to bring an entire program onsite. By partnering, the N6 has been able to increase accessibility to programs by enabling municipalities to send several people to a variety of programs, enabling more to participate and providing greater breadth of program content.

In 2013, the HR group began to coordinate the delivery of some technical and employee level training programs in order to meet operational requirements, while helping to reduce the number of staff 'off the job' on any particular day, increasing scheduling flexibility and controlling costs.

Additionally, the shared knowledge and skills of the group have been leveraged and have created template 'Learning Burst' programs on a number of pressing management topics to continue to increase the knowledge and skills of our management and leaders.

Feedback from all levels of employees across the N6 about our collaborative programming has been that they are impressed by the quality of programs and significantly benefit from the networking opportunities that it affords. Creating relationships between peers across the municipalities has facilitated best practice and knowledge sharing, further partnering and has created an informal support and problem solving network. Being able to partner, learn from and share with colleagues from other municipalities has been very motivating for all levels of staff from leaders through front line. Additionally, these programs have had a positive impact on internal and external customer service levels, and have strengthened our ability to attract and retain the best talent in order to deliver on the strategic priorities.

In 2014 the HR group will expand its focus from a calendar of courses to include a broader spectrum of training and development mechanisms for the municipalities and targeted outcomes for 2014 and going forward.

**Broadband**

Following the Business and Bandwidth conference held in the spring of 2012, the availability of broadband connectivity was identified by N6 municipalities as one of our most significant economic development issues. Collaborating with the Region's Economic Development Department, the N6 municipalities were instrumental in the establishment of terms of reference for a Broadband Assessment and Business Model Feasibility Study that has recently been completed and presented to Regional Council and many local municipal councils. It remains critical that in order to ensure the interests of the N6 municipalities remain in the forefront that we continue to work together as the strategy moves to its implementation phase.

Newmarket continues to move forward by reviewing the feasibility of a "gigabit mile" project. Dedicated staff resources have been allocated to this initiative by way of a partial secondment of the Director of IT. A specific report on this initiative will be placed on the future COW agenda.

**Insurance/Risk Management**

As a result of concerns about the rising cost of insurance in general and some of the risks associated with being part of an insurance reciprocal (OMEX), the N6 municipalities collectively went to the marketplace. The RFP permitted insurance providers to provide a quote for each municipality independently as well as collectively. The resulting quotes demonstrated the value of approaching the market collectively as an additional discount was provided based on awarding the contract being awarded by to at least 5 municipalities. As a result, the combined savings to premiums for participating municipalities is \$440,010. In addition, premiums are guaranteed during the year provided coverage isn't changed and were are not liable for supplementary assessments except those incurred before January 1, 2012 as would be the case with remaining in an insurance reciprocal.

**Benefits Review**

The N6 Human Resources partners were tasked with investigating opportunities to combine efforts among the municipalities for cost savings in the provision of Benefits plans. Lead by Aurora an RFP was prepared and awarded to a Benefits Broker. The result was a recommendation to join the York Region Umbrella Group and realize significant cost savings. Municipalities can join the group individually when timing permits. This will result in significant cost savings through streamlining of administrative processes and capitalizing on the buying power of the larger group.

Looking ahead, the HR group will be exploring opportunities with regard to EAP providers and meeting due diligence requirements of Health and Safety legislation.

**Solid Waste Collection and Recycling**

The N6 solid waste collection contract has had great success since its start in June 2007. This initiative received national recognition from the Federation of Canadian Municipalities (FCM).

In December 2011 Turtle Island Recycling was acquired by Green for Life Environmental Corporation. The new company has generally performed well through 2012 but did experience challenges in 2013 and early 2014. GFL has affirmed its commitment to deliver the high level of service that our communities expect. Customer service is a priority for the N6 and is monitored closely to ensure resident needs are recognized. The recent performance issues with GFL have been the subject of separate Council reports.

Operationally, for the two year period ending Dec 2012 there has been a 1.5 percent decrease in organics collection and a 0.6 percent increase in waste generated. The overall collection tonnage has dropped 0.5



percent in the same period. With the introduction of the source separated organics program in 2007, solid waste tonnage has dropped from 52,500 in 2005 to 26,750 in 2012.

The N6 Partners have also been working closely with York Region and the other municipal members in developing the Integrated Waste Management Master Plan to be presented to Regional and local Councils in November 2013. This plan provides a long term road map on new initiatives aimed at increased recycling, recover, reuse and reduction. As part of the delivery of future projects identified in the master plan, the N6 partners have again taken a collaborative approach to jointly setting priorities and strategically piloting various aspects of the master plan program in select municipalities. This will allow for better use of limited resources while taking advantage of any benefits these pilot projects may have for the N6 as a whole.

### **N6 Website Re-Design**

In spring 2012, the N6 CAOs discussed moving forward with a joint Request for Proposals (RFP) to re-design each Town's website and procure a common content management system, in an effort to cut costs and share expertise. Aurora, Newmarket and Whitchurch-Stouffville decided to move forward together and formed a working group to discuss each community's website requirements, including scope, hosting, bandwidth, user needs and technical specifications.

The three municipalities agreed to specifications for a joint RFP that included a "piggyback" clause for the benefit of any other N6 municipality that wished to join the effort. The inclusion of "piggyback" clauses is now becoming more routine for significant procurements undertaken by individual N6 municipalities and are proving to create valuable opportunities to other municipalities.

As the project moves through the implementation phase, the needs of the various partners and the abilities of the service providers continue to evolve. While the ultimate relationship with the vendors may vary from municipality to municipality, each has benefited from coming together to discuss requirements and problem solve through the implementation process.

Aurora and Newmarket intend to carry out a detailed review in the IT area to look for potential synergies in 2014.

### **Future Trends/Opportunities**

Some of the future initiatives have been outlined above and we expect more to be identified through the year. Larger initiatives could include taking a collaborative approach to the Region's university and post-secondary institution project as well as the upcoming Greenbelt and Oak Ridges Moraine legislation review. We might also consider a comprehensive look at additional shared service opportunities through full time secondment or consultant study.

In addition, the CAO's held a special meeting in the Spring of 2013 to look at what might be required to take the N6 group to the next level of success. There was a general consensus that opportunities for significant savings on current expenditures, the so called 'low hanging fruit', may be declining and future tangible results may derive more from cost avoidance and in some areas require more upfront effort.

With some initial investment such as through creating coordination plans for Master Planning in areas such as Fire Service and Capital Facility Planning, other significant opportunities may be available.

To address this matter we are proposing that each municipality create an N6 Initiatives Reserve from a portion of savings from our general initiatives. This could be set up based on a percentage of the savings with appropriate controls and caps placed on the reserve.

Our special meeting resulted in the following actions/considerations:

1. Administrative Assistance – one EA to serve N6 CAO group for 1 year term for continuity
2. Reports to identify Cost Avoidance information where available in addition to other benefits
3. Consider establishing an N6 fund from a portion of the savings
4. Sharing results more broadly to demonstrate value
5. Using some external assistance to drive initiatives where necessary
6. Outcome based Goal setting for initiatives
7. Ingrain Master Plan coordination as much as possible across the N6
8. Early Budget discussions to synchronize potential initiatives and communication and idea sharing
9. Need to assess new delivery models, depending on future initiatives

### **ADDITIONAL COMMENTS**

There is no question that the N6 partnership has been successful and continues to mature. Our staff groups benefit from collaboration and networking and now actively seek opportunities to work collaboratively to improve service levels and service delivery to our respective communities. Whether or not every municipality participates in every activity, we all share in the conversation and benefit from the discussion.

We have also noted that the Province is now promoting the sharing of services having recently conducted a survey asking about sharing services that identified benefits of collaboration, such as access to more qualified staff, better relationships between partners, improved service delivery, lower service or administrator costs and cost sharing. We believe we have been very successful and our model may in fact be an example of a best practice that if promoted may result in an even higher profile with the Ministry of Municipal Affairs and Housing, AMCTO, AMO and other similar organizations and leveraged to our mutual benefit.

### **CONCLUSION**

In terms of our influence in the broader context of the Region and the GTA, and indeed the Province, we believe it is safe to say that we have developed a positive brand that recognizes the benefit of collaboration and partnership without compromising our individual community identities. Our residents and businesses, and indeed the Region and the Province have recognized and accepted our collaboration. We believe that speaking together on issues of common concern strengthens our individual messages.

As CAOs, we continue to find the benefits and opportunities associated with our collaborative approach with respect to service delivery, co-ordination of effort, joint review of emerging issues, sharing of information, policies, procedures and resources.

### **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

The N6 partnerships' primary linkage is to our strategic areas of focus of being Well Equipped & Managed and Well Planned & Connected.

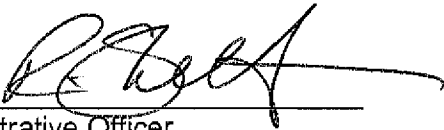
**BUDGET IMPACT**

The Town accommodates its share of N6 costs through its existing staff time and budget provisions, with any new projects considered as part of Council's annual budget process.

There is a general consensus among the N6 CAOs that opportunities for significant savings on current expenditures, the so called 'low hanging fruit', may be declining and future tangible results may derive more from cost avoidance and in some areas require more upfront effort. To address this matter staff is proposing that each municipality create an N6 Initiatives Reserve from a portion of savings from our general initiatives. This will be addressed as specific reports come forward.

**CONTACT**

For more information on this report, contact Bob Shelton, CAO.



Chief Administrative Officer

\_\_\_\_\_: [Typist Initials]



**TOWN OF NEWMARKET**  
**Outstanding Matters**  
**Reviewed by Operational Leadership Team**  
**March 25, 2014**

Item Subject	Recommendation	Date to come back to Committee	Staff Comments
1. Committee of the Whole Minutes – August 30, 2010 – Item 41 Legal and Development Services Report – Joint Legal and Planning 2010-29; Ontario Municipal Board Appeals - Town of Newmarket Comprehensive Zoning By-Law 2010-40	<ul style="list-style-type: none"> <li>THAT staff seek clarification regarding Ontario Municipal Board hearing timelines and report back.</li> </ul>	Matter joint with Glenway matter	
2. Committee of the Whole Minutes – March 21, 2011 – Item 6 Community Services Report – ES 2011-15 Northwest Newmarket Quadrant – Traffic Monitoring Status Update	<ul style="list-style-type: none"> <li>THAT Engineering Services staff bring a report back to Town Council with the results of all studies including mitigation measures if required, and next steps.</li> <li>AND THAT the On-street Bicycle Lane Implementation Plan be brought back to Town Council for review and adoption including a phasing plan in consideration of budgetary requirements and implementation.</li> </ul>	Q2 2014	Waiting for report from NWQ developer's group Waiting for feedback from developer Part of Active Transportation Plan coordinated by Planning Dept.
Committee of the Whole Minutes – February 28, 2011 – Item 7 Community Services Report – ES 2011-07 Official Plan – Schedule D – Bicycle Lane Implementation Plan			
3. Committee of the Whole Minutes – April 30, 2012 – Item 16 Corporate Services Report – Legislative Services 2012-13 – Canadian Coalition Of Municipalities Against Racial Discrimination (CCMARD) Membership	<ul style="list-style-type: none"> <li>AND THAT staff report to Committee of the Whole with a draft Action Plan in support of the Ten Common Commitments.</li> </ul>	Q3 2014	

Strikethrough indicates that the item will be removed from the outstanding list prior to the next OLT meeting  
 Bold indicates that the item will be on the upcoming agenda

Last revisions made on March 26, 2014  
 (Updated and including Committee of the Whole Minutes of March 17, 2014)

Item Subject	Recommendation	Date to come back to Committee	Staff Comments
4. Committee of the Whole Minutes – February 25, 2013 – Item 16 Development and Infrastructure Services Report – Public Works Services 2013-09 Graffiti Removal Services – Update	<ul style="list-style-type: none"> <li>• THAT staff continue to contract Graffiti removal services, in the amount of \$15,000 for 2013;</li> <li>• AND THAT staff continue to evaluate the program's impact for 2013 and report back to Council on the effectiveness of the program in one year;</li> </ul>	April 2014	
5. Committee of the Whole Minutes – April 8, 2013 – Item 13 Community Services – Recreation and Culture Development and Infrastructure Services – PWS/ES Planning & Building Services Joint Report 2013-05 Future use of Fernbank Farmhouse	<ul style="list-style-type: none"> <li>• THAT staff be authorized to issue a request for proposals with the intent of securing a suitable charitable and/or not for profit organization dedicated to serving Newmarket for use of the Fernbank Farmhouse;</li> <li>• AND THAT staff report back recommending a tenant along with operating and capital projections.</li> </ul>	Q2 2014	Information Report circulated
6. Committee of the Whole Minutes – April 29, 2013 – Item 17 Hospital Parking Charges	<ul style="list-style-type: none"> <li>• AND THAT the request to endorse the resolution regarding reduction and capping of parking charges be referred to staff to obtain feedback and input from Southlake Regional Health Centre and report back.</li> </ul>	Q2 2014	Hospital presentation to be scheduled
7. Committee of the Whole Minutes – June 10, 2013 – Item 12 Borland Court – Repaving Request	<ul style="list-style-type: none"> <li>• <del>THAT the deputation by Ms. Sider regarding a request to repair and repave Borland Court be received;</del></li> <li>• <del>AND THAT the matter of repaving and repaving Borland Court be referred to staff to report back at the earliest opportunity on the feasibility of accelerating this particular road rehabilitation project.</del></li> </ul>	Q1 2014	Included in Budget
8. Committee of the Whole Minutes – June 10, 2013 – Item 24 – New Business f) Committee of the Whole Minutes – November 4, 2013 – Item 13 - Development & Infrastructure Services Report – ES 2013-48 – Millard Avenue Parking Review – Forest Glen Road to Lorne Avenue	<ul style="list-style-type: none"> <li>• <del>THAT staff review the parking restrictions currently in place on Millard Avenue between Lorne Avenue and Forest Glen with a view to implement a three hour limit and no overnight parking.</del></li> <li>• <del>THAT Development &amp; Infrastructure Services Report – ES 2013-48 dated October 15, 2013 regarding Millard Avenue Parking Review – Forest Glen Road to Lorne Avenue be referred back to staff for further review.</del></li> </ul>	April 7, 2014	
9. Special Committee of the Whole – August 1, 2013 – Item 4 Development and Infrastructure Services Report – Commissioner 2013-34 Old Town Hall Renovations	<ul style="list-style-type: none"> <li>• AND THAT staff authorize a peer review on the due diligence aspect of the project within a 120 day time frame.</li> </ul>	Q2 2014	RFQ is being awarded. Report to follow upon completion of review.

Item Subject	Recommendation	Date to come back to Committee	Staff Comments
<p>10 Committee of the Whole Minutes – November 4, 2013 – Item 12 Development &amp; Infrastructure Services Report – ES 2013 – 44 Davis Drive – vivaNext Construction Traffic Infiltration Status Report # 2.</p>	<ul style="list-style-type: none"> <li>• THAT staff continue to work with York Region and vivaNext staff to address issues that arise from construction and continue to carry out traffic counts for Gorham St., Gladman Ave., Park Ave., Millard Ave., Carol St., Sandford St. and Berman Drive;</li> <li>• AND THAT town staff in coordination with York Region and York Regional Police; focus speed management program resources on the streets noted in Appendix A;</li> <li>• AND THAT a report on the town wide traffic mitigation policy come forth in the first quarter of 2014 with a feasibility study of an advanced green signal going south on Prospect St.</li> </ul>	Q2 2014	
<p>11 Committee of the Whole Minutes – November 25, 2013 – Item 24 – Motion</p>	<ul style="list-style-type: none"> <li>• THAT staff bring back a report to Committee of the Whole within 120 days exploring a change to our procurement process to include recognition/points in our tendering process recognizing the environmental benefit of the bidders' proximity to Newmarket.</li> <li>• AND THAT information be provided to all Members of Council on an overall point system on various factors in regards to procurement;</li> <li>• AND THAT the memorandum dated January 2012 be referred back to staff to incorporate into the report back exploring a change to the procurement process;</li> <li>• AND THAT the report be circulated to the Chamber of Commerce, the Economic Development Advisory Committee and the Environmental Advisory Committee for input.</li> </ul>	Q2 2014	
<p>12 Corporate Services Commission - Procurement Services Development and Infrastructure Services Commission - Facility Services Joint Report 2014-05 dated February 3, 2014 regarding Ice Resurfacing Machines.</p>	<ul style="list-style-type: none"> <li>• THAT the matter of replacement of Ice Resurfacing Machines be deferred to be reported back within a 90 day time frame to obtain information on the differences between Olympia and Zamboni models (comparable units) and compare use of these models with other area municipalities.</li> </ul>	June 2014	



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March 21, 2014

## DEVELOPMENT & INFRASTRUCTURE SERVICES REPORT – PWS 2014-21

TO: Committee of the Whole

SUBJECT: Sidewalk Snow Clearing Review

ORIGIN: Director of Public Works Services

### RECOMMENDATION

**THAT Development & Infrastructure Services Report – PWS 2014-21, dated March 21, 2014 regarding Sidewalk Snow Clearing Review be received and the following recommendations be adopted:**

- 1. THAT Council provides direction for staff, with a preferred option, to proceed with a comprehensive analysis for sidewalk, walkways and trail snow clearing guidelines**
- 2. AND THAT staff report back to Council with a detailed plan for sidewalk, walkway and trail clearing as part of the 2015 budget process.**
- 3. AND THAT the staff obtain comments from the Accessibility Advisory Committee on the sidewalk, walkway and trail clearing process.**

### PURPOSE

The purpose of this report is to outline our current snow clearing guidelines and service level and review alternative strategies for delivering sidewalk snow clearing services.

### BACKGROUND

**Newmarket currently clears approximately 65% of sidewalks, walkways and trails within 24 hours of a snowfall as per the Town guideline NMS-19. The remaining 35% are cleared by the adjacent property owner as outlined in bylaw number 1996-38.**

Municipal sidewalks, trails and walkways that are outlined in the Town of Newmarket 2013-2014 Sidewalk Snow Clearing map (see attached) are carried out in accordance with the current Town of Newmarket Winter Sidewalk & Walkway Maintenance guidelines NMS-19 (see attached). Of the approximately 340 km of sidewalk, walkways and trails, the Town currently clears approximately 220km of them.

The current sidewalk clearing guidelines (NMS-19) were originally issued in November of 2003 and most recently revised in December of 2009. The purpose and intent of this guideline is to ensure the Town can deliver the best winter sidewalk maintenance efforts given the resources available and average weather conditions. The guideline also states that snow removal operations will commence when the maximum new fallen or windblown snow accumulated on the sidewalk surface is 5.0cm (2 inches).

Arterial Roads, Primary and Minor Collectors as well as Local roads are to be cleared of snow within 24 hours after any snowfall. According to the guidelines, walkways and the Tom Taylor Trail are intended to be cleared after those priorities are in satisfactory condition. Over the years the processes have evolved and modified. Often due to implemented efficiencies, service levels have often exceeded the stipulations of the guideline. Trails and walkways have regularly been cleared within 24 hours. One of the primary reasons for this is the importance of walkways connecting to schools and the increased dependency on trails to be part of our active transportation system. In addition, there has been greater focus on the environmental and societal value of Pedestrian movement and alternative transportation systems that requires us to ensure our snow clearing services are in line with the needs of the community.

In 2010 the Town undertook a community survey. Sidewalk snowplowing was ranked second lowest in satisfaction among Town services, at 21.5%. Below is a breakdown of the number of calls related to sidewalk clearing since 2010.

- |                       |                         |
|-----------------------|-------------------------|
| • Nov 2010 - Apr 2011 | Total Calls: <b>84</b>  |
| • Nov 2011 - Apr 2012 | Total Calls: <b>28</b>  |
| • Nov 2012 - Apr 2013 | Total Calls: <b>111</b> |
| • Nov 2013 - Mar 2014 | Total Calls: <b>323</b> |

The 2013-2014 winter season and ice storm was among the most difficult winters on record and challenged our current process for clearing of sidewalks, walkways and trails. While this storm was difficult for the Town, this excessive stress on our practices, resources and processes helped illustrate the strengths and weakness of our current system. This provided staff with an opportunity to identify gaps for improvement or enhancement and better provide optimal snow clearing for sidewalks, walkways and trails.

The majority of complaints received during the storm were centered on the sidewalks adjacent to schools and Regional roads. The concerns raised often focused on the ability for these areas to be cleared in a reasonable amount of time. These areas primarily included schools, Regional roads and locations with regular senior pedestrians. Additional inquiries also focused on selection processes for which roads were done and which were not (Ex. Why is my sidewalk not being done?), as well as the quality of snow plowing and ice buildup.

There are approximately 30 schools located throughout the Town, but not all are located on primary roads. While our current guidelines indicate that sidewalks around schools are completed, those guidelines do not give priority to their sequence of clearing. The result is some local roads or curb faced sidewalks being done prior to a school or transit location. This also creates situations where a sidewalk fronting a school may be done after school



has concluded for the day, as it may be at the end of a sidewalk clearing route. Current practices for snow clearing focus on efficiency of routes (shortest route from beginning to end) and do not identify areas that may warrant higher levels of service and increased use.

## **ANALYSIS and PROPOSALS**

It is proposed that the following options be reviewed and given consideration for how the Town philosophically should be conducting clearing of sidewalks, walkways and trails. There are three options which include; 1) maintaining current service levels, 2) improved priority service to specific areas, and finally 3) clearing of all sidewalks owned by the Town. It is intended that once an option is selected, staff will conduct detailed costing. The results of the detailed analysis will be brought forward during the 2015 budget process, if approved, any changes would then be reflected in the Winter Sidewalk and Walkway Maintenance Guidelines (NMS-19).

### **OPTION 1: Maintain Current Service Levels**

#### **No change in current level of sidewalk snow clearing standards as per the guidelines NMS-19.**

This option would see current service levels for snow clearing remain the same. Currently there are 9 clearing routes that service sidewalks, walkways and trails. Sidewalk snow removal is completed on approximately 65% of Town sidewalks and the remaining 35% are cleared by property owners as per bylaw 1996-38.

Under this option, routes are defined by areas and the actual course of the route is designed for maximum efficiency given the resources available. The result is a route that moves equipment and staff through the sidewalks, clearing the most amount of sidewalk, as quickly as possible (ex. Local road may be done before the front of a school or higher traffic locations.). This approach results in the clearing being done as efficiently as possible and minimized the cost of labour and materials.

The financial impact of Option 1 would be only growth related. It is expected that additional resources will be required to maintain current levels, due to additional growth over the past 4 years. The additional route will be required due to an increase of 20.2 km of sidewalks, trails and walkways that have been added between the years of 2010 and 2013. This will be brought forward in the 2015 budget considerations.

### **OPTION 2: Improved Priority Service to Specific Areas**

#### **A specific priority approach would provide a higher level of service to schools, Main Street, regional roads and primary transit locations.**

This option would see current levels for areas such as schools, Main Street, Regional roads and primary transit locations serviced ahead of other roads. These areas often accommodate higher levels of pedestrian traffic (Ex. schools would service several hundred

students during a day, multiple times). Once these areas were completed and considered in suitable condition, secondary routes would be cleared. No additional sidewalks would be cleared in this option as it focuses on priorities and timing only.

The layout of the actual route traveled under this tiered approach, would sacrifice some overall efficiency in exchange focused and improved service to the critical priorities being completed first. During multiple day storms, the specific priorities would be cleared continuously until the sidewalk condition was satisfactory, however areas such as curb faced sidewalks may see service later in the clearing process.

This option will require additional resources (above any required to accommodate ongoing growth) in an attempt to maintain our current service level and timelines for clearing sidewalks, walkways and trails within 24 hours after an event. It is estimated that costs could be up to \$150,000, however a detailed cost estimate would be completed once the specific priorities, timelines and routes are more accurately defined.

### **OPTION 3: (Clearing of all Town Sidewalks, walkways and primary trails)**

**All sidewalks, walkways and paved trails would be cleared by the Town, and priority would be given to specific areas such as schools, Main Street, Regional roads and primary transit locations.**

This option would see all sidewalks, walkways and paved trails cleared by the Town and priority given to specific areas in Town. The intent with this approach would provide a highly visible and critical service to all residents and property owners in Town. Currently there is difficulty with residents understanding why certain sidewalks are eligible and others are not.

It has also been noted that any liabilities associated with a sidewalk, trails or walkway directly impact the Town, regardless of any bylaws outlining clearing requirements for property owners. The ability to clear all sidewalks ensures the Town can maintain and control a standard level of service. Often sidewalks are cleared by property owners, but the quality and timing of the service is inconsistent. AODA regulations are also requiring a standard of service that allows for free movement of those with disabilities, thereby increasing responsibilities for compliance.

This option will require additional resources (above any required to accommodate ongoing growth) in an attempt to maintain our current service level for clearing sidewalks, walkways and trails within 24 hours after a snowfall event. It is estimated that costs could be up to \$250,000-\$300,000, however a detailed cost estimate would be completed once the specific priorities, timelines and routes are more accurately defined.

## **ADDITIONAL CONSIDERATIONS**

Currently our Sidewalk Clearing bylaw (1996-38) provides residents with a notice to comply. Staff will be reviewing this bylaw in the fall of 2014 in an effort to generate greater compliance and strengthen our ability to enforce non-compliance. In addition to the current notice to comply, the Town is reviewing their ability to charge costs associated with clearing non-compliant sidewalks to property owners. Furthermore, there is also consideration for having property owners responsible to aid the Town in clearing sidewalks, even if the Town is clearing them.

All sidewalks that are Town owned are the responsibility of the Corporation. Their condition is generally considered the Town's responsibility. How and when they are cleared can provide the Town with a stronger defense if we substantiate and ensure our guidelines are met. Through enhancement of the bylaw and/or sidewalk clearing process, the Town can better manage the condition of the sidewalks and increase the safety and service levels for users.

## **COMMUNICATIONS**

Staff will also work with Corporate Communications and Customer Service to implement a detailed communication strategy for sidewalk, walkway and trail clearing, once the 2015 budget has been finalized with a selected option. The primary intention of the program would be to ensure residents and property owners are educated on the Town's responsibilities as well as property owner obligations pertaining to snow clearing.

## **FINANCIAL IMPACT**

All options will require additional resources as a result of ongoing growth, to maintain current levels for 2015. This will be included as part of the 2015 budget process as the Town has added 20.2 km of sidewalks, walkways and paved trails between the years of 2010 and 2014.

### **Option 1: Maintain Current Service Levels**

No financial impact above growth related, as current service levels would be maintained.

### **Option 2: Improved Priority Service to Specific Areas**

It is estimated there would be an additional annual operating impact of approximately \$125,000-150,000. These numbers would need to be further developed with a more detailed understanding of the specified priority areas, response times and the number of them.

**Option 3: Clearing of all Town sidewalks, Walkways and Primary Trails**

This option would see all sidewalks, walkways and primary trails have snow removal. This would also include improved priority service to specific areas. It is estimated that there would be an additional annual operating impact of approximately \$250,000-\$300,000 to accommodate this option.

**BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

*Living Well: Deliver efficient, effective and environmentally sound maintenance services to an appropriate level that achieves Council and/or Provincially mandated services levels, which meet public health and safety requirements and enhances quality of life while ensuring that system capital assets retain their value and are managed and funded according to sustainable, lifecycle based principles and practices.*

**BUDGET IMPACT**

The funding requirements will be brought forward as part of the 2015 budget process, once a detailed analysis of the preferred option is completed.


**CONTACT**

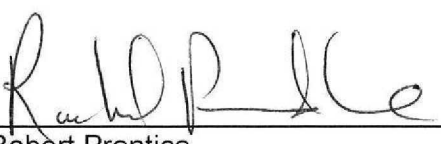
For more information on this report, contact: Mark Agnoletto, Manager, Parks & Property Services at extension 2581.

Prepared by:

  
\_\_\_\_\_  
Mark Agnoletto  
Manager, Parks & Property Services

Reviewed by:

  
\_\_\_\_\_  
Chris Kalimootoo, P.Eng  
Director, Public Works Services

  
\_\_\_\_\_  
Robert Prentice,  
Commissioner, Development and Infrastructure Services

acting for

**From:** Murray, Darlene  
**Sent:** March-25-14 1:05 PM  
**To:** Moor, Linda  
**Subject:** FW: Bill 69 Motion

On Mar 25, 2014, at 11:29 AM, "Murray, Darlene" <[dmurray@newmarket.ca](mailto:dmurray@newmarket.ca)> wrote:

Councillor Emanuel:

Bill 69 – Prompt Payment Act, 2013 proposes legislation that restricts the ability of parties to negotiate payment terms and may have adverse consequences to owners of constructions projects, including municipalities, if it is passed.

The Bill will restrict the abilities of parties to a construction agreement to negotiate payment terms and would have adverse consequences on owners of construction projects, including municipalities abilities to exercise due diligence over the expenditure of public funds.

Motion



THAT due to potential costs to taxpayers and liability concerns that could be transposed by Bill 69 – Prompt Payment Act, staff provide an analysis and recommendations for a resolution.

**Darlene Murray**  
 Executive Assistant to the Councillors  
 905-953-5323  
 <image003.jpg> [dmurray@newmarket.ca](mailto:dmurray@newmarket.ca)  
[www.newmarket.ca](http://www.newmarket.ca)  
 Follow us on [Twitter](#) @townofnewmarket  
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---

**From:** Murray, Darlene  
**Sent:** March-25-14 11:10 AM  
**To:** Moor, Linda  
**Subject:** FW: notice of motion

Councillor Sponga

That Staff report back in thirty days on the implementation of removable speed humps as a pilot project, for the purpose of mitigating excessive speed on Millard Ave West of Lorne Ave and East of Queen Street.



**Darlene Murray**

Executive Assistant to the Councillors

905-953-5323

[dmurray@newmarket.ca](mailto:dmurray@newmarket.ca)

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

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---

**From:** Sponga, Joe  
**Sent:** March-25-14 10:34 AM  
**To:** Murray, Darlene  
**Subject:** notice of motion

"That Staff report back in thirty days on the implementation of removable speed humps as a pilot project, for the purpose of mitigating excessive speed on Millard Ave West of Lorne Ave and East of Queen St."

Thanks



## PLANNING &amp; BUILDING SERVICES

Town of Newmarket  
395 Mulock Drive  
P.O. Box 328, STN Main  
Newmarket, ON L3Y 4X7

www.newmarket.ca  
planning@newmarket.ca  
T: 905.953.5321  
F: 905.953.5140

CORPORATE SERVICES		
INCOMING MAIL	REFD TO	COPY TO
MAR 20 2014		
PUBLIC MEETING CONCERNING A PROPOSED ZONING BY-LAW AMENDMENT AND PROPOSED DRAFT PLAN OF SUBDIVISION		
Newmarket will hold a Public Meeting on:		

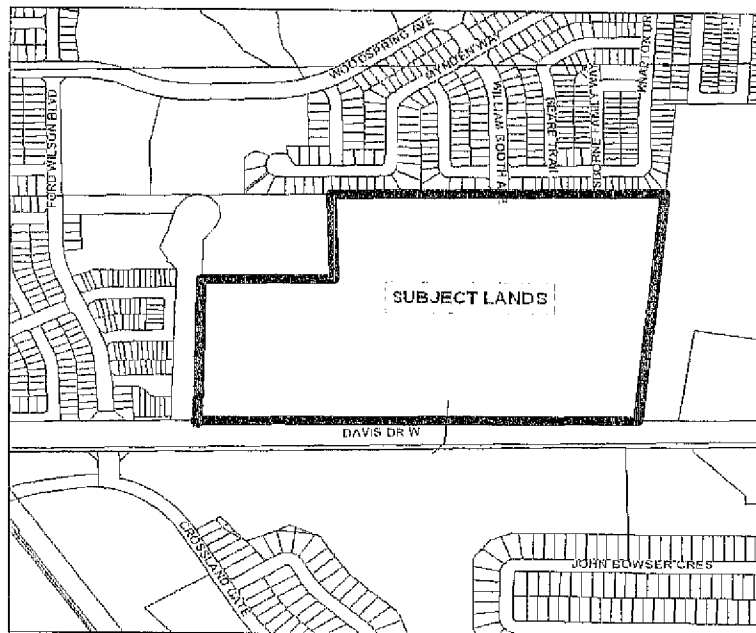
**PUBLIC MEETING CONCERNING A  
PROPOSED ZONING BY-LAW AMENDMENT AND  
PROPOSED DRAFT PLAN OF SUBDIVISION**

TAKE NOTICE that the Council of the Corporation of the Town of Newmarket

**MONDAY APRIL 7, 2014 AT 7:00 P.M.**

in the **Council Chambers at the Municipal Offices, 395 Mulock Drive**, to consider a proposed Zoning By-Law Amendment under Section 34 of the Planning Act, RSO 1990, c. P. 13 as amended and a proposed Plan of Subdivision under Section 51 (20) (a) of the Planning Act, RSO 1990, c. P. 13 as amended.

An application has been submitted for a Zoning By-Law Amendment and Draft Plan of Subdivision for lands located on the north side of Davis Drive, east of Ford Wilson Blvd and west of Upper Canada Mall. The net effect of this application is to permit a draft plan of subdivision containing 662 residential units consisting of single detached, semi detached, on street townhomes and back-to-back townhomes on the subject lands. A location for a potential elementary school site has been identified in the northeast corner of the proposed plan. Specifically, the applicant proposes a zoning change from Transitional (T) to Residential Detached Dwelling (R1), Residential semi detached Dwelling (R2) Residential Townhouse Dwelling (R4), Residential 'Back to Back' townhouse Dwelling zone and Open Space (OS) for storm water management.



**ANY PERSON** may attend the public meeting to make written or verbal representation either in support of or in opposition to the proposed Zoning By-Law Amendment or Draft Plan of Subdivision. If you wish to use the Town's audio/visual system, please contact the Clerk's Office not later than noon on the day of the meeting to make the appropriate arrangements. Should you be unable to attend the public meeting, your written submission will be received up to the time of the meeting.

**IF YOU WISH TO BE NOTIFIED** of the adoption of the proposed Zoning By-Law Amendment or Draft Plan of Subdivision, you must make a written request to the Town of Newmarket, 395 Mulock Drive, P.O. Box 328, STN MAIN NEWMARKET, ON L3Y 4X7

**IF A PERSON OR PUBLIC BODY** does not make oral submissions at a public meeting or make written submissions to the Town of Newmarket before the by-law is passed or the Draft Plan approved, the person or public body is not entitled to appeal the decision of the Town of Newmarket to the Ontario Municipal Board.

**IF A PERSON OR PUBLIC BODY** does not make oral submissions at a public meeting, or make written submissions to the Town of Newmarket before the by-law is passed or the draft plan approved, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Municipal Board unless, in the opinion of the Board, there is reasonable grounds to do so.

**ADDITIONAL INFORMATION** relating to the proposed Zoning By-Law Amendment and Draft Plan of Subdivision is available for inspection between 8:30 a.m. and 4:30 p.m. on weekdays at the Municipal Offices, 395 Mulock Drive, Newmarket.

Dated March 18, 2014

Direct any inquiries to the  
Planning Department 905-953-5321  
Please refer to File No. D12 & D14 13 22

**Prentice, Kelsey**

---

**To:** Unger, Jason  
**Subject:** 24 Council Extract - March 3, 2014

## Town Council Electronic Extract - Date: March 3, 2014

17. THAT Development and Infrastructure Services Report - Planning and Building Services 2014-06 dated February 13, 2014 regarding Application for Zoning By-law Amendment and Draft Plan of Subdivision be received and the following recommendations be adopted:

a) THAT the Application for Zoning By-law Amendment and Draft Plan of Subdivision, as submitted by Sundial Homes (Davis) Limited for lands being composed of Part of Lot 96, Concession 1, WYS be referred to a public meeting;

b) AND THAT following the public meeting, issues identified in this Report, together with comments of the public, Committee and those received through the agency and departmental circulation of the application be addressed by staff in a comprehensive report to the Committee of the Whole, if required;

c) AND THAT Chris Matson, McConnell Ltd., 2430A Bloor Street West, Toronto, ON M6S 1P9 be notified of this action.

**Kelsey Prentice**

Clerk (Student)  
 Legislative Services  
 905-953-5300, press 2, ext. 2210  
[kprentice@newmarket.ca](mailto:kprentice@newmarket.ca)  
[www.newmarket.ca](http://www.newmarket.ca)  
 Follow us on [Twitter](#) @townofnewmarket  
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For information on the October 27, 2014  
 municipal election, visit  
[www.newmarket.ca/Vote2014](http://www.newmarket.ca/Vote2014)

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**PLANNING AND BUILDING SERVICES**

Town of Newmarket

395 Mulock Drive

P.O. Box 328, STN Main

Newmarket, ON L3Y 4X7

www.newmarket.ca

planning@newmarket.ca

T: 905.953.5321

F: 905.953.5140

February 13, 2014

**DEVELOPMENT AND INFRASTRUCTURE SERVICES/PLANNING & BUILDING SERVICES  
REPORT 2014-06**

TO: Committee of the Whole

**SUBJECT: Application for Zoning Bylaw Amendment and  
Draft Plan of Subdivision 19TN 2013-003  
North side of Davis Drive between Yonge Street and Bathurst Street (Toth Farm)  
Part of Lot 96, Concession 1, WYS  
Planning File: D12 13 22 & D14 13 22  
Sundial Homes (Davis) Limited**

ORIGIN: Planning and Building Services

**RECOMMENDATIONS**

**THAT Development and Infrastructure Services/Planning and Building Services Report 2014-06 dated February 13, 2014 regarding Application for zoning bylaw Amendment and Draft Plan of Subdivision be received and the following recommendation(s) be adopted:**

- 1. THAT the Application for zoning bylaw amendment and draft plan of subdivision, as submitted by Sundial Homes (Davis) Limited for lands being composed of Part of Lot 96, Concession 1, WYS be referred to a public meeting.**
- 2. AND THAT following the public meeting, issues identified in this Report, together with comments of the public, Committee, and those received through the agency and departmental circulation of the application, be addressed by staff in a comprehensive report to the Committee of the Whole, if required.**
- 3. AND THAT Chris Matson, Matson, McConnell Ltd., 2430A Bloor Street West, Toronto, Ontario M6S 1P9 be notified of this action.**

**COMMENTS****Location**

Lands located on the east side of Bathurst Street, south of Davis Drive. (See Location Map attached)

**Proposal**

An application for draft plan approval and zoning bylaw amendment has been submitted by Sundial Homes (Davis) Limited to rezone the 20.99 hectare subject lands from the Transitional (TR) zone to the Open Space (OS-1), Residential Detached Dwelling (R1), Residential Semi-Detached Dwelling (R2), Residential Townhouse Dwelling (R4) and a Residential 'Back to Back' townhouse Dwelling zone to permit a draft plan of subdivision containing 662 residential units consisting of single detached, semi-detached, on street townhouses, back to back townhouses on the subject lands. A location for a potential elementary school site has also been provided in the northeast corner of the proposed plan.

## **Preliminary Review**

### **Official Plan Considerations**

#### **2006 Official Plan**

The subject property is designated Emerging Residential in the 2006 Official Plan. Single and Semi-detached dwellings and townhomes are permitted uses in the emerging residential designation subject to the proper justification reports to the Town's satisfaction. The Official Plan indicates that the Emerging Residential designation may develop at low densities similar to the Stable Residential Areas while providing for a range of innovative and affordable housing types, zoning standards and subdivision designs. There are 212 on street townhouse dwelling units and 324 back to back townhouse dwelling units proposed within the draft plan of subdivision which represents 80% of the total unit yield providing a significantly higher townhouse ratio than elsewhere in the Quadrant. The proposed density of this draft plan of subdivision is 31.5 units per net hectare which is above the typical 22-25 units per hectare for the existing developments in the area. While the proposed density is higher, the development has direct access to the regional road system and is in close proximity to the Town's urban centre where significantly denser development is anticipated.

The Official Plan also identifies the frontage the subject lands have on Davis Drive as well as along the mutual boundary with the Upper Canada Mall as a special Study area requiring the analysis of the interface of these boundary conditions. A potential location for combination of road access and pedestrian access to Upper Canada Mall has been provided for at the terminus of Street "C". This is consistent with the current direction of the Urban Centres Secondary Plan and is important for connecting communities. The interface along the Davis Drive frontage is proposed to be developed in a similar fashion as the Mattamy Subdivision further to the west.

The proposed rezoning and draft plan of subdivision application conforms with the purpose and intent of the Official Plan.

### **Zoning Bylaw Consideration**

The Subject Property is currently zoned Transitional by Bylaw Number 2010-40, as amended. The Applicant wishes to rezone the Subject Property to the Open Space (OS-1), Residential Detached Dwelling (R1), Residential Semi-Detached Dwelling (R2), Residential Townhouse Dwelling (R4) and a Residential 'Back to Back' townhouse Dwelling zone with special provisions as they relate to lot, siting and building specifications similar to other zoning bylaws approved for the northwest quadrant.

### **Servicing Allocation**

Servicing allocation has not been granted for this proposal.

### **Provincial Policy Statement**

The Provincial Policy Statement supports improved land use planning and management, which contributes to a more effective and efficient land use planning system. The Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. Decisions affecting planning matters "shall be consistent" with this policy statement. The Provincial Policy Statement is intended to be read in its entirety and the relevant policies are to be applied to each situation.

The proposed draft plan of subdivision is consistent with the PPS by providing a mix of housing types within the settlement area of the Town of Newmarket that has been identified in the Official Plan for residential development.

This proposal appears to be consistent with the relevant provisions the Provincial Policy Statement (2005).

### Parkland

In 2003, Committee of Adjustment application for Consent to Sever the Toth farm was approved to facilitate the Mattamy subdivision on the west half of the former Toth farm. At this time, 2.4 hectares of park land were dedicated to the Town to address the Planning Act parkland dedication requirements for the entirety of the Toth farm anticipating the redevelopment of the entire parcel. To that end, appropriate parkland dedication has been provided for this proposed subdivision.

### Departmental and Agency Comments

The Town has received comments from various department and agencies that will be addressed throughout the planning process. Comments to date do not identify any major issues with the proposed draft plan.

### BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

The development of this parcel of land is in accordance with the Newmarket Official Plan and has linkages to the Community Strategic Plan as follows: This application for Zoning By-Law Amendment and Draft Plan of Subdivision supports the Community Strategic Plan by being *Well*-balanced through the encouragement of an appropriate mix of lands uses and amenities, such as parks, to develop a sense of community within this subdivision; being *Well*-equipped by encouraging a variation of housing types and densities; being *Well*-planning & connected by controlling growth through a comprehensive Official Plan

### CONSULTATION

The application has been circulated for comment to internal departments and external agencies. This report recommends the applications be referred to a statutory public meeting.

### BUDGET IMPACT

#### Operating Budget (Current and Future)

The appropriate planning application fees have been received for zoning bylaw amendment and draft plan of subdivision. The Town will also receive revenue from development charges and assessment revenue with the development of this subdivision.

#### Capital Budget

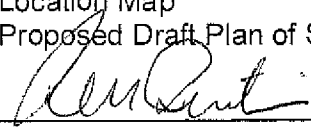
There is no direct capital budget impact as a result of this report.


### CONTACT

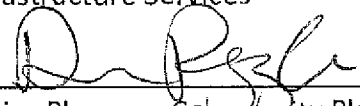
For more information on this report, contact: Dave Ruggle, Senior Planner – Community Planning, at 905-953-5321, ext 2454; [druggle@newmarket.ca](mailto:druggle@newmarket.ca)

### Attachments

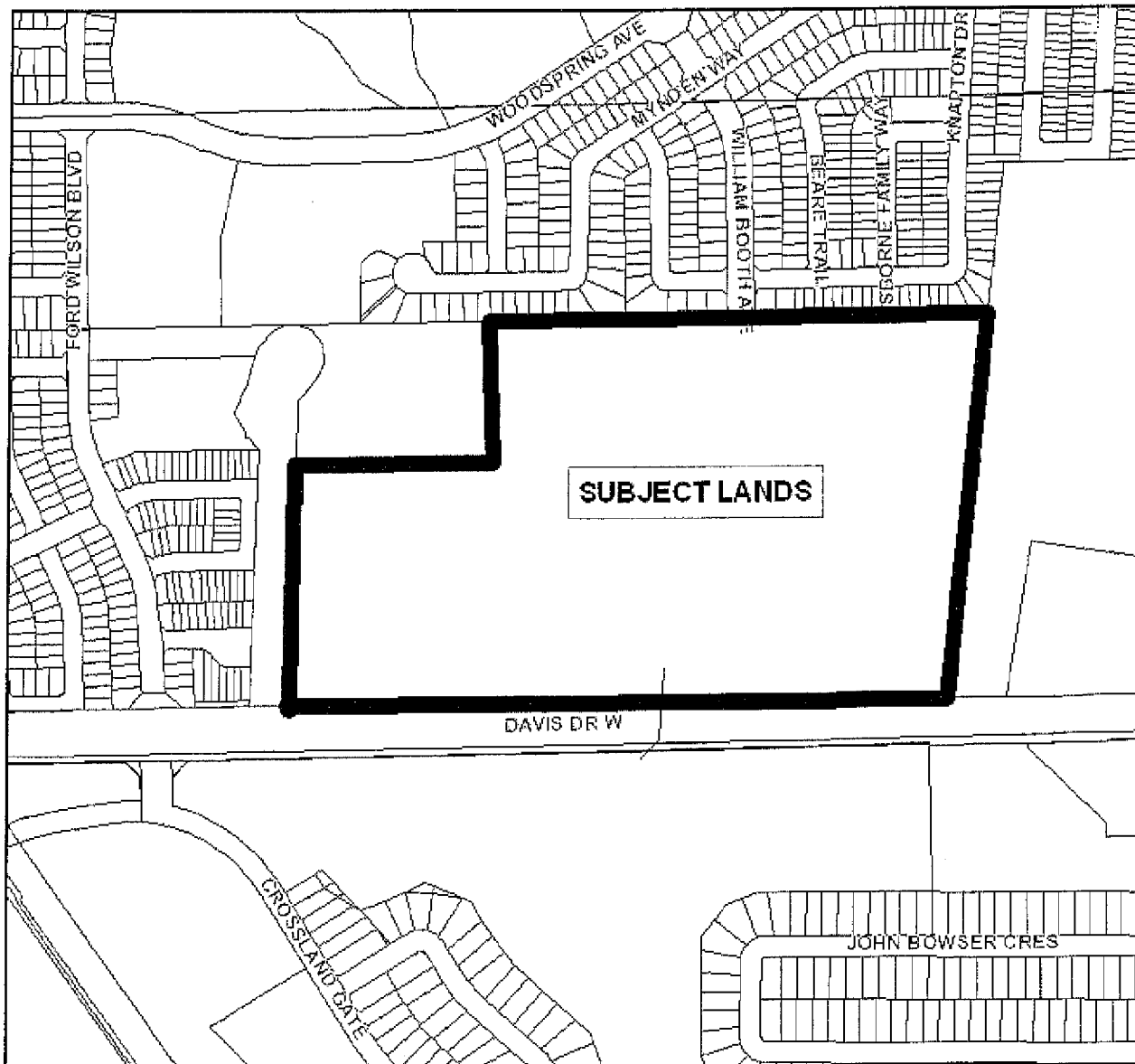
- 1 - Location Map
- 2 - Proposed Draft Plan of Subdivision

  
\_\_\_\_\_  
Commissioner, Development and  
Infrastructure Services

  
\_\_\_\_\_  
Director of Planning & Building Services

  
\_\_\_\_\_  
Senior Planner - Community Planning

**LOCATION MAP**  
**North side of Davis Drive**  
**West of Yonge Street & East of Ford Wilson Blvd.**  
**Sundial Homes (Davis) Limited (Toth Farm)**

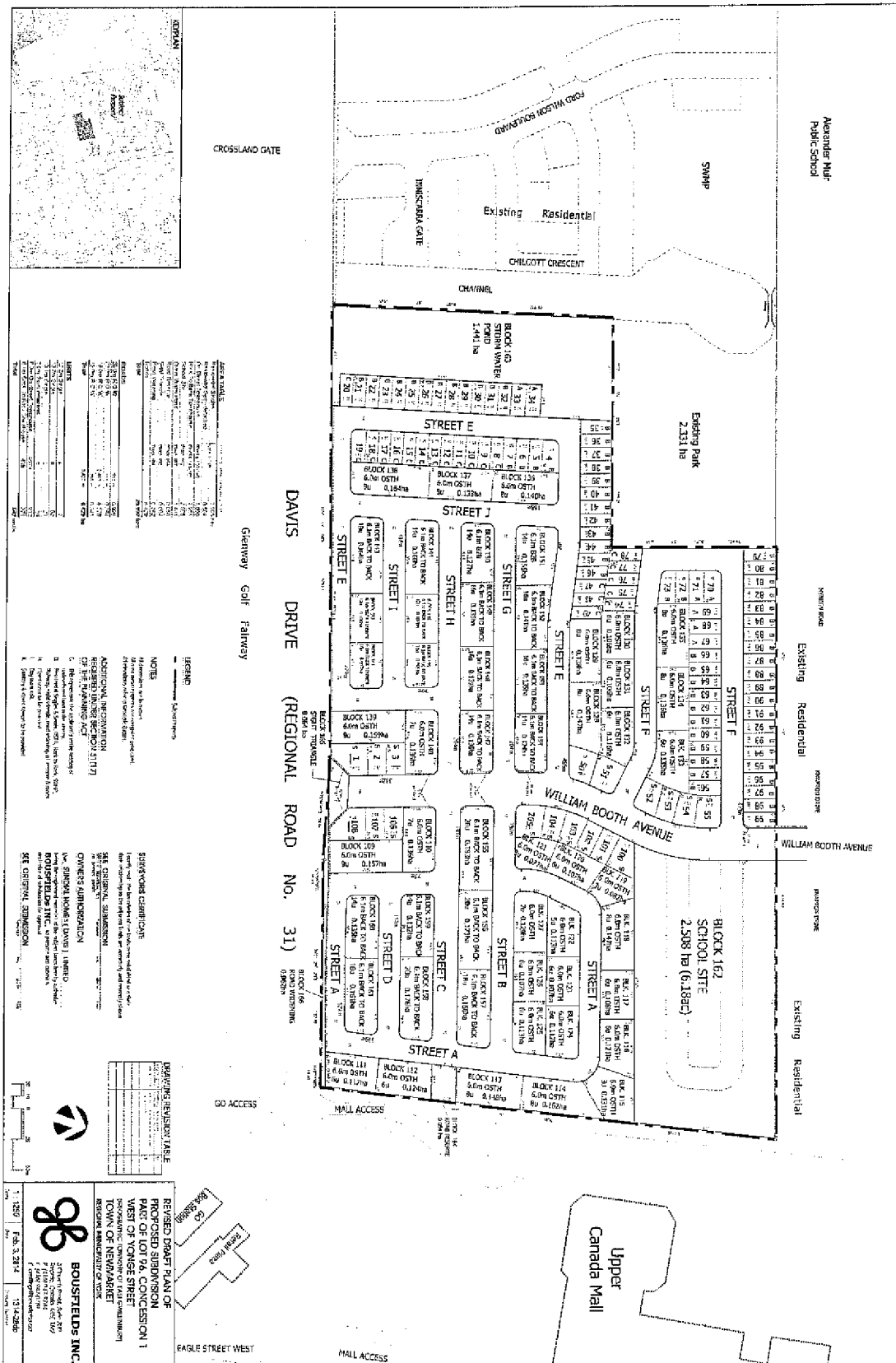


**TOWN OF NEWMARKET PLANNING DEPARTMENT**

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# **Town of Newmarket Capital Financing Strategy Updated Part 2 Report Presentation**



**Monday, April 7, 2014**

**HEMSON**  
Consulting Ltd.



Today we will discuss...

- Study context
- Key recommendations
- Funding scenarios
- Next steps

## Overall Study Context

1. Capital Financing Strategy (Parts 1 and 2)
  - The Part 1 Peer Review Study was submitted in January 2013
  - Part 2 Draft (mostly expense side) was presented to Council in November 2013
2. Development Charges Study and By-law (Part 3)
  - Town's by-laws expire on August 31, 2014
  - Work on inventories largely complete and 2014 capital budget will be basis of forecast

## Updates from Previous Reports

- Integration of development-related capital and assessment growth
- Consideration of timing of development and expenditures (cash-flow)
- Preparation of overall funding scenarios

## Key Recommendations

1. Establish dynamic asset inventory
  - Establish service level targets to assist with funding decisions
2. Consider more advanced (software) asset management solution
3. Create assessment management report cards

## Key Recommendations (cont.)

4. Move to a 10-year capital budget
5. Establish three categories of capital (i.e. growth, repair & replacement, enhancement)
6. Establish a Storm Water Utility Rate



## Key Recommendations (cont.)

7. Review and Update Corporate Debt Policy
8. Follow recently completed Investment Strategy
9. Other
  - Review carry-forward projects and reassign funds if projects are no longer required
  - Merge outdated, small or infrequently used capital reserves with the ARF or other reserves

## Funding Option 1: Status Quo

- ARF contribution increases at inflation only
- RAS surcharge and operating capital held static
- Gas tax growth at 2% per year
- \$500M cumulative funding shortfall at 2033

## Funding Option 2: Full Funding

- Full funding of useful life and replacement cost based contributions
- ARF contribution, RAS surcharge and operating capital increases with growth and inflation
- Requires 1.8% annual tax increase to 2033

## Funding Option 3: Adjusted Targets

- Same as Option 2 with adjusted funding targets:

Asset Type	% of Ideal Contribution
Buildings	70%
Land Improvements	70%
Vehicles and Equipment	100%
Roads and Related	90%
Storm	100%

- Requires 1.08% annual tax increase to 2033

## Funding Option 4: Rate Supported Storm

- Adjusted funding targets
- Assume taxation room from storm infrastructure is applied to other tax-supported assets
- Requires 0.85% annual tax increase to 2033

## Next Steps

- Respond to any questions from Council
- Continue work on DC Study (Part 3)
  - Council Committee presentation on May 12

That staff report back to council on the implementation of improved signage and advertising for notification regarding Official Plan and Zoning Bylaw amendments.