



INFORMATION REPORT
TOWN OF NEWMARKET
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March 20, 2015

CORPORATE SERVICES INFORMATION REPORT – FINANCIAL SERVICES 2015-13

TO: Mayor Tony Van Bynen and Members of Council

SUBJECT: Responses to Questions and Requests from the Special Committee of the Whole (Budget) on February 23, 2015

ORIGIN: Director, Financial Services/Treasurer

In accordance with the Procedure By-law, any Member of Council may make a request to the Town Clerk that this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.

COMMENTS

General


1. Written Information

Information had been provided verbally with the presentation which was not included in the PowerPoint presentation (2015 Preliminary Draft Budget) and Joint CAO/Commissioners & Financial Services Report 2015-08. At the request of Committee, the Treasurer's notes from the presentation have been distributed.

2. Budget schedule

A council member asked that consideration be given to move the March 23rd budget meeting to March 30th to accommodate extended March break vacations.

Given that the March 23rd meeting had been given extensive advertising, it would be problematic to change that date. However, opportunity will be given at the March 30 Council meeting for interested parties to make a deputation to Council with regards to the budget.



Preliminary 2014 Results

3. Insurance

Committee asked for a report on the following:

- Best practices around contracting out vs. in-house staff for examining claims
- Best practices for dealing with and preventing fraudulent claims
- Savings on the N6 initiative – reserves.

(See Appendix A)

4. Major Budget Variances

Committee asked for a summary of the major operating budget variances for 2014. They were as follows:

YEAR-END PROJECTION - 2014				
	Actual	Budget	Difference	Reserve Transfer
Corporate				
OMEX- supplementary assessment	\$ 877,624	\$ -	\$ 877,624	\$ 877,624
BFL - increased insurance premiums	885,338	703,031	182,307	182,307
DIS				
Higher Winter Control Expenses	1,359,551	1,180,969	178,582	178,000
General Government				
Higher tax adjustments	922,679	317,500	605,179	556,455
Supplementary Taxes	-752,165	-391,100	-361,065	-
Other	-1,450,000	-1,810,400	360,400	-
	\$ 1,843,027	\$ -	\$ 1,843,027	\$ 1,794,386

which will have the following impact on our reserves and reserve funds:

	Balance before transfers	Transfers	Year-end balance
Corporate Rate Stabilization Fund / Working Capital Reserve	\$ 1,658,303	\$ 1,181,750	\$ 476,553
Insurance Reserve	434,636	434,636	-
Winter Control Reserve	382,000	178,000	204,000
	\$ 2,474,939	\$ 1,794,386	\$ 680,553

2015 Operating Budget

5. Property Taxes and Assessment

Committee asked for a report on property taxation covering vacancy rebates and the tax impact of demolishing buildings.

As the answers in a report may lead to further questions, staff are recommending that an interactive workshop might be a better option. Our new Supervisor, Property Taxation and Assessment, would be a good resource for this training opportunity.

6. Assessment Management

Committee asked for a report on the best practices for capturing the increase land value due to rezoning.

Staff are preparing a separate report to elaborate on Proactive Assessment Management. It will detail what other municipalities are doing and the changes that the Financial Services Department are making for this initiative.

7. Projected 2016 Tax Increase

Staff was asked to provide information on known budget drivers for 2016.

At this time, we can project the following:

Base budget, excluding growth-related items	1.80%
Library	0.13%
CYFS, excluding implementation of the Fire Master Plan	0.78%
Re-opening of the Old Town Hall – annualization	0.24%
Magna Centre naming rights: Completion of agreement	0.95%
Sustainability measures, using DCs	(0.60%)
Assessment growth	(2.00%)
Projected total before growth items, enhancement items, new efficiencies and infrastructure levy	1.30%
Growth items – possible range	0.50% to 1.00%
Fire Master Plan - possible range	0.50% to 1.00%
Projected range before enhancement items, new efficiencies and infrastructure levy	2.30% to 3.30%

8. Staffing Requests

Committee asked for a report detailing all new full time equivalents (FTE's), including funding source and rationale that are being requested in the budget.

A list is attached (Appendix C).

9. Region tax increase projection

Staff was asked to check the projected all-in tax rate that would result from a reduction in the Region's tax increase.

This has been done and is included in Financial Services Report 2015-20. The tax shifting calculation is based on the trend of the last three years.

10. Tax comparators

Committee asked for copies of all of the BMA comparator graphs. These are included in Section 8b of the Council budget toolkit.

11. Revenue sources

Slide 14 from the February 23 PowerPoint presentation - 2015 Preliminary Draft Budget, had presented percentages but not dollar amounts for the various revenue sources. Staff was asked to provide the dollar amounts.

They are:

- Taxes = \$49.7 million
- User Charges = \$37.6 million
- Government transfers = \$2.9 million
- Contributions from developers = \$13.0 million
- Investment income = \$4.3 million
- Fines, penalties and interest = \$1.2 million
- Rent and other = \$4.9 million
- Total = \$113.6 million

12. Investment income

Committee asked how much of our investment income is from Newmarket-Tay Hydro?

In 2013, \$3.3 million of the \$4.3 million of investment income was from Newmarket-Tay Hydro. This included a regular dividend payment of \$1,336,000, a special dividend payment of \$500,000, loan interest of \$1,205,600 and rent of \$270,000.

2015 Water and Wastewater Budget

13. Water Rates

Committee asked for comparative water rates and increases.

Municipality	Average Residential Water Bill per 2014 BMA	2015 Increase
Aurora	\$ 666	
East Gwillimbury	\$ 1,098	
Georgina	\$ 686	
King	\$ 813	5.79 %
Markham	\$ 613	8.20 %
Newmarket	\$ 914	5.71 %
Richmond Hill	\$ 628	10.00 %
Vaughan	\$ 617	9.90 %
Whitchurch-Stouffville	\$ 630	9.11 %

Some rates are not yet set for 2015.

2015 Capital Budget

14. Artificial Sports Fields

Committee asked for information on the development of the artificial sports field opportunity.

Community Services will provide a report to address this.

15. Development Charges (DC's)

Information is to be provided on whether the DC's for the artificial sports field can be used for other growth-related recreation programs.

The 2014 DC Bylaw included a charge for outdoor recreation. Part of this charge was for the construction of an artificial turf field. The remainder of the charge was for the development of other parks and trails, and the purchase of equipment to maintain the parks – to meet the demands of a growing population. There can be some flexibility in the application of these funds, but they must be spent on growth-related outdoor recreation which excludes recreation programs and facilities.

More detail will be provided in the report on the artificial sports fields.

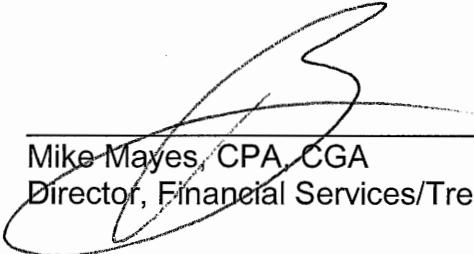
16. Pumper Truck

The CYFS capital request included a replacement of a pumper truck. Committee asked for the justification.

Chief Laing reported the rationale to the Joint Council Committee (JCC). A copy is attached – see Appendix B.

CONTACT

For more information on this report, contact: Mike Mayes at 905-953-5300, ext. 2102 or via e-mail at mmayes@newmarket.ca



Mike Mayes, CPA, CGA
Director, Financial Services/Treasurer

MM/nh

Attachments:



Anita Moore, AMCT
A/ Commissioner, Corporate Services

Appendix A	Response to question 3 – Insurance – 1 pg.
Appendix A1	N6 Collaboration Initiative-Insurance (Request for Proposal) report
Appendix B	Capital request - Replacement of a 1996 Telesquirt – 1 pg.
Appendix C	2015 FTE Budget Chart – 6 pgs.
Appendix D	BMA Municipal Comparators – 17 pgs.

APPENDIX A

The following information is provided in response to question 3 – Insurance:

Best practices around contracting out vs, in-house staff for examining claims

Town staff keep and adjust all minor property damage losses which are less than 50% of our \$10,000 deductible. We also keep all minor automobile claims which do not involve any injuries. Minor injury claims may be kept in house if the claim is only for the reimbursement of expenses and with the consent of the insurer.

All claims in which a third party has damaged Town property are investigated to determine liability and where appropriate we will seek reimbursement from the at fault party.

Claims that are assigned out to our insurer include all property damage losses that exceed 50% of our \$10,000 deductible. All claims that involve injuries, all claims where a lawyer has contacted the Town seeking compensation for a client or putting us on notice of a claim, all claims where the Town is Served with a Statement of Claim and all claims which involve complex issues of liability.

In terms of the examination of files. The Town is kept up to date on the status of the file through monthly report updates. Additionally, we have access to our adjusters electronic file system so that we can review the status of the file at any time. For those files that are adjusted in house, they are on a call up system every 30 to 60 days, depending on the file type.

Best practices for dealing with and preventing fraudulent claims

All claims presented to the Town must be done in writing providing the details of the loss and the resulting damage. Once received, staff will investigate the loss to determine liability. We rely on the review of incident/accident reports, GPS records, weather reports, maintenance checklists, staff logs, onsite investigation, discussions with staff, photos, road patrol logs, sidewalk inspection and maintenance records, sewer and water main records. To determine if the Town met its obligations to perform maintenance, inspect property as it should or is required to do. If it is determined the Town is negligent for damages, a request is made to obtain two repair or replacement estimates and copies of original invoices.

Our insurer will meet with injured party to obtain detailed statement and request authorizations to obtain medical and employment information. In extreme or serious cases, an investigator may be considered.

Savings on the N6 initiative – reserves

BFL Canada offered a 5% discount if 5 of the 6 municipalities switched over and 6% if all six did.

The attached report to council indicated that the insurance budget was flat lined in 2012 to avoid a proposed increase of \$42,812. It was anticipated that the overall savings could have been up to \$250,000.00.

This was determined by the fact the initial policy period with BFL was for 18 months and the premium for that period was \$797,616. Our last premium with OMEG was \$812,548 for 12 months



CORPORATE SERVICES – LEGISLATIVE SERVICES – CLERK'S
TOWN OF NEWMARKET
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October 5, 2011

JOINT C.A.O. / CORPORATE SERVICES REPORT – LEGISLATIVE SERVICES – CLERK'S 2011-18

TO: Mayor Van Bynen and Members of Council

SUBJECT: N6 Collaboration Initiative – Insurance (Request for Proposal)

ORIGIN: Director, Legislative Services

RECOMMENDATIONS

THAT Joint C.A.O. / Corporate Services Report – Legislative Services – Clerk's 2011-18 dated October 5, 2011 regarding N6 Collaboration Initiative - Insurance be received and the following recommendations be adopted:

- 1. THAT Joint Request for Proposal No. LCSS 2011-03, Insurance and Risk Management Services be awarded to BFL Canada Risk and Insurance Services Inc. for a total annual premium of \$559,937.00 (excluding tax and yearly adjustments) for a four (4) year term with an option to extend for an additional one (1) year subject to satisfactory performance each and every successive year;**
- 2. AND THAT the Mayor and Town Clerk be authorized to execute the contract on Council's behalf.**

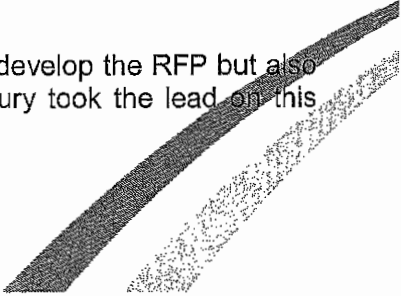
COMMENTS

As earlier reported by the Chief Administrative Officer, the Northern 6 municipalities (N6) have been continually collaborating on a number of operational and administrative projects seeking innovative ways to create efficiencies as well as investigating various potential cost avoidance issues.

The N6 group recently issued a Request for Proposal for insurance services for a four year term, beginning January 1, 2012 with an option to extend for one year. The purpose of the N6 RFP was to source the municipal insurance markets and obtain the best coverage for the best price. In addition earlier in 2011, a contract to retain an insurance consultant to manage the process for the N6 had been awarded at a shared cost and the consultant assisted in the development of the RFP and provided valuable expertise in the technical area of policy wording and coverage evaluation.

Proponents had the option of providing a proposal for the N6 as a whole or providing a proposal for individually selected municipalities. While no proposals were received related to the collective group, the Town received three proposals. Proponents were asked to quote on various deductible levels and the premium quoted in the recommendation above reflects a \$10,000 deductible. We have been at this level for a number of years and it will be maintained.

A Committee comprised of staff from the N6 group had been formed not only to develop the RFP but also to evaluate the proposals based on criteria set out in the RFP. East Gwillimbury took the lead on this



initiative. Evaluation criteria included experience of team, coverage, services, pricing and ease of transition with a maximum point total of 1000 points. The proposals were reviewed and evaluated by the individual municipalities, by the collective municipalities and the consultant. The RFP identified an opportunity for an interview process and the N6 recently interviewed one proponent - BFL Canada Risk and Insurance Inc. (BFL).

BFL scored the highest overall collective rating of 866.7 and staff are recommending that the Town's insurance coverage and risk management services be placed with BFL for a four year term with an option to extend for an additional year, subject to satisfactory performance. BFL also offered the N6 (as a collective group) a 5% premium discount for the 2012 term and subsequent years. Discussions have taken place with BFL with respect to this and it has been confirmed that the savings may be realized if only four other N6 municipalities place their business with them. In addition, they are offering an 18 month policy to be paid at the beginning of the term thereby locking in the premium for that period. Staff plan to take advantage of this option and funding will be accounted for over two budget years. The premium will be based on the quoted amount for the 2012 term plus 50% and is payable upon commencement of the program.

Brokers, such as BFL, act on behalf of their clients to find markets to insure their risks. For this service, brokers receive a percentage of the premium as commission, paid to them by the insurance companies selected. In their proposal, BFL disclosed their commission income as a factor of the total premium quoted. BFL also provides services usual to a municipality, such as risk profile analysis, historical analysis of losses, contract review services, planning and development of manuals including risk prevention and training.

The Town's current insurance portfolio (along with four other municipalities of the N6 group) has been placed with the Ontario Municipal Insurance Exchange (OMEX). OMEX is a reciprocal established specifically to address the insurance needs and interests of municipalities and it has been our experience over the years that OMEX has provided excellent service along with broad insurance coverage. It is a member-governed alternative to traditional insurance comprised of a pool of members and members are responsible for funding liabilities that occur during their membership period. Provincial regulations dictate that all insurance companies including reciprocals must now maintain fully funded reserves in order to cover the cost of all known and potential claims for which it may be responsible for. In order to meet the funding minimums, members of the reciprocal have seen in recent years supplementary assessments related to previous underwriting or membership periods resulting in significant increases to our insurance budget. While the Town has been well served by OMEX since becoming a member in 1996, the recommendation to move to a new provider will provide significant savings over the next year.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

This report links to the Well-equipped and Managed strategic direction of the Town's Community vision – fiscal responsibility and to the Well-respected link – establishing effective working relationships with municipal partners. This is another continuous improvement initiative through municipal collaboration.

CONSULTATION

Consultation has taken place with the N6 municipalities.

HUMAN RESOURCE CONSIDERATIONS

There will be implications for staff as we transition to BFL given that the day to day insurance function is performed by one of the Council Committee Coordinators who must now deal with two insurance providers as staff will continue to work with OMEX on existing claims. While meetings will be scheduled with the team from BFL to ensure that the transition takes place as smoothly as possible, staff are proposing a part time contract position to assist during the transition and the period of time where we become more familiar with the practices of BFL. This will provide assistance with workload volume as in the last few years the volume related to insurance has grown significantly. Staff would also like to be able to place more emphasis on risk management as a cost avoidance measure and in order to protect the Town's risk position (ie. being a favourable risk to the insurance market).

BUDGET IMPACT

Operating Budget (Current and Future)

The 2012 insurance budget will remain flat lined (at the 2011 level). This will avoid a proposed budget increase of \$42,812. This initiative has resulted in avoidance of increased costs in our insurance budget and, subject to gaining at least a year of experience with this provider and a successful transition year, provides potential for a significant cost savings/budget reduction (up to \$250,000.). The balance of the budget savings realized from the award of this proposal will be directed to the insurance reserve at year end which will be used to offset future premium increases and any further supplementary assessments that may be levied by OMEX. At this point in time, none are anticipated however we will be responsible for any that may be assessed in the future for the underwriting period up to the 2011 year end.

Staff propose the filling of a part time contract position, the cost of which will be applied to the proposed 2012 insurance budget using some of the anticipated savings realized as a result of the award. It is anticipated that a contract position described based on a 20 hour work week (annualized), would be in the area of \$35,000. The contract position will be reviewed and evaluated as to sustained need as part of the budget process for 2013. Staff will also participate in future discussions with the N6 insurance group with respect to a shared resource.

Capital Budget

None at this point in time.

CONTACT

For more information on this report, contact Anita Moore, Director, Legislative Services/Town Clerk.

Director, Legislative Services

Commissioner of Corporate Services

Chief Administrative Officer

TOWN OF NEWMARKET COUNCIL - EXTRACT - MONDAY, OCTOBER 17, 2011

	REF'D TO	COPY TO		REF'D TO	COPY TO
Mayor Tony Van Bynen			Legal and Development Services, Commissioner of		
Reg. Councillor Taylor			GBO		
Councillor Vegh			Planning & Building Services, Dir. of		
Councillor Emanuel			Fire Chief		
Councillor Kerwin			Community Services, Commissioner of		
Councillor Twinney			Parks & Recreation Dir. of		
Councillor Sponga			Public Works and Environmental Services Dir. of		
Councillor Di Muccio			Corporate Services, Commissioner of		
Councillor Hempen			Legislative Services, Dir. of /Town Clerk		
CAO			Corporate Communications, Dir. of		
Human Resources			I.T. Manager		
			Procurement Services		
PENDING AGENDAS: COW					
COUNCIL			OTHER:		
JCC					
Letter: File:			ORIGINAL REPORT IN DEPARTMENT BINDER	√	

**27. COMMITTEE OF THE WHOLE MINUTES – OCTOBER 11, 2011 – ITEM 19
 JOINT CAO/CORPORATE SERVICES REPORT – LEGISLATIVE SERVICES –
 CLERK’S 2011-18 – N6 COLLABORATION INITIATIVE – INSURANCE (REQUEST
 FOR PROPOSAL)**

THAT Joint C.A.O. / Corporate Services Report – Legislative Services – Clerk’s 2011-18 dated October 5, 2011 regarding N6 Collaboration Initiative – Insurance be received and the following recommendations be adopted:

1. THAT Joint Request for Proposal No. LCSS 2011-03, Insurance and Risk Management Services be awarded to BFL Canada Risk and Insurance Services Inc. for an total annual premium for \$559,937.00 (excluding tax and yearly adjustments) for a four (4) year term with an option to extend for an additional one (1) year subject to satisfactory performance and budget approval for each and every successive year;
2. AND THAT the Mayor and Town Clerk be authorized to execute the contract on Council’s behalf.

Appendix B

Capital request - Replacement of a 1996 Telesquirt

Additional information was requested on the apparatus scheduled for replacement. While the budget document outlines the truck as a pumper, it is in reality, an aerial device which accounts for the \$900,000 replacement cost.

The Master Fire Plan outlines the industry standard for apparatus replacement is 15 years of frontline service with a maximum of 5 years as a reserve apparatus dependent on vehicle condition. There are a number of other jurisdictions that shorten this lifecycle timeframe to avoid the most costly maintenance period and take advantage of higher trade-in values to offset the vehicle replacement cost. CYFS regularly analyses apparatus condition as well as operating costs for all of our fleet and make adjustments in the 10 year Capital Asset Replacement plan as required.

The CYFS fleet replacement schedule is a guideline that works toward ensuring the apparatus are replaced when appropriate to ensure the most reliable vehicles are available for use either as frontline apparatus or part of the reserve apparatus fleet. The reserve trucks form the core of the fleet and ensure our frontline apparatus are available for scheduled and non-scheduled maintenance. While these apparatus are not specifically assigned to a station, they are in service regularly as either replacements to the frontline apparatus or available for use for call back events. With most of the reserve apparatus in excess of 15 years of service, they are generally in need of added service and parts availability can become an issue.

The 2015 budget request to replace this 1996 truck was originally scheduled for 2013, however, due to the mechanical condition other apparatus have taken priority and this 1996 apparatus was pushed back to 2015 as the scheduled replacement date.

The apparatus is a 1996 Freightliner FL80 with a hydraulic aerial ladder assembly. We are planning on replacing the current version with a 55 foot aerial device which will be placed in frontline service and the truck being replaced will become a reserve apparatus. Each year the Fleet Services Team assesses the vehicle condition and makes recommendations based on our operating costs and anticipated repairs. This apparatus has cost \$131,000 to maintain over the past 6 years and is due for annual pump and ladder testing this year with a major aerial testing scheduled for next year as the truck will have been in service 20 years.

As noted in the apparatus specifics below, the Fleet Manager has outlined concerns about successfully passing the scheduled annual third party pump testing and aerial ladder testing. The most recent CYFS apparatus acquisition was over 14 months from the contract signing to delivery date. Ordering a replacement apparatus in 2015 should see the replacement apparatus delivered to CYFS by the summer of 2016.

APPARATUS SPECIFICS	
1996 Freightliner FL80	Odometer 173,510 kms.
Engine hours 12,165	Listed by Newmarket Fleet Services as "poor condition"
Parts and Labour: 2009 - \$15,128, 2010 - \$13,072 2011 - \$32,674, 2012 - \$17,330 2013 - \$43,745, 2014 - \$8,717	Third party pump and ladder testing could be a concern

Commission												
Division/Area												
Dec. Pck. Form #	Potential Position	Service Level Driver			Position Value	Funding Amount	Funding Source	SLT Administrative Budget Review	Anticipated Budget Impact	FTE Fulltime Equivalent	Rationale	
		Mandatory	Growth	Enhance								
Fire Services												
25	Assistant Deputy Chief		√		\$ 167,700	\$ -	N/A	Advance to Council (included in Draft Budget)	\$ 167,700	1		
25	Admin Assistant from Part-Time to Full-Time		√		\$ 15,413	\$ -	N/A	Advance to Council (included in Draft Budget)	\$ 15,413	0.4		
25	Training Officer		√		\$ 137,998	\$ -	N/A	Advance to Council (included in Draft Budget)	\$ 137,998	1		
25	Fire Prevention Inspector		√		\$ 119,998	\$ -	N/A	Deferred for consideration to 2016	\$ 119,998	1		
25	Fire Prevention Life Safety Educator		√		\$ 119,998	\$ -	N/A	Deferred for consideration to 2016	\$ 119,998	1		
25	Full-Time Human Resource Consultant		√		\$ 126,659	\$ -	N/A	Deferred for consideration to 2016	\$ 126,659	1		
25	Network and Communications Coordinator		√		\$ 126,659	\$ -	N/A	Deferred for consideration to 2016	\$ 126,659	1		

Commission												
Division/Area												
Dec. Pck. Form #	Potential Position	Service Level Driver			Position Value	Funding Amount	Funding Source	SLT Administrative Budget Review	Anticipated Budget Impact	FTE Fulltime Equivalent	Rationale	
		Mandatory	Growth	Enhance								
CAO's Office												
54	Realty Services Officer (Property)		√		\$ 112,000	\$ (112,000)	Funded by Development Charges & Staff gapping / reduction	Advance to Council (included in Draft Budget)	\$ -	1	This position will manage real estate matters not only for strategic property identification and acquisition but also current property portfolio.	
Corporate Services												
Procurement												
21	Part-time to Full-time Procurement Clerk		√		\$ 38,000	\$ -	N/A	Advance to Council (included in Draft Budget)	\$ 38,000	0.5	Move from part time to full time FTE to administer Contractor Performance and Evaluation program	
20	Procurement Officer			√	\$ 65,138	\$ -	N/A	Deferred for consideration to 2016	\$ 65,138	1	This position will be responsible for Contractor Performance program audits, appeals and contractor corrective action.	
Legal Services												
16	Change Associate Solicitor Position from PT to FT		√		\$ 52,818	\$ -	N/A	Deferred for consideration to 2016	\$ 52,818	0.5	Will respond to growing demands of growth and reduce the need to retain outside legal counsel	
IT Services												
12	Applications Support Analyst		√		\$ 72,246	\$ -	N/A	Deferred for consideration to 2016	\$ 72,246	1	Additional application support expertise is needed to provide support for some major business applications such as CityView, CRM and Employee Services.	
Community Services												
Customer Service												
9	Supervisor, Kiosk Operations		√		\$ 80,200	\$ (80,200)	Offset by reduction in casual wages	Advance to Council (included in Draft Budget)	\$ -	0	Expanded service delivery was introduced at the CS Kiosks at the Magna Centre & Ray Twinney Complex kiosks in 2014. This service delivery expansion provides residents the opportunity to make inquiries, purchase goods (pet tags, green & blue bins, garbage tags, etc.) & make payments (taxes, parking tickets, etc.) at a location other than the Town offices at 395 Mulock Drive. Funded by savings achieved through a review and reallocation of all Customer Service FT/PT operations and OTH.	
Recreation												
53	Supervisor, Culture			√	\$ 11,025	\$ -	N/A	Advance to Council (NOT included in Draft Budget)	\$ 11,025	0	To improve opportunity for advancement and create a more equitable environments within the department while improving overall service delivery.	
6	Staffing, Fitness Programming			√	\$ 61,500	\$ -	N/A	Advance to Council (NOT included in Draft Budget)	\$ 61,500	n/a	Recommend removing this item from FTE listing as these costs are not strictly FTE. The budget decision form and business case provided should be consulted.	

Commission												
Division/Area												
Dec. Pck. Form #	Potential Position	Service Level Driver			Position Value	Funding Amount	Funding Source	SLT Administrative Budget Review	Anticipated Budget Impact	FTE Fulltime Equivalent	Rationale	
		Mandatory	Growth	Enhance								
Development & Infrastructure Services												
<p>Public Works Services Departmental Review - A comprehensive review of the Public Works Services Department was complete in April 2014 by consultants, Prior & Prior Associates Ltd.. The report identified a number of critical gaps that would be needed to support the organizational maturity and rapid growth of PWS. The following positions are a result of this assessment. Additionally, the MOE has provided written recommendations to the Town regarding the need for increased staffing to allow Water/Waste Water Staff to concentrate on the duties of their areas as opposed to supporting other areas such as Roads throughout the year. (Inspection Report dated May 22, 2014)</p>												
35	Roads Lead Hand #1		√		\$ 88,262	\$ (84,166)	Elimination of Operator III	Advance to Council (included in Draft Budget)	\$ 4,096	0	As identified in Prior & Prior's report the development of lead hand positions will improve communication, provide for better service delivery and accountability as well as increased efficiencies within PWS.	
36	Roads Lead Hand #2		√		\$ 88,262	\$ (84,166)	Elimination of Operator III	Advance to Council (included in Draft Budget)	\$ 4,096	0		
39	Facilities Lead Hand		√		\$ 93,584	\$ -	N/A	Advance to Council (included in Draft Budget)	\$ 93,584	1		
41	Water & Wastewater Lead Hand #1		√		\$ 97,030	\$ (97,030)	Funded via water rates	Advance to Council (included in Draft Budget)	\$ -	1		
42	Water & Wastewater Lead Hand #2		√		\$ 97,030	\$ (97,030)	Funded via water rates	Advance to Council (included in Draft Budget)	\$ -	1		

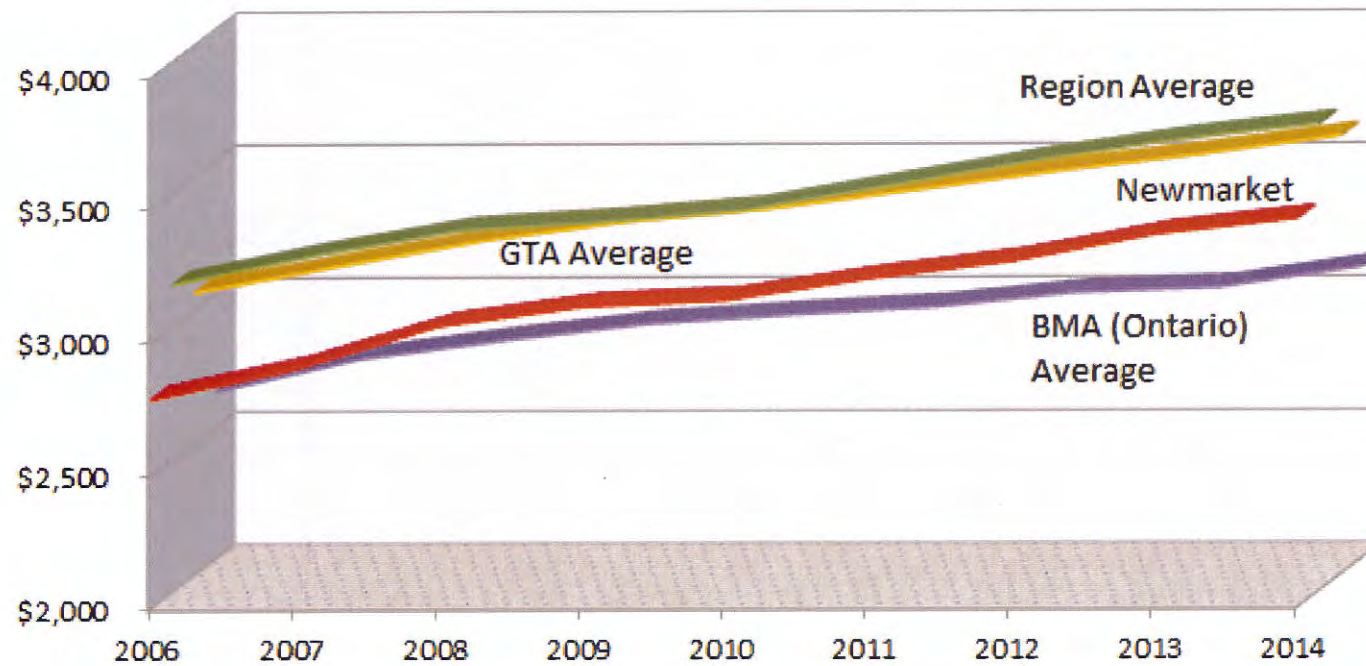
Commission												
Division/Area												
Dec. Pck. Form #	Potential Position	Service Level Driver			Position Value	Funding Amount	Funding Source	SLT Administrative Budget Review	Anticipated Budget Impact	FTE Fulltime Equivalent	Rationale	
		Mandatory	Growth	Enhance								
43	Water & Wastewater Operations Admin. Support (Ont. One Call)	√			\$ 67,648	\$ (67,648)	Funded via water rates	Advance to Council (included in Draft Budget)	\$ -	1	In addition to the Prior & Prior report Ontario One Call program has been a significant administrative responsibility.	
55	Roads Operator II		√		\$ 65,171	\$ (47,000)	OPA's Enershift Demand Response program	Advance to Council (included in Draft Budget)	\$ 18,171	1	As identified in Prior & Prior's report Long term contracts continue to be renewed and rolled over year after year. To ensure Newmarket remains an employer of choice it has been recommended that these positions begin to be converted to the appropriate FTEs, since they are functioning in a similar capacity.	
28	Parks Operator II (Conversion)		√		\$ 62,728	\$ (36,720)	Reduction in Casual/Seasonal Sessional Account	Deferred for consideration to 2016	\$ 26,008	1		
37	Supervisor Forestry (phase 2)		√		\$ 115,570	\$ (33,000)	conversion of Supervisor Grass Cutting	Deferred for consideration to 2016	\$ 82,570	0.5		
38	Operator II (Conversion)		√		\$ 62,728	\$ (36,720)	Reduction in Casual/Seasonal Sessional Account	Deferred for consideration to 2016	\$ 26,008	1		
56	Roads Operator II		√		\$ 65,171	\$ -	N/A	Deferred for consideration to 2016	\$ 65,171	1		
57	Parks Operator II (Conversion)		√		\$ 62,728	\$ (36,720)	Reduction in Casual/Seasonal Sessional Account	Deferred for consideration to 2016	\$ 26,008	1		
59	Facilities Maintenance Operator		√		\$ 78,211	\$ -	N/A	Deferred for consideration to 2016	\$ 78,211	1		

Commission												
Division/Area												
Pu	Dec. Pck. Form #	Potential Position	Service Level Driver			Position Value	Funding Amount	Funding Source	SLT Administrative Budget Review	Anticipated Budget Impact	FTE Fulltime Equivalent	Rationale
			Mandatory	Growth	Enhance							
	40	Facilities Worker OTH	√			\$ 83,800	\$ -	N/A	Advance to Council (Included in Draft Budget)	\$ -	1	As reported in the past a new FTE position is required to support services within the new Old Town Hall. This budget has been included in the Base.
	26	Zoning Examiner		√		\$ 86,800	\$ (86,800)	Funded via Building Reserve	Advance to Council (Included in Draft Budget)	\$ -	1	To provide Zoning Review on Building Permit applications. Position required to deal with additional workloads.
	27	Building Services Technician		√		\$ 79,120	\$ (79,120)	Funded via Building Reserve	Advance to Council (Included in Draft Budget)	\$ -	1	To provide support to the Building Permit and Inspection program including data input, processing and review of Building Permit applications.
	34	Planner		√		\$ 105,360	\$ (105,360)	Funded via transfer from 468110 - Planning Application Reserve	Advance to Council (Included in Draft Budget)	\$ -	1	As the Town moves ahead with the Secondary Plan, development applications are taking the form of infill and redevelopment. These types of applications are more complex in nature requiring more staff time to review and process. In addition, the need to provide Planning advice at the counter, by phone and email is increasing as residents become more involved in the Planning process. The addition of another Planner will also help address issues identified by the Planning Department through the Employee Engagement exercise such as work load, stress, work/life balance, and working during evenings and weekends.
	45	Property Maint. Worker - 395 Staff (Succession Planning)			√	\$ 27,125	\$ -	N/A	Advance to Council (NOT included in Draft Budget)	\$ 27,125	0.5	To ensure ongoing coverage and training and development for succession planning.

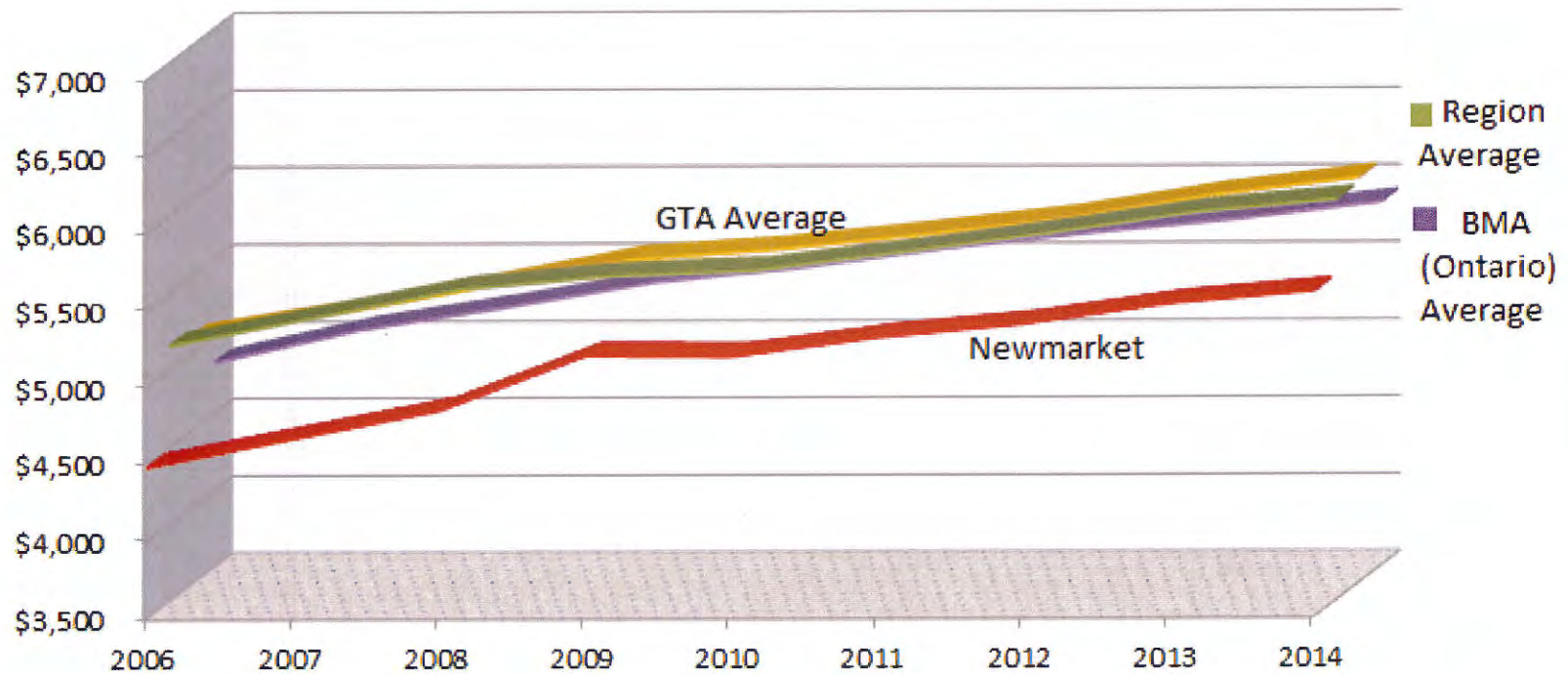
Commission												
Division/Area												
Dec. Pck. Form #	Potential Position	Service Level Driver			Position Value	Funding Amount	Funding Source	SLT Administrative Budget Review	Anticipated Budget Impact	FTE Fulltime Equivalent	Rationale	
		Mandatory	Growth	Enhance								
Engineering Services												
29	Manager Transportation			√	\$ 137,028	\$ -	N/A	Advance to Council (NOT included in Draft Budget)	\$ 137,028	1	This position is essential to the Town-Wide Traffic Mitigation Strategy endorsed by Council at the COW of June 16, 2014 and at Council on June 23, 2014. The new traffic safety initiatives being proposed in the Strategy cannot go ahead without this additional position.	
32	Part-Time Green Space Development Coordinator		√		\$ 64,800	\$ (64,800)	Funded by Engineering Development Fees/Reserve	Advance to Council (included in Draft Budget)	\$ -	0.5	This contract position was already initiated in 2014, using gap-funding from trying to fill the vacant "Acting Manager, Capital Projects" position for several months. The position is needed on a more permanent contract basis to help the existing "Capital Projects Parks Development Coordinator" with an annual recurring overload in work that is causing the Town to be late in processing and reviewing park and trail designs for development and for capital projects.	
28	Sr. Environmental Coordinator			√	\$ 102,915	\$ -	N/A	Deferred for consideration to 2016	\$ 102,915	1	Residents, developers and community groups, including Council's NEAC, have been requesting that the Town create a staff position to lead environmental sustainability and green planning / construction initiatives, and also to position the Town to adapt to climate change and to meet the stringent upcoming requirements of the Lake Simcoe Protection Plan.	

	2015 Advanced	2016 Deferred	FTE's
Advance to Council (NOT included in Draft Budget)	\$ 236,678		0.5
Advance to Council (included in Draft Budget)	\$ 479,058		13.4
Deferred for consideration to 2016		\$ 1,090,407	13

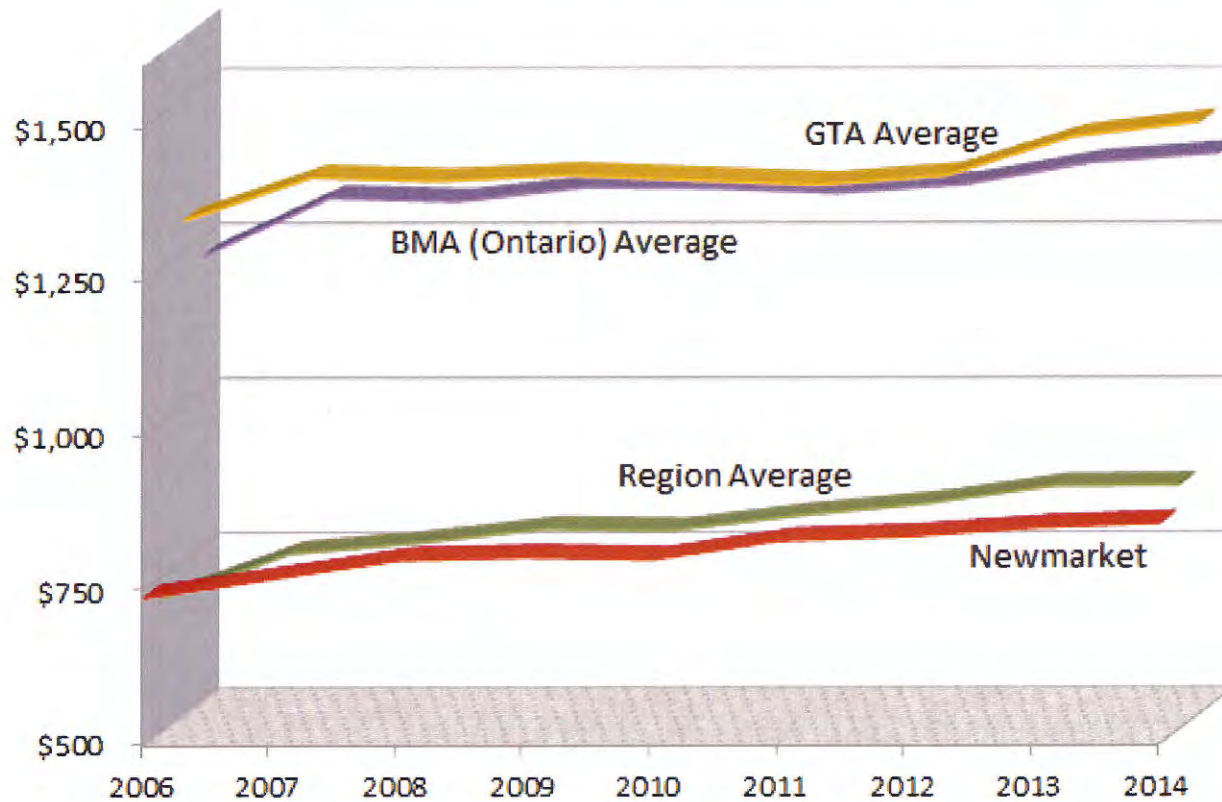
Property Taxes - Detached Bungalow



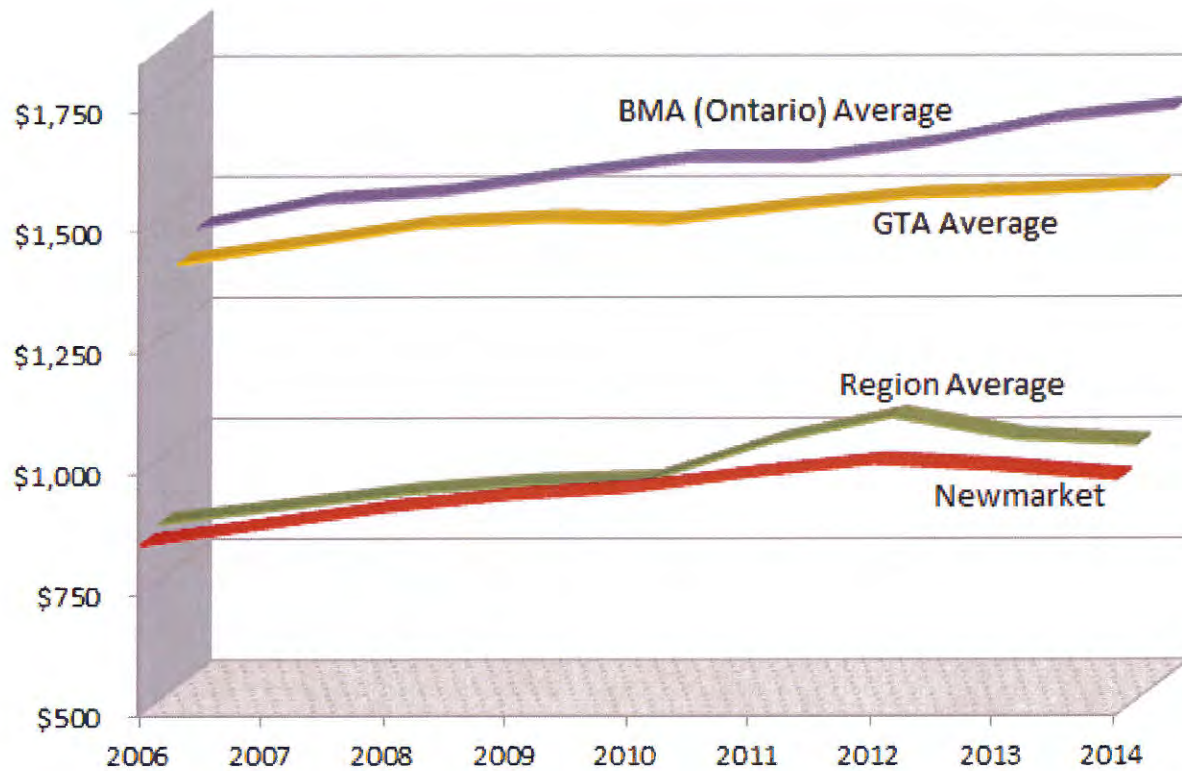
Property Taxes - Senior Executive Home



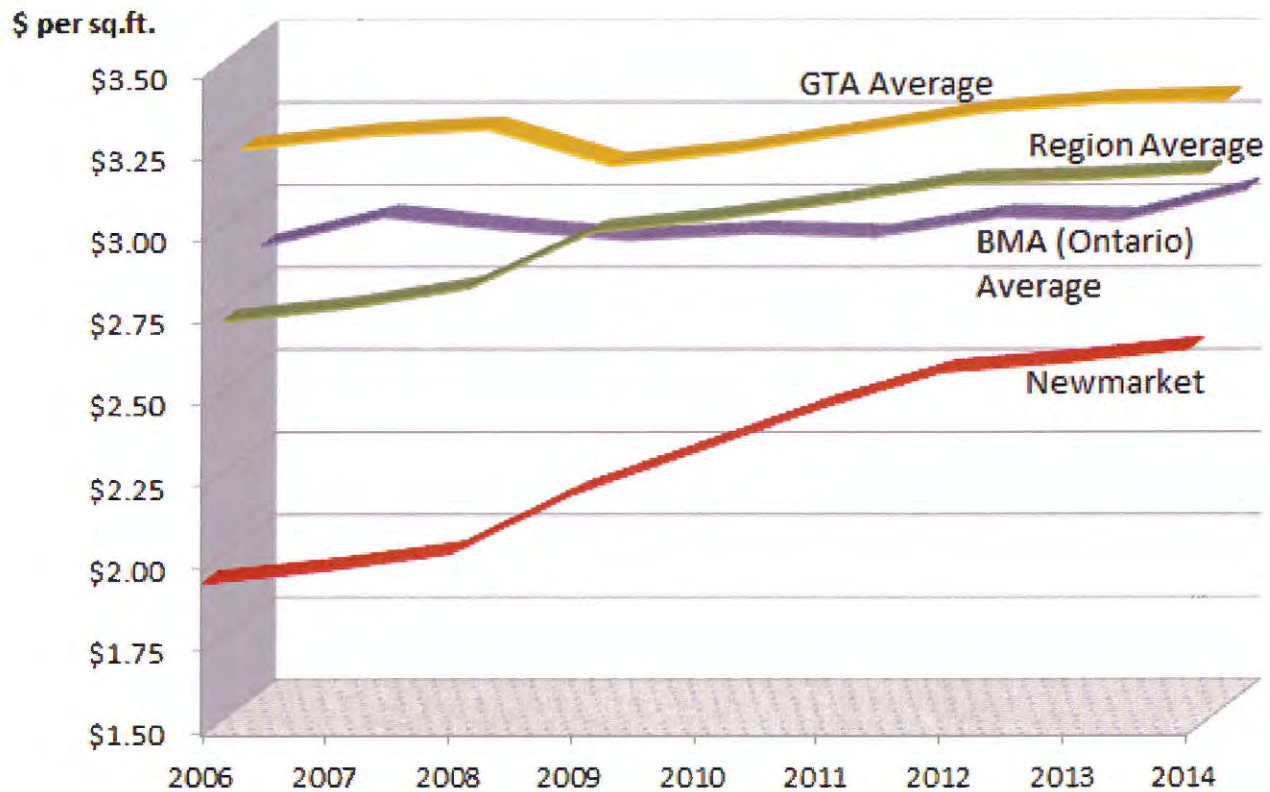
Property Taxes - Multi-Residential Walk-up



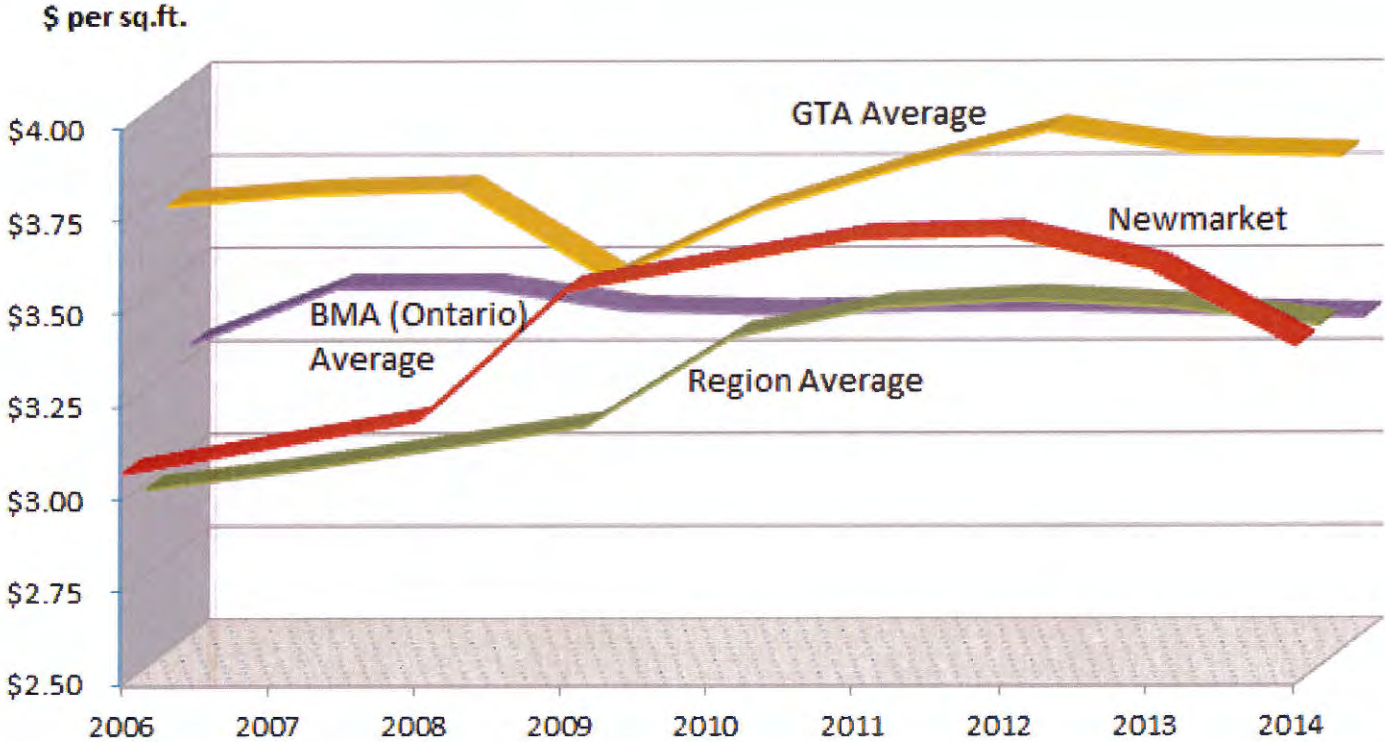
Property Taxes - Multi-Residential Mid-/Highrise



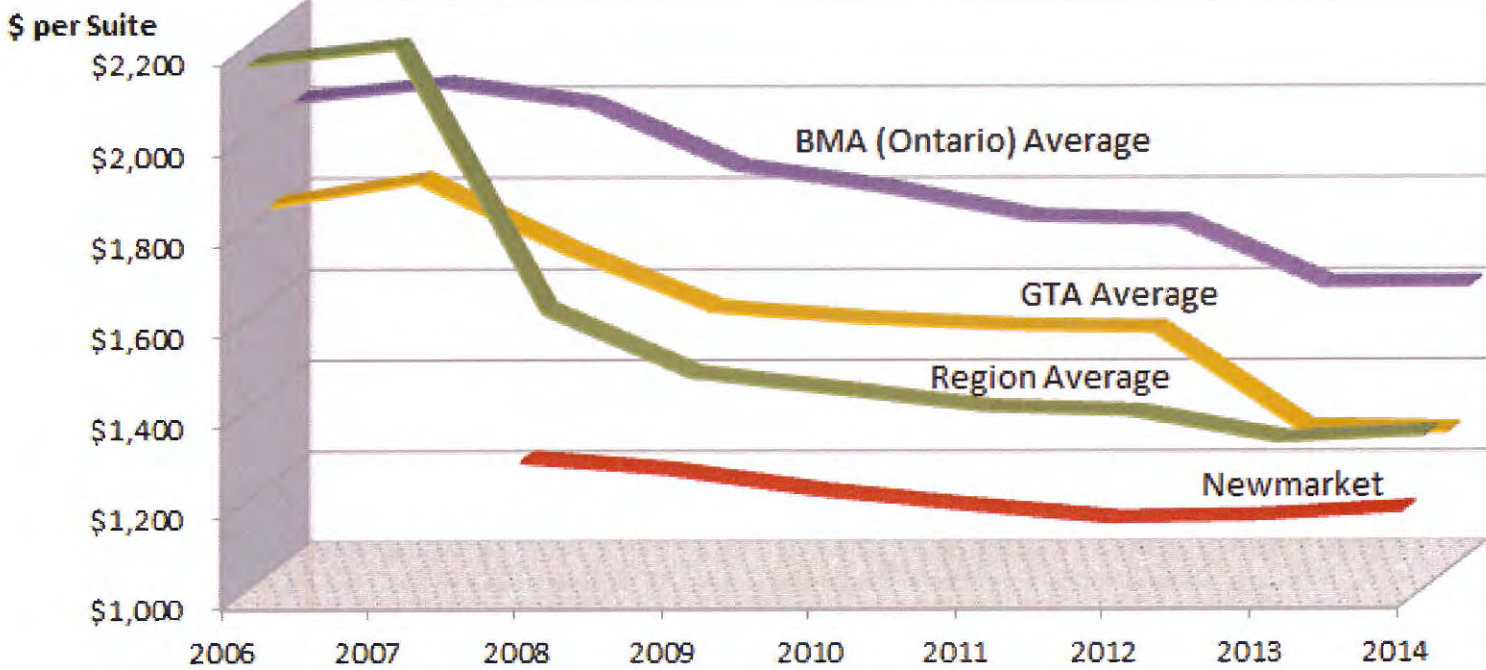
Property Taxes - Office Building



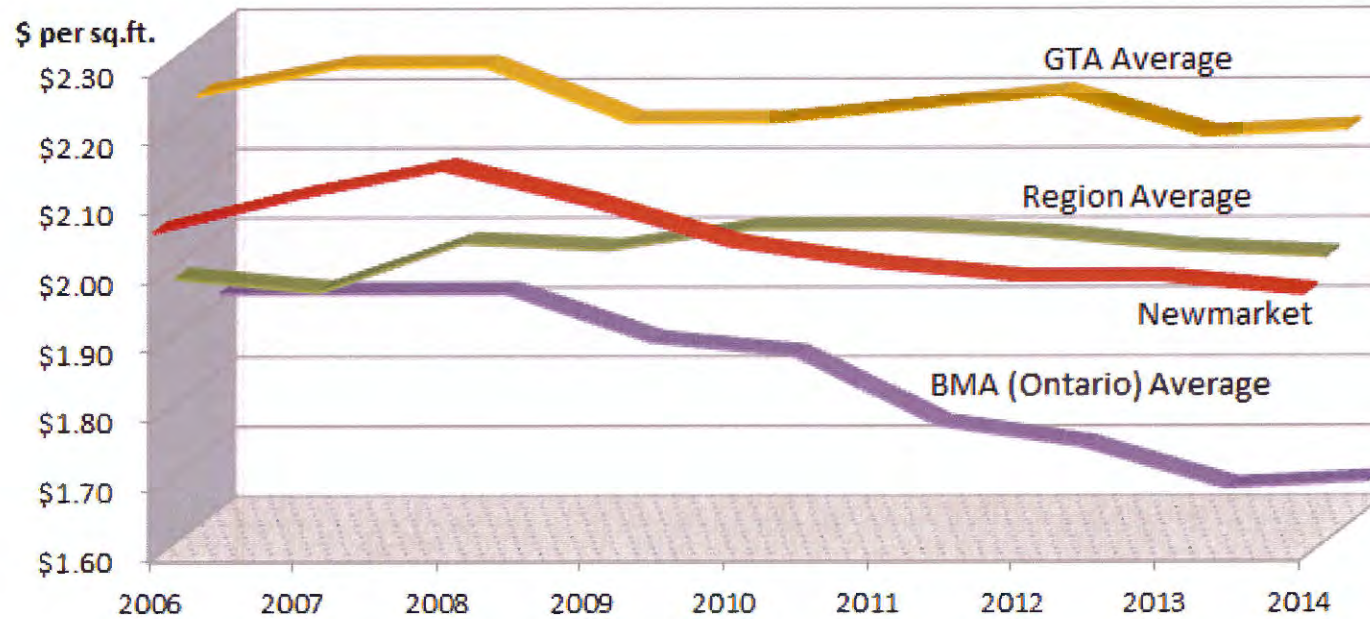
Property Taxes - Neighbourhood Shopping



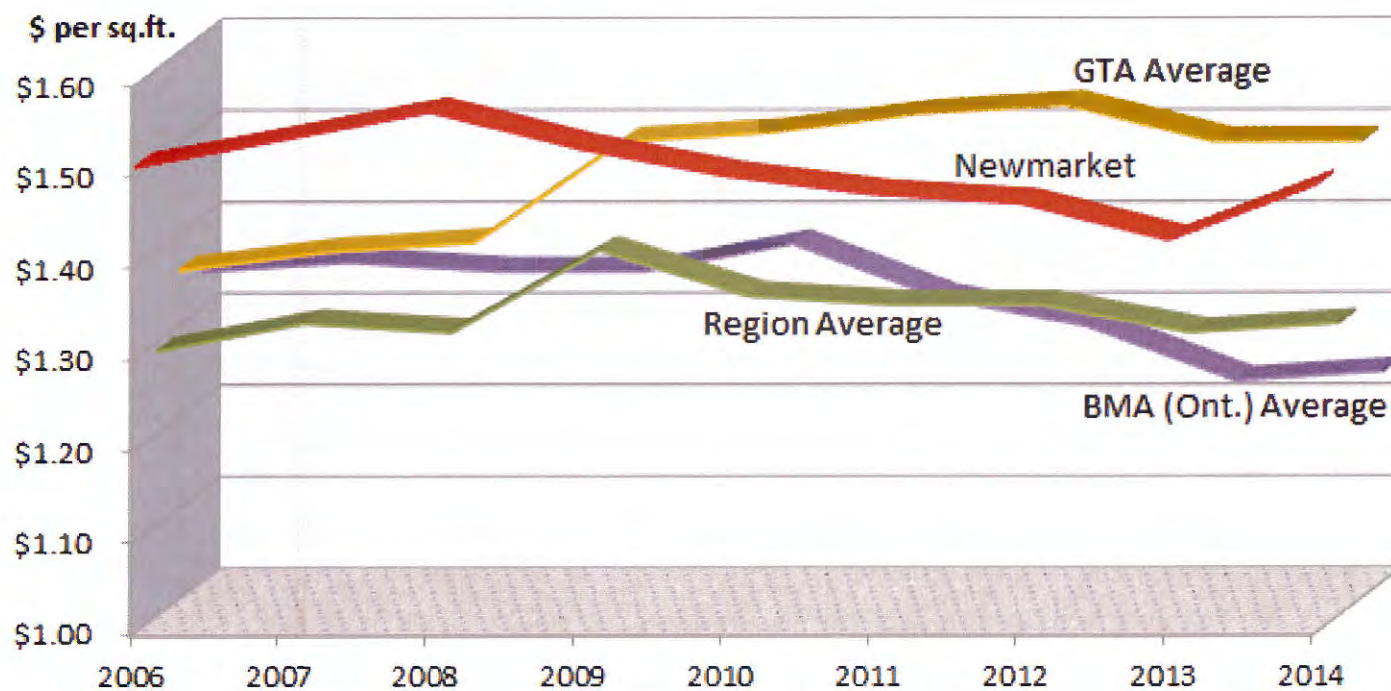
Property Taxes - Hotel



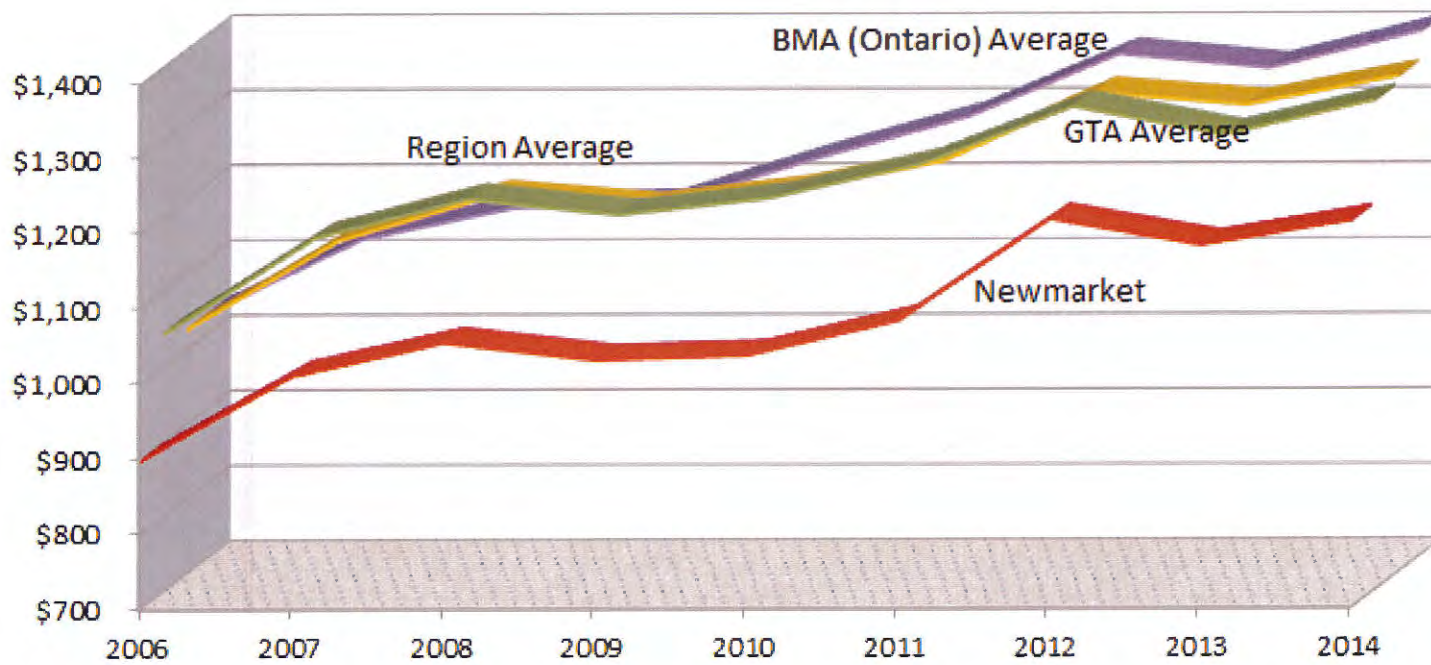
Property Taxes - Industrial (Standard)



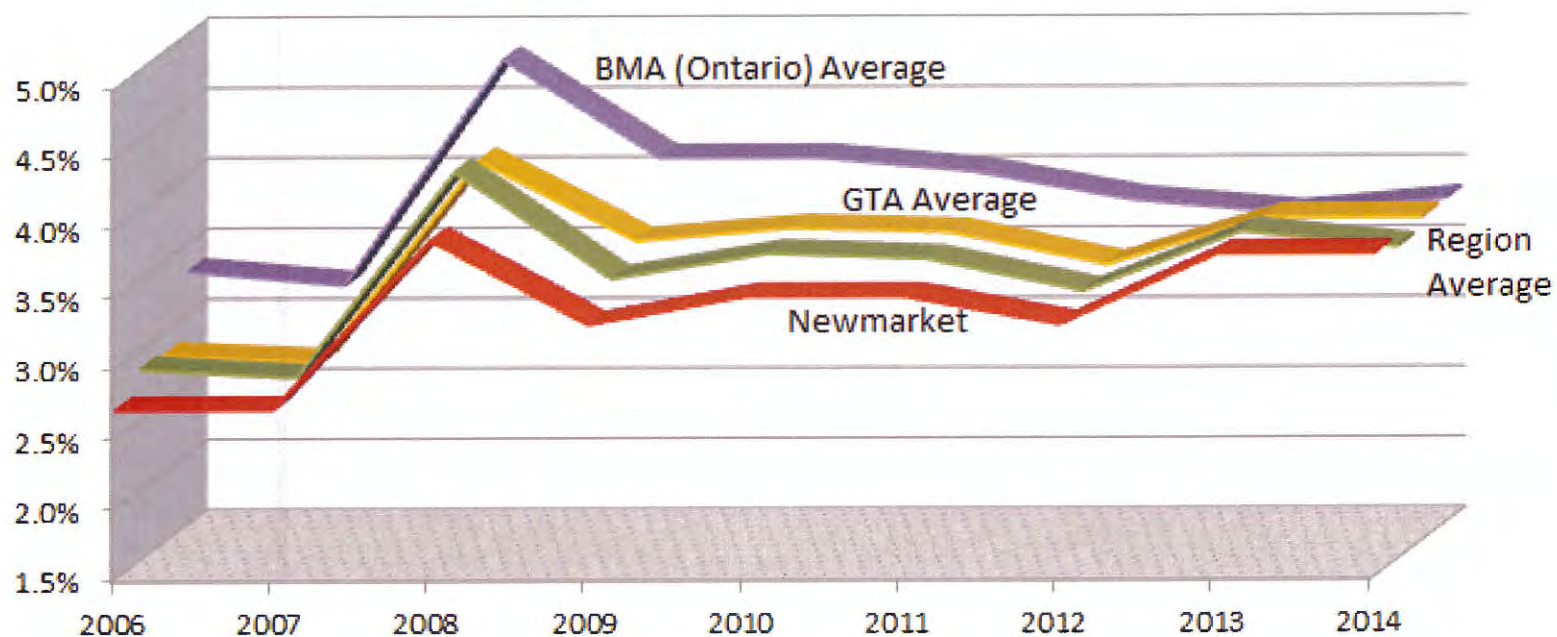
Property Taxes - Industrial (Large)



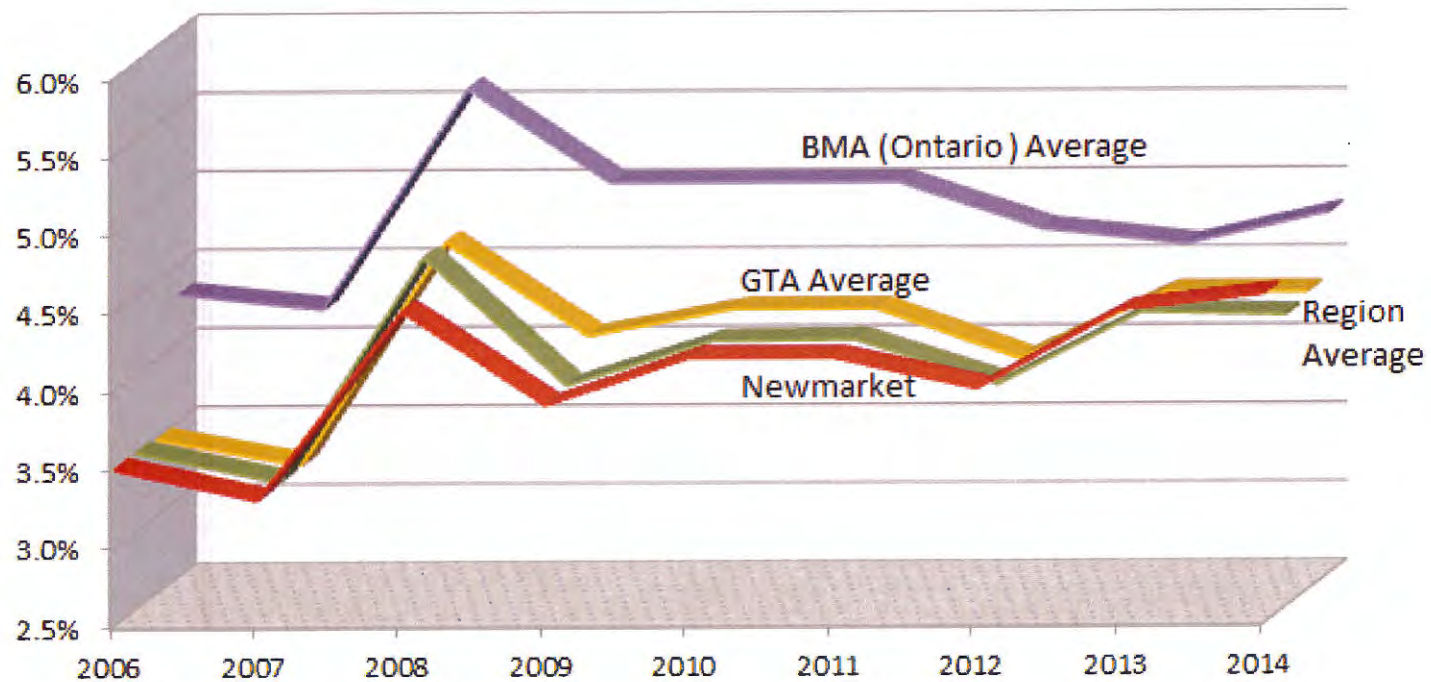
Net Municipal Levy per Capita



Property Taxes as a Percentage of Household Income

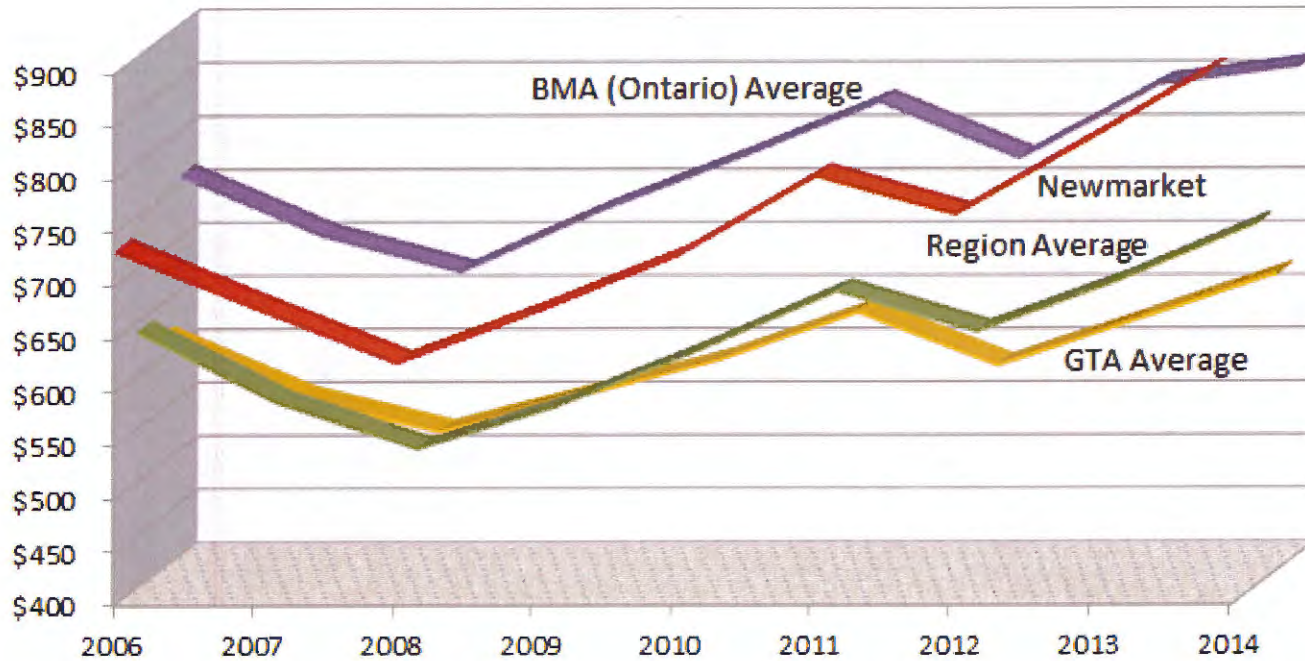


Property Taxes & Water/Wastewater as a Percentage of Income



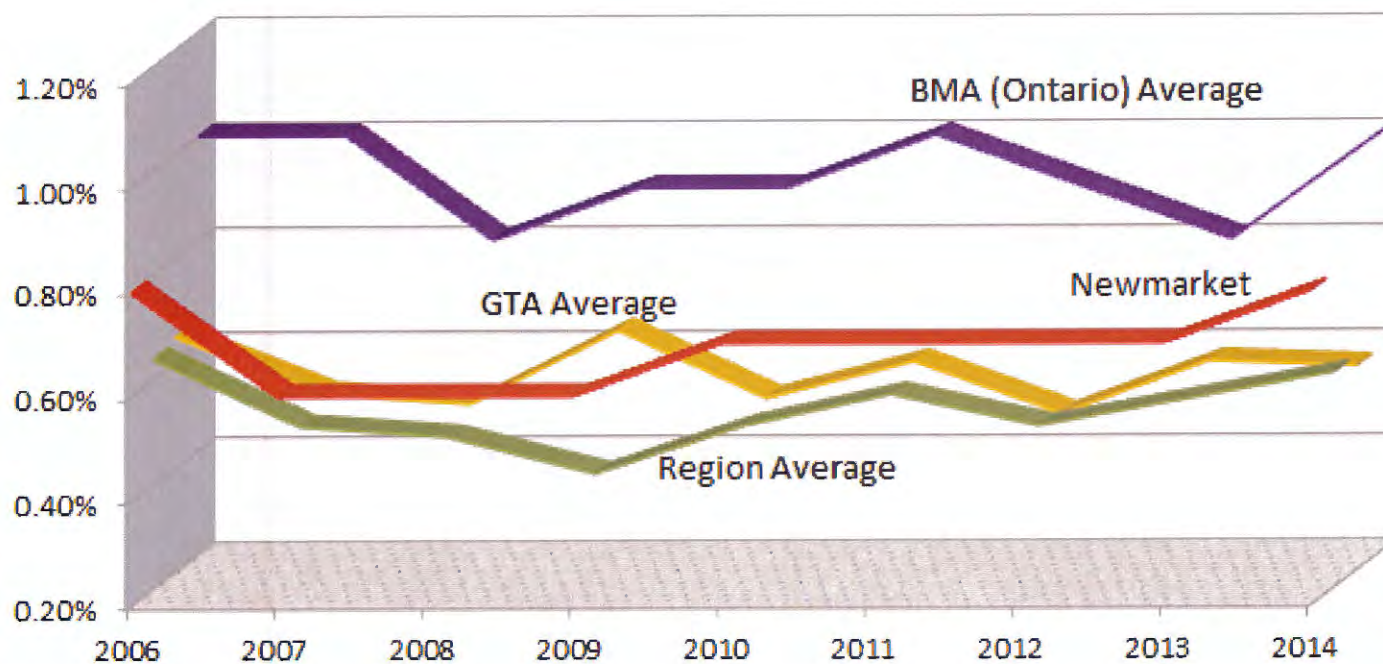
Note: Year 2005 represents average household water cost, 2006 & 2007 represent cost per 300 m³, years 2008 to 2011 represent cost per 250 m³, and 2012, 2013 & 2014 represents cost per 200 m³.

Water/Wastewater Cost



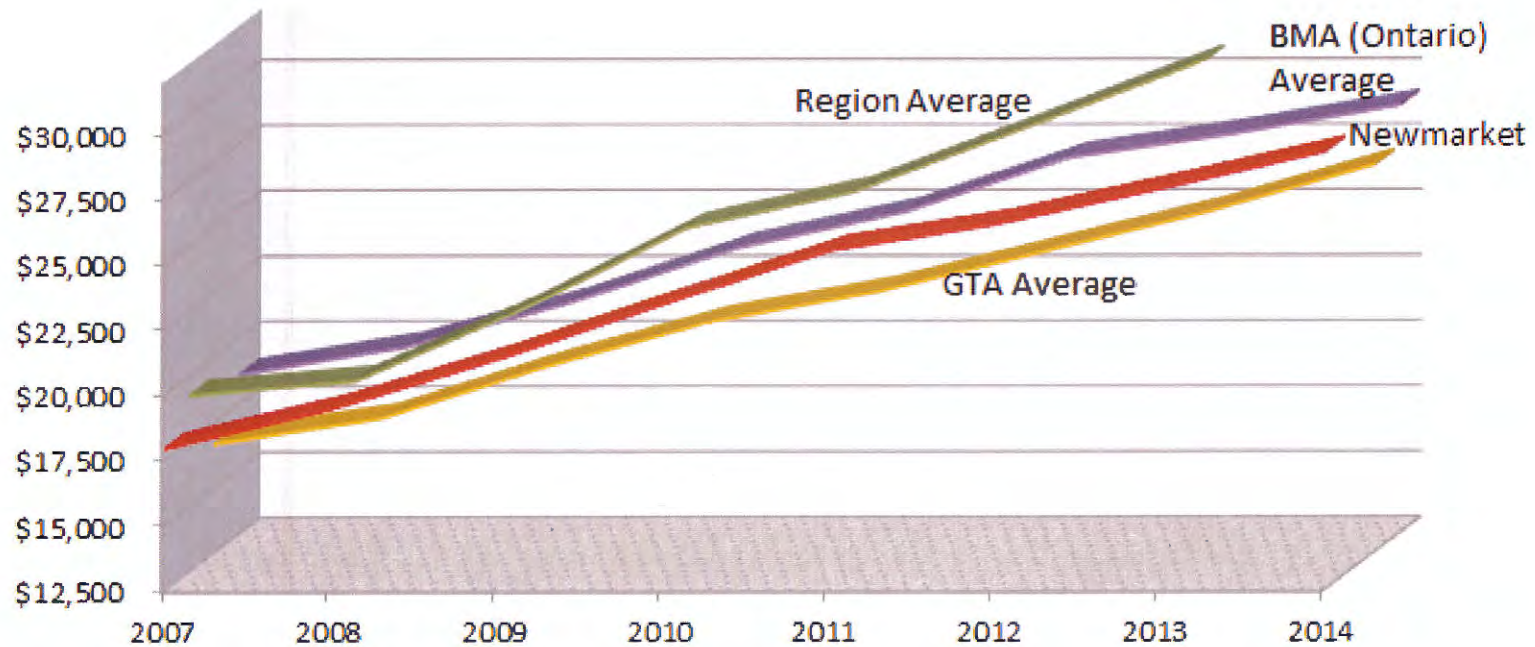
Note: Year 2005 represents average household water cost, 2006 & 2007 represent cost per 300 m³, years 2008 to 2011 represent cost per 250 m³, and 2012, 2013 & 2014 represents cost per 200 m³.

Water/Wastewater Cost as Percentage of Income

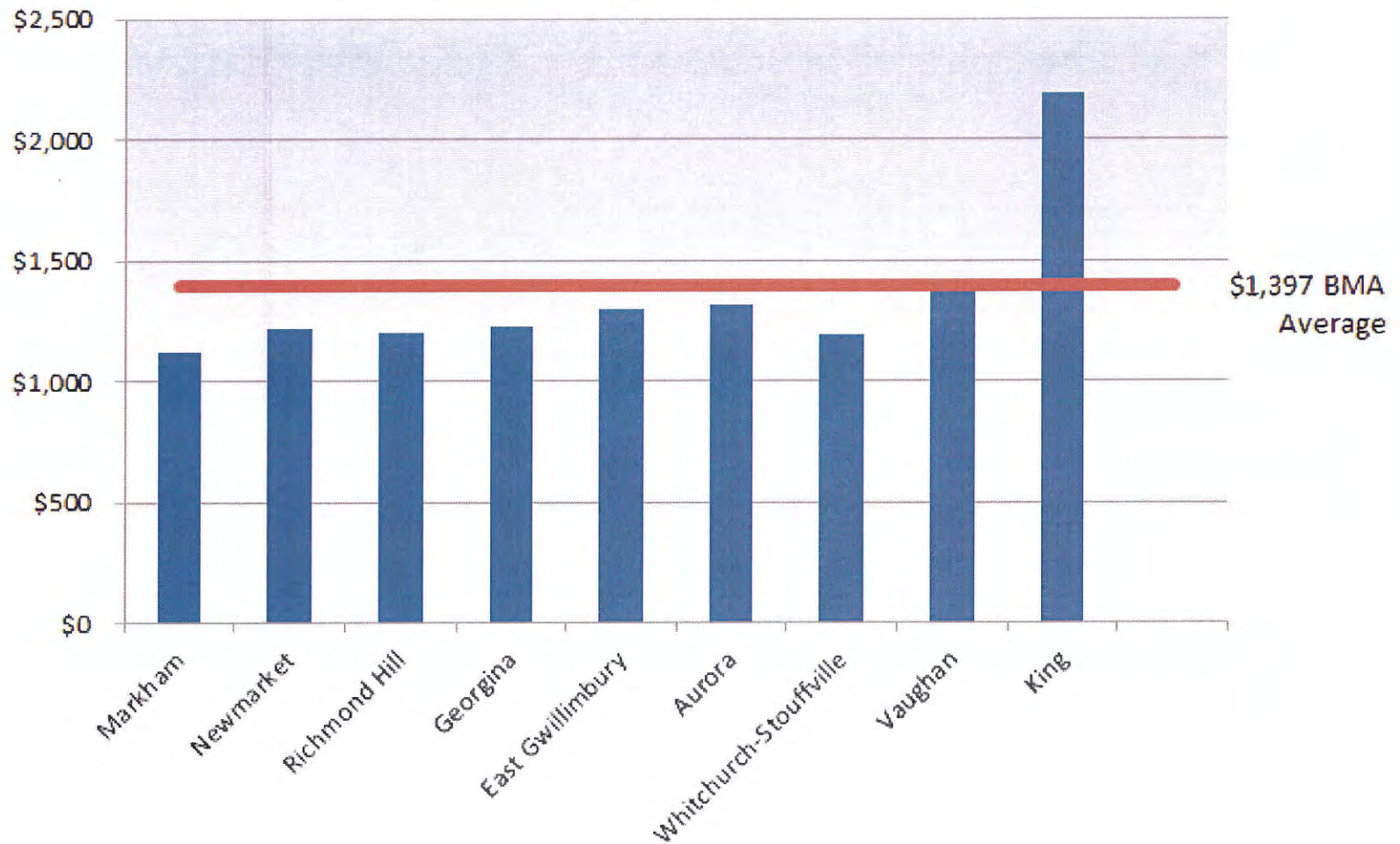


Note: Year 2005 is based on average household water cost, 2006 & 2007 is based on cost per 300 m³, years 2008 to 2011 is based on per 250 m³, and 2012, 2013 & 2014 on cost per 200 m³.

Commercial Water/Wastewater Cost (per 10,000 m²)



Property Taxes 2014 - Levy per Capita



2014 Residential Water Cost per 200 m³

