



Town of Newmarket
395 Mulock Drive P.O. Box 328,
Newmarket, Ontario, L3Y 4X7

Email: info@newmarket.ca | Website: newmarket.ca | Phone: 905-895-5193

Q3 2019 Municipal Administration and Management Information Report

Report Number: INFO-2020-03

Department(s): Office of the CAO/Innovation & Strategic Initiatives

Author(s): Cindy Wackett, Corporate Project Consultant

Date: January 15, 2020

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

Executive Summary

This report serves as the third quarter report of 2019 to Members of Council on municipal management and operations. The following chart links to each department report prepared for the third quarter report.

Report / Memorandum	Frequency (Q-quarterly S-semi-annual A-annual)	Report #
Corporate Communications Performance Report	Q	2019 Q3
Corporate Policy Updates	Q	Briefing Note
Customer Services Department Information Report	Q	2019-10
Financial Services Operating, Capital, Water & Wastewater, Storm water and Investment Summary	Q	2019-26
Grant and Allocation Funding Activity	Q	Briefing Note

Purpose

This quarterly information report streamlines communications on routine and regular departmental and operational information reports to Council.

Background

This approach was initiated in 2015 to streamline communication with Council by assembling routine quarterly, semi-annual and annual department information reports as a continuous improvement initiative.

Discussion

This third quarter report for 2019 includes information and data from reporting departments between July 1st and September 30th .

A content summary is provided below, organized by Commission, then by department.

Office of the CAO

Corporate Communications

- Quarterly information report regarding corporate performance and support for internal and external communications needs for client groups within the Town and media relations support.

Human Resources

- This department does not prepare public, cyclical information reports to Council at this time.

Innovation & Strategic Initiatives

- Quarterly Briefing Note summarizing corporate policies approved under the authority of the Chief Administrative Officer.
- Quarterly Briefing Note on government and agency grant funding activities and allocations that assist with funding capital projects, and operating expenses, and reductions to draws from Reserves and the Asset Replacement Fund.

Community Services Commission

Customer Services

- Third quarter summary from Customer Service Centre and Kiosk providing statistics of service requests captured through the Town's Customer Relationship Management (CRM) system was posted to the website separately under [Information Reports](#) on October 22, 2019.

Economic Development

- Information is presented to Council semi-annually for Q2 and Q4 reporting.

Newmarket Public Library

- The next reporting timeline will coincide with the Office of the CAO's annual, Q4 report.

Corporate Services Commission

Financial Services

- The 2019 [Third Quarter Report #2019-26 on Operating, Capital Budget, Water & Wastewater, Storm water and Investments](#) was circulated to Council and posted to the website December 6th.

Legal & Procurement Services

- The next reporting timeline will coincide with the Office of the CAO's Q4 report.

Legislative Services

- The next reporting timeline will coincide with the Office of the CAO's Q4 report.

Development & Infrastructure Services Commission

Commissioner's Office

- The next reporting timeline for the Capital Projects Status report will coincide with the Office of the CAO's Q4 report.

Engineering Services

- This department does not prepare cyclical information reports to Council that are included in this report at this time.

Planning & Building Services

- This department does not prepare cyclical information reports to Council that are included in this report at this time.

Public Works Services

- The next reporting timeline for Replacement of Playground Equipment and Emerald Ash Borer will coincide with a future Office of the CAO report.

Conclusion

Departments continue to report to Council through the CAO on trends affecting internal and external services to inform Council on past and current operating demands and service needs for decision-making purposes on administrative matters and budget requests as appropriate.

Next Steps

The next reporting cycle to communicate fourth quarter and annual results for 2019 with Council is scheduled to be available February/March of 2020.

Business Plan and Strategic Plan Linkages

Information reports linked to this report form the foundation for sound business planning activities, decision making and performance measurement within respective departments and supports the Strategic Plan's vision of a "Well Beyond the Ordinary" community through the realization of staff's mission of "Making Newmarket Even Better".

Consultation

The contents of this report have been prepared in consultation with information report authors.

Human Resource Considerations

This report has no immediate impact on staffing levels.

Budget Impact

This report has no direct impact on the municipal operating or capital budgets.

Attachments

All information reports and briefing notes are linked in the above chart and included as attachments below.

Contact

For more information on this report, contact Jag Sharma, CAO at 905-953-5300 Ext. 2031 or jsharma@newmarket.ca .

Approval

Jag Sharma, Chief Administrative Officer



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Office of the CAO/Corporate Communications

Performance report: 2019-Q3

To: Mayor and Members of Council

Copy: Jag Sharma, CAO and members of SLT

Subject: Corporate Communications Quarterly Report: July 1 to September 30

Comments

Corporate Communications produces quarterly reports to keep Council and senior management informed on how the department is performing and supporting the communications needs of each client group within the Town. This report will provide an overview of the Corporate Communications department's performance from **July 1 to September 30**

Background

The Role of Corporate Communications

The Corporate Communications department is a full-service support and strategic management department providing public relations, media relations, marketing, social media and communications services to all departments and divisions within the Town.

The Communications department is responsible for working with client groups to create and execute strategic communications plans, programs and deliverables intended for both internal and external audiences. The department manages crisis communications, issues management, public education and engagement, brand management and reputation management. Corporate Communications also oversees the Town's digital channels, including social media and the corporate website.

Supporting Council's Strategic Priorities

The Corporate Communications department helps individuals and departments across the organization respond to and deliver on Council's Strategic Priorities. More specifically, Corporate Communications supports Council's identified commitment to community engagement and communications best practices.

External Communications

The Corporate Communications department helped support a number of high-profile projects during the third quarter of 2019, including:

In-ground waste containers – In July, it was announced that the Town of Newmarket would be installing two in-ground waste containers, as part of a pilot project, in the northeast corner of the P7 parking lot (located on Timothy Street, see map for more information). The historic and compact nature of the downtown requires exploration of alternative solutions for disposing of commercial waste. The installation of these in-ground waste containers will enable the Town to work together with businesses in the area to manage commercial waste, while improving overall aesthetics and encouraging the continued economic success of the downtown area. This work is expected to begin in November 2019.

Corporate Communications assisted with the external and internal communications of this project by issuing a letter to the BIA and Main Street Residents and a Downtown Dish newsletter.

Annual Watermain Cleaning Program – Corporate Communications assisted with communications for the Annual Watermain Cleaning Program by educating and raising awareness about the program. Communication tactics used include, social media, website, a public service announcement and continuous communications about the program.

Central York Fire Services (CYFS) Open House – Corporate Communications supported CYFS's Open House through external promotions of the event, which also included a cheque presentation at the event from Firehouse Subs. Firehouse Subs generously donated \$11,967 to CYFS to purchase carbon monoxide detectors/smoke alarm units. All proceeds collected at the CYFS Open House was donated to Girl Inc.

Other Key Projects Included:

- [Improper Recycling disposal campaign](#)
- [LEAF's \\$100 Tree Rebate Program](#)
- [Bike Repair Station Announcement](#)
- [Back to school safety tips from Safety Cone Sam](#)
- Mulock Property Harvest Picnic preparation
- Helping Central York Fire Services create and edit editorial content featuring fire safety tips from the Fire Chief (three editorials in Q3).

Community Engagement

The Corporate Communications department helped create material for, communicate and execute the following community engagement initiatives.

Council's Strategic Priorities - Corporate Communication assisted with the official launch of Council's Strategic Priorities (2018-2022) to the public by developing the look and feel of the document and worked on internal and external promotions for the document. This included an internal launch at an internal event, external launch through a media release, [designated webpage](#), a social media campaign and an online engagement webpage on [HeyNewmarket.ca](#) and more. Feedback collected will be provided to Council.

Assisting York Region with feedback on their Forcemain Twinning Project - The Town of Newmarket regularly works with the York Region Communications group to promote and collect feedback on the Forcemain Twinning Project. Information about the Forcemain Twinning project was share on our social media campaigns, information on our website and communications internally to key stakeholders.

2020 Budget Engagement (Phase 2) – Corporate Communications began to prepare for Phase 2 of our community engagement initiative. Our engagement plan includes:

- Social media campaigns
- An engagement page on HeyNewmarket
- A designated webpage with key information
- A budget game and more!

Media Relations

This quarter, the Communications department issued the following to the media:

- Media Releases/Advisories/Public Service Announcements: 15
- Central York Fire Services Incident Reports: 2
- Total media materials: 17
- Total number of news stories generated as a result of media releases: 45
- Editorial mentions (the number of appearances of 'Town of Newmarket' in news articles): 51
- Potential reach (approximate number of article views in which 'Town of Newmarket appeared): 26.3 million

Media Relations and Issues Management:

Corporate Communications helped manage a number of issues. Successful management may include: a satisfied end user, a positive story from a negative event, a new and/or improved relationship, and/or identifying and quickly addressing an issue that had the potential to generate significant stakeholder interest. At a high level, these issues include (in no particular order):

- Audit and Accountability Funding – REV it UP
- Clocktower: minutes of settlement and grant funding
- Council Expenses
- Water Activities in Newmarket's Watercourses
- Green for Life Waste Contamination Story

- Inground Waste Containers
- Geese Control in Newmarket
- Private Tree Protection
- CYFS Motor vehicle collision cost recovery

External Publications and Advertising:

The Corporate Communications department produced the following external communications pieces.

Snapd editorials - The Communications department wrote monthly content for Snapd, featuring large-scale initiatives throughout the Town and ways for residents to *Get Involved* in Town programs or events. Three content pieces were created in Q3.

Public Works “What’s in the Works?” print piece - The Communications department drafted content for and designed a “What’s in the Works?” print ad, outlining the key projects taking place in Public Works Services throughout the spring/summer.

Newspaper advertisements - The Communications department worked with various departments within the organization to produce ads for the Town. Ads included notices of Public Information Centres, statutory ads and event promotion.

Town Page - The Communications department collected content, designed graphics and edited weekly full-page Town Page ads for the *Newmarket Era*.

Ongoing editorial support for Central York Fire Services – The Communications department works with Central York Fire Service to draft a monthly Fire Chiefs Column. This editorial piece highlights a different fire safety/prevention message each month. The column is published in the *Newmarket Era* and online at yorkregion.com

Reoccurring deliverables

Town Page

- **Frequency:** 13 (one per week, per quarter)
- **Reach:** 28,000 households
- **Potential Impressions:** 84,000

Newmarket Now e-newsletter

- **Frequency:** 4 editions in Q3
- **Reach:** 4,066 subscribers

Digital Communications

Website overall – July 1 to September 30

- Number of sessions: 244,564 (11.4% increase from Q2)

- Page views: 548,257 (10 per cent increase from Q2)

Media Release section of the website

- Posted Media Releases/ Media Advisories/Public Service Announcements/Community Event Listings: 14
- CYFS Fire Incident Reports / Public Service Announcements: 4
- Page views: 374 (down 21 views from Q2)

Social Media – July 1 to September 30

Facebook	Q3 – July 1 to September 30	Change in percentage
Total Fans	6,710	+4.47%
Total Engagements	32,701	+68.92%
Total Impressions	792,777	+3.39%
Total Posts	95	-44.21%*

Twitter	Q3 – July 1 to September 30	Change in percentage
Total Followers	13,502	+1.84%
Total Engagements	5,553	-31.46%
Total Impressions	357,363	+1.89%
Total Tweets	355	-21.13%*

Instagram	Q3 – July 1 to September 30	Change in percentage
Total Followers	5,817	+9.49%
Total Engagements	5,860	-11.18%
Total Posts	80	-16.25%
Likes Received	5,860	-4.20%*

*Total posts have decreased as Corporate Communications and Recreation and Culture are posting less content. Instead, we are increasing the quality of our content to ensure we aren't oversaturating our social media feeds.

HeyNewmarket	Q3 – July 1 to September 30	Change in percentage
Total Visits	2,600	+7.69%
Max Visitors per day	98	-87.76%
New registrants	43	-67.44%
Engaged Visitors	50	-40.00%
Informed Visitors	452	-17.04%
Aware Visitors (visited at least one page)	2,200	+9.09%

MyWaste App	Q3 – July 1 to September 30	Change in percentage
Total Users	13,555	-6.11%
Resident Interactions	144,437	+23.06%
Subscribers	11,009	-6.31%

Out of the **13,555** users using the My-Waste app, **77** per cent accessed the My Waste application through the app (downloaded onto their phone) and **21** per cent accessed the My-Waste application at newmarket.ca/wasteandrecycling

For content page views on the app and web application, there were a total of **10,814** content page views – **4,093** content pages were accessed through newmarket.ca/wasteandrecycling

Internal Communications

The Corporate Communications department continues to support ongoing internal communications initiatives, including:

- Town Central and Town website – Communications provided continual updates and training for staff on Town Central and the Town’s website.
- ERIC and Diversity and Inclusion Committees – Communications participated in and helped create communications deliverables for these committees.
- Daily E-Clippings – Communications provided daily e-clippings to staff five days a week.
- Town Hall / Coffee with the CAO events
- Benefits Review Campaign
- 360 Degree Feedback Campaign
- Employee Engagement Survey Campaign
- Jag’s Jots and Thoughts Communique
- Internal Social Media Audits for the Town of Newmarket and CYFS
- REV it Up Campaign



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Briefing Note 2019-05

Q3 2019

Corporate Policy Approvals

To: Jag Sharma, Chief Administrative Officer

Department(s): Office of the CAO

Author(s): Cindy Wackett

Date: October 31, 2019

Purpose

The purpose of this briefing note is to provide a summary for the Chief Administrative Officer to report to Council on corporate policies approved under the CAO's delegated authority via Corporate Policy Approval Framework Policy CAO.1-06.

Discussion

Background

The current approach to inform Council on corporate policies approved under the CAO's authority commenced in 2018.

Current Policy Activity

Table 1 below summarizes corporate policy activity under the CAO's approval authority during the third quarter of 2019 (July 1, 2019 and September 30, 2019).

Table 1: Summary of CAO Approved Corporate Policy Activity – Q3 2019

Policy/Procedure	Policy #	Approval Date	Last Revision Date	Details
*Security Procedure	Desktop Application	August 2019	N/A	Complete. Updated contact information and panic button locations due to office floor plan changes at 395 Municipal Offices in conjunction with Emergency Response Plan update led by Supervisor, Security & Building.
*Pregnancy Leave	HR-11.02	October 9, 2019	December 31, 2000	Clarified Top Up repayment requirements.

Next Steps

Table 2 below summarizes policies scheduled for review and/or CAO approval in Q4 2019. Table 3 below summarizes policies that have been referred for completion in 2020 for reasons described in the table.

Table 2: Policies Scheduled for Review and/or CAO Approval in Q4 2019

Policy/Procedure	Policy #	Purpose of New Policy/Review	Status
**Casual Seasonal Sessional Student Wage Scale	TBD	Review of current Salary Administration Policy for employee group.	In process. Reviewing in conjunction with off-scale wages to ensure compliance with pay equity legislation.
*Employee Code of Conduct	CAO.3-01	At minimum, update position titles and convert to new policy format in collaboration with Legal Services.	Aligned with Employee Complaint process in 2020.
*Employee Complaint	HR.4-02	Convert to new policy format and review against Employee Code of Conduct Policy.	In process. Research conducted.
*Inclement Weather Policy	HR.8-02	Updating and converting to new policy format.	Consultation with Departments involved underway.
*Recruitment & Selection	HR.12.01	Update to Recruitment guidelines and process may affect policy.	Recruitment process updated. Guidelines and Policy review in process.
*Return to Work	HR.8.06	Review for alignment with Attendance Improvement Program, Sick Leave & WSIB Policies.	In process.
*Sick Leave	HR.11.08	Review for alignment with Attendance Management Program, Return to Work & WSIB Policies.	In process.

Policy/Procedure	Policy #	Purpose of New Policy/Review	Status
*WSIB	HR.11-08	Review for alignment with Return to Work and Sick Leave Policy reviews.	In process.
*Wearing Apparel & Dress Code	HR.7-01	Applying an inclusivity and diversity lens to refresh policy and converting to new policy format.	In process for Q4 approval.

Table 3: Policy Completion Referred to 2020

Policy/Procedure	Policy #	Purpose of New Policy/Review	Reason for Deferral
**Deferred Salary Leave	TBD	Supporting the Talent Management Strategy in the focus area of attraction and retention to create a meaningful Employer Value Proposition	Legislation complexity. Review to resume in 2020 following JDE upgrade.
*Progressive Discipline	HR.4-01	Reviewing in conjunction with Resignation/Termination of Employment Policy	Consultation with external HR Legal specialists underway.
*Termination Policy	HR.4-03	Reviewing in conjunction with Progressive Discipline and Retirement Policies	Consultation with external HR Legal specialists underway.
**Retirement Notification	TBD	Combining with Resignation/Termination of Employment Policy, reviewing against Progressive Discipline Policy and converting to new Policy format	Consultation with external HR Legal specialists underway.
*Vacation	HR.3-01	Converting to new policy format	Deferred to 2020 due to workload/staff capacity.

* - Denotes existing policy being revised

** - Denotes new policy/procedure

Staff continue to work on updating prioritized policies to align with best practices of great places to work and the employee mission of “Making Newmarket Even Better”.

Communication and Consultation

Members of Council receive notification of corporate policy activity and approvals via CAO quarterly Municipal Administration and Management Information Reports.

Contact

Cindy Wackett, Corporate Project Consultant, Innovation and Strategic Initiatives at cwackett@newmarket.ca or at Ext. 2048.

Lynn Georgeff, Director, Human Resources, at lgeorgeff@newmarket.ca or at Ext. 2051.



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Community Services - Customer Services Department Information Report

Report Number: 2019-10

Department(s): Customer Services

Author(s): Hannah Grant, Acting Supervisor, Customer Service Kiosks, Jamie Boyle, Supervisor, Customer Service Centre

Date: October 22, 2019

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

COMMENTS

Purpose

The purpose of this report is to provide Members of Council with the 2019 - third quarter trends and results by ward and town wide.

Background

Every quarter, the Customer Service Department provides Members of Council with reports that highlight emerging issues, trends and service levels for the Customer Services department.

Discussion

The attached charts represent service requests as captured in our CRM system by either Customer Services staff or by staff in the Mayor and Councillors' offices.

Some of the highlights in the Customer Services department are as follows:

- Storm Water invoices were sent to residents in June, resulting in 2,781 additional calls, and 3,442 walk-in payments at Customer Service in June.
- Service requests, as a percentage of total calls, were similar to Q3 – 2018 rates (10.7% to 10.4%)
- Total call volumes and e-mail contacts both increased as compared to Q3 2018.

- *Request for Parking Enforcement* (269) is the highest type of service request across the whole Town of Newmarket in the third quarter, followed by *Property Standards* complaints (254) and *Tree Pruning* service requests (101) respectively;
- Wards 1, 3, and 6 continue to have higher volumes of requests for Parking Enforcement than the other wards;
- Property Standards issues continue to be a highly requested service town wide, ranked as the highest request in 4 of the 7 wards.
- “Enhanced service” customer contacts at the Magna Centre, Ray Twinney Complex, and Seniors Meeting Place Customer Service Kiosks continue to increase significantly. During the 3rd quarter of 2019, there was a 75.60% increase in the number of contacts compared to the 3rd quarter of 2018, representing an increase of 285 transactions. Most of these contacts are related to tax payments or inquiries.
- Overall volumes at the Magna Centre, Ray Twinney Complex, and Seniors Meeting Place also continue to increase at the Customer Service Kiosks. During the 3rd quarter of 2019, there was a 9.45% increase in the number of customer interactions compared to the 3rd quarter of 2018. An increase of 4,755 contacts. In line with similar trends each quarter, the Customer Service Kiosk contacts continue to increase significantly each quarter as the community grows and program registrations and activities increase.

Conclusion

Customer Service remains committed to providing Council with the most recent call trends and statistics for their respective wards and the Town of Newmarket as a whole.

Business Plan and Strategic Plan Linkages

Tracking and reporting on trends and customer feedback supports the Town’s strategic directions of being Well-Equipped and Managed by demonstrating Service Excellence.

Consultation

Not applicable to this report.

Human Resource Considerations

Not applicable to this report.

Budget Impact

None

Attachments

Q3 - Top 5 Service Requests by Ward

Q3 - Top 5 Service Requests Town Wide

Q3 - Enhanced Service Transactions at Kiosks

Q3 – Customer Contacts Kiosks

Contact

For more information on this report contact: Jamie Boyle (jboyle@newmarket.ca or extension 2254) or Hannah Grant (hgrant@newmarket.ca or extension 2705) or Bonnie Munslow (bmunslow@newmarket.ca or extension 2251).

Approval



Hannah Grant, Acting Supervisor,
Customer Service Kiosks



Jamie Boyle, Supervisor,
Customer Service Centre

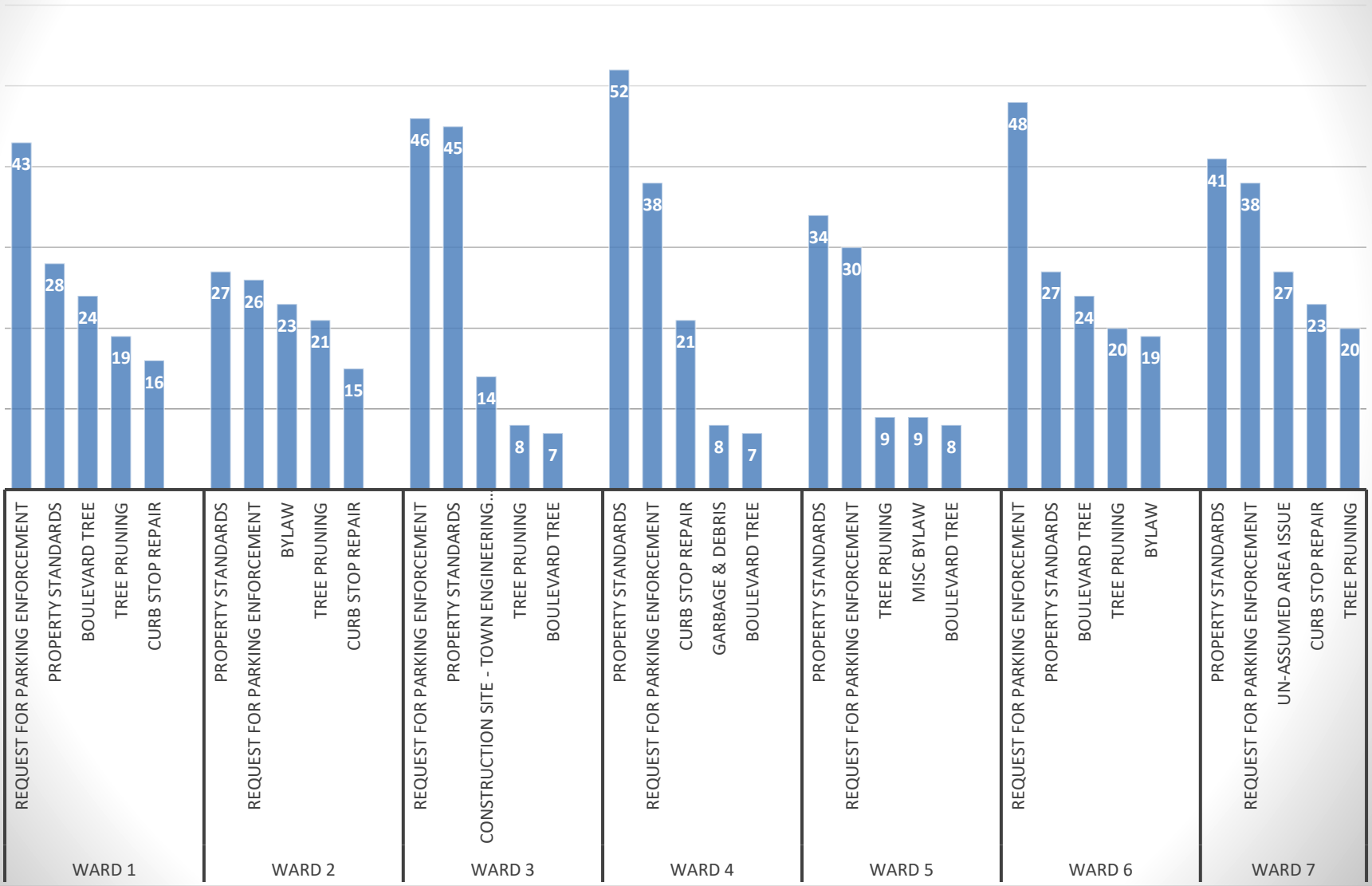


Bonnie Munslow, Manager,
Corporate Customer Service

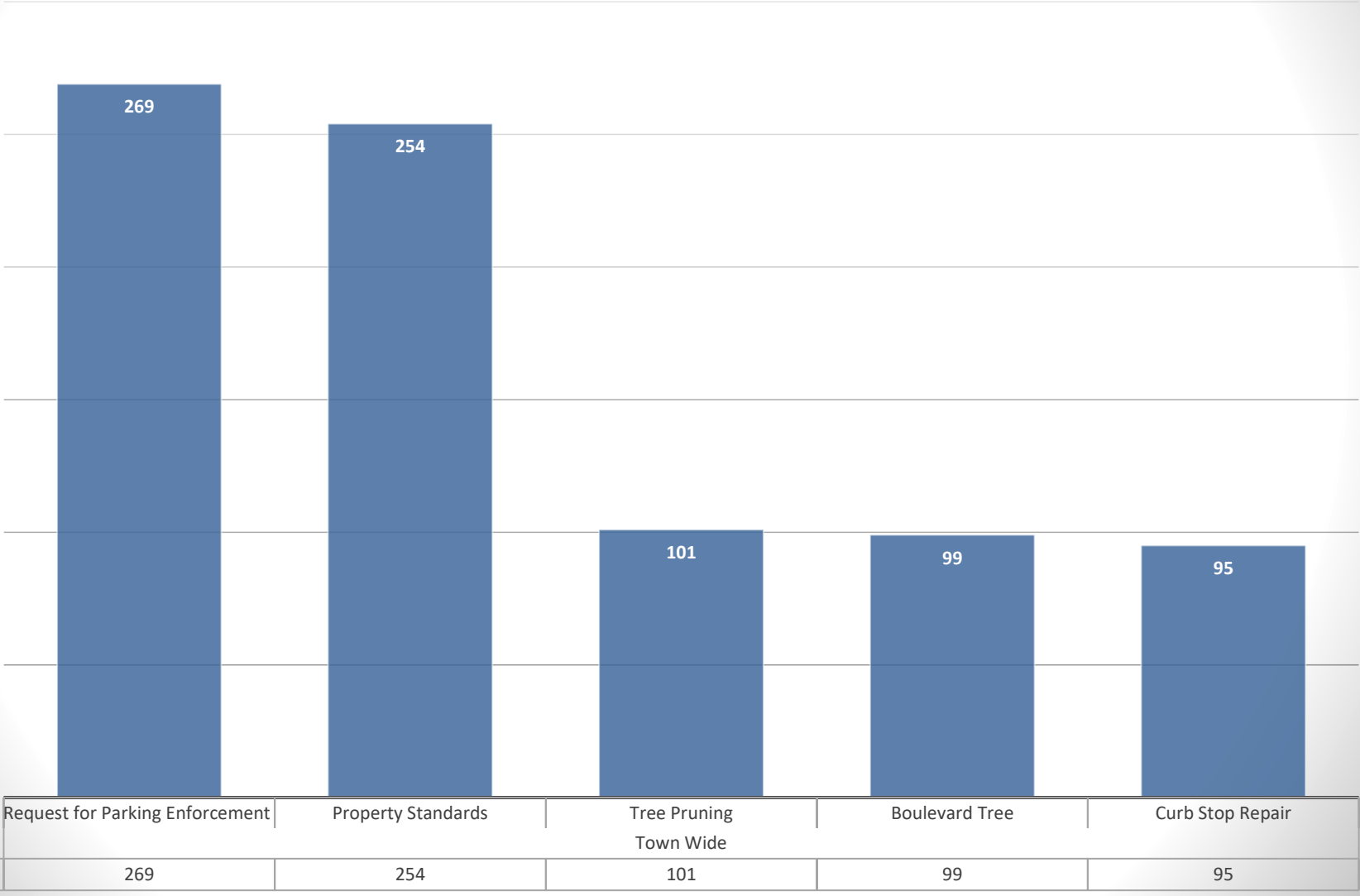


Ian McDougall, Commissioner,
Community Services

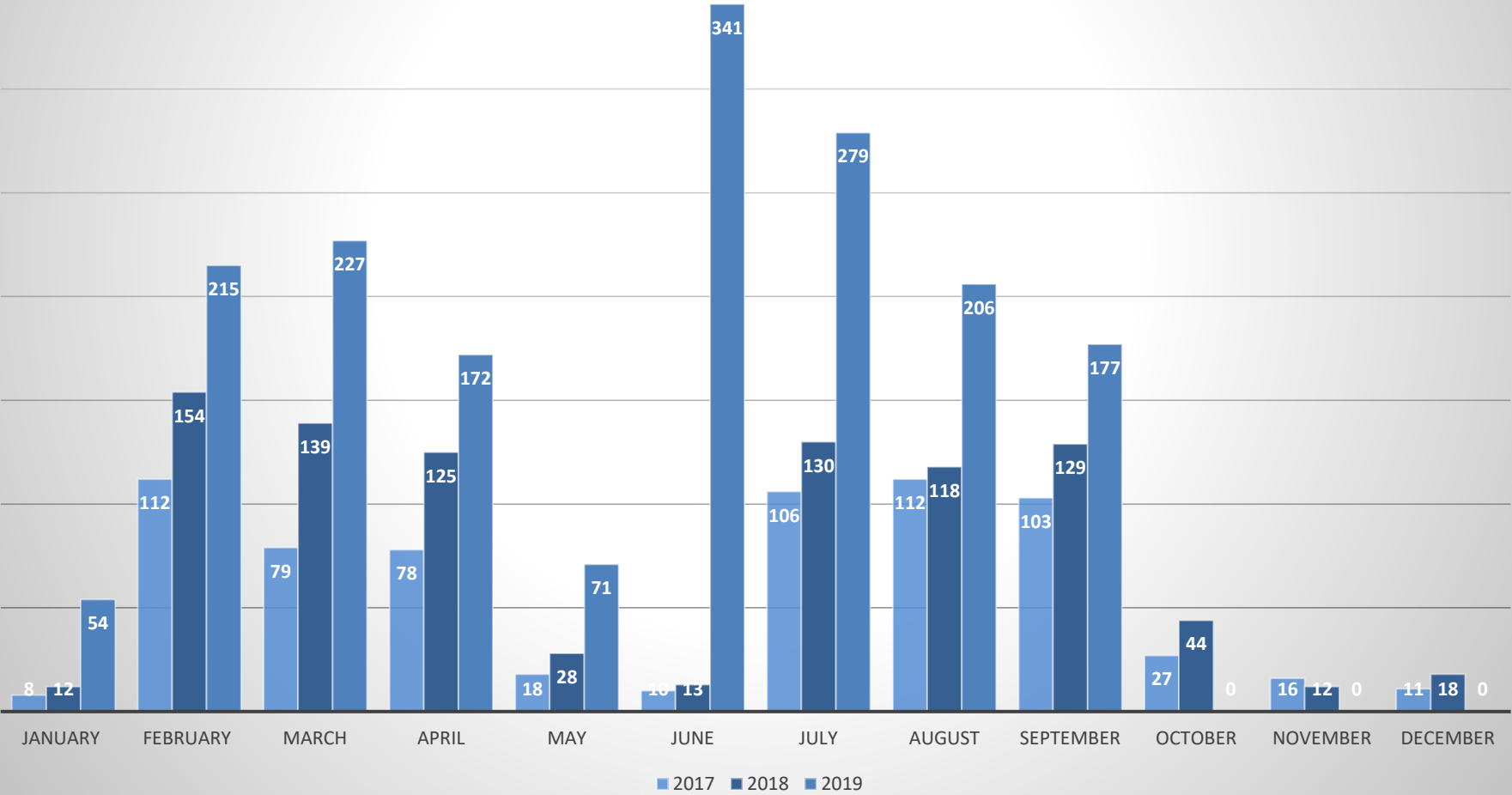
Top 5 Service Issues By Ward July 1 - September 30, 2019



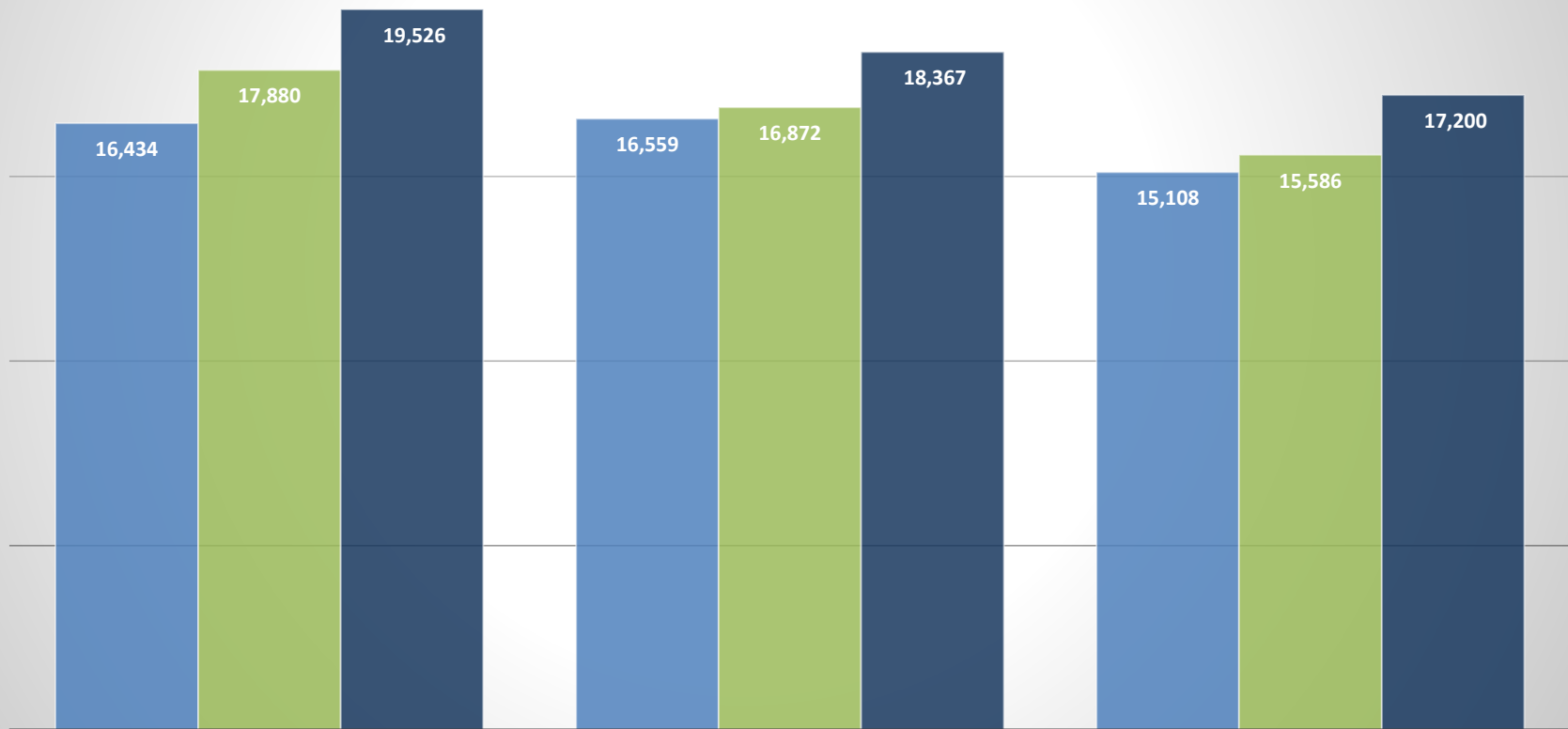
**Town Wide
Top 5 Service Issues
July 1 - September 30, 2019**



Enhanced Service Transactions at Magna, Ray Twinney Complex & Seniors Meeting Place (Parking Ticket, Property Tax and Pet Tag Payments)



Total Customer Contacts CS Kiosks - Q3



	July	August	September
2017	16,434	16,559	15,108
2018	17,880	16,872	15,586
2019	19,526	18,367	17,200



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Q3 Operating, Capital, Water & Wastewater, Storm water and Investment Summary Information Report

Report Number: 2019-26

Department(s): Financial Services

Author(s): Dawn Schellenberg, Manager, Finance & Accounting

Date: November 4, 2019

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

Executive Summary

See below.

Purpose

The purpose of this report is to advise on the results of the tax-supported operating, rate-supported operating (water, wastewater and storm water), and capital budgets, as well as the investment summary at the end of September 30, 2019.

Background

To provide information regarding third quarter results of 2019.

Discussion

Tax Supported Operating Budget

At the end of the third quarter of 2019, revenues were higher than budget by \$618,000, while expenditures were lower than the budget by \$5.6 million. Generally, almost all areas contributed to these variances.

Wage gapping at the end of the third quarter was \$480,000 higher than the annual budget and will favorably impact the year-end forecast.

Prior to any year-end reserve transfers, the projected tax-supported operating surplus is \$1.3 million.

Corporate Services is forecasting to be on budget at year-end.

In Corporate Services, lower licensing fines and parking infraction revenues are responsible for the majority of the unfavorable revenue variance. On the expense side, there is considerable gapping (in excess of \$560,000) of positions which is the major factor contributing to the favorable variance.

The Development & Infrastructure Services Commission is estimating a net favorable variance of \$880,000.

In Development & Infrastructure Services, there are favorable variances in many areas. Annual program spending, as well as general consulting, contract and material costs for the maintenance of roads, parks and facilities account for approximately \$1 million of the lower expenditures to date. Utility costs and solid waste contract costs are below budget and have been adjusted in the 2020 budget for this trend. Winter control and asset management costs are also below budget and gapping is a smaller factor, with three positions vacant.

Building revenues are currently \$900,000 below budget. Any shortfall will be offset by reserve fund transfers at year-end.

Staff will be recommending the establishment of a year-end transfer to an asset management reserve and any net savings in annual program spending be transferred to that reserve. The Energy and Winter Control Reserves are already at target levels.

A year-end favorable variance of \$400,000 is forecasted in General Government.

In General Government, the favorable revenue variance is due to higher interest revenue on our bank balances, investment income from short-term GIC's purchased with our operating funds, and higher tax penalties and interest. Tax rebates and adjustments are in line with the budget at this point in the year. Some large write offs were done in October which will result in an unfavorable year-end variance of at least \$125,000.

Community Services is forecasting to be on budget at year-end.

In Community Services, higher revenues are driven primarily by Children's Programs, Lessons 14 & Under, Fitness Centre, and Corporate Sponsorships. Expenses are also somewhat higher than budget, driven by casual wages and purchase of goods associated with achieving the higher revenues. Higher program revenue combined with careful monitoring of expenditures has resulted in Community Services' improved results from budget and last year.

A year-end favorable variance of \$50,000 is projected in Property Taxes due to higher PIL revenue.

Property taxes are currently under budget by \$640,000. This shortfall will be eliminated when the Town retained portion of the PIL's from the School Boards (\$500,000) is transferred to the Town and the 2 supplementary tax runs (\$250,000) are processed. The budget for supplementary taxes was aggressive however this year the target was achieved.

Central York Fire Services

Council approved a Memorandum of Agreement which covers January 1, 2018 to December 1, 2023. The changes in the Memorandum of Agreement will be incorporated into the new collective agreement, which is currently being compiled. Salaries and benefits have been accrued at the budgeted level. Even so, wage related expenses are below budget, due to lower overtime, Workplace Safety Insurance Board reimbursements and vacant positions. The hiring of 4 additional firefighters budgeted for April 1st has been postponed to 2020.

The majority of the other expense variances are due to timing. The Wellness Program is on hold and a new provider will not be hired until 2020. More information is contained in CYFS Budget Report – Third Quarter 2019-25, which was presented to JCC on November 5th.

A year-end forecast in excess of \$1million is anticipated, pending the results of a new collective agreement. Any year-end surplus in excess of the reserve fund requirement (currently \$700,000 based on 2020 budget) will be transferred to the asset replacement funds per JCC.

Newmarket Public Library

The third quarter results were presented to the Library Board on October 16, 2019. There are no significant year-to-date variances.

No year-end forecast was available. Any unfavorable variance would be offset by a transfer from the Library Reserve. A favorable variance would be compared against target reserve levels and any excess would be returned to the Town.

Capital

Approximately \$9.9 million (19.7% of the original capital budget) was spent by the end of the third quarter on a variety of projects, including payments for 2 replacement fire trucks, IT equipment, various infrastructure projects, and vehicle replacements. The low percentage is due to a number of factors, including some project delays, slower than expected developer construction progress on parks, and the timing of payments yet to be processed. More details on Development & Infrastructure projects will be included in the Commissioner's 3rd quarter memo.

The 2019 capital projection, including amounts budgeted in prior years, totals \$26 million. If the capital projection is not met, staff will report on how this may affect the capacity to complete 2020 projects.

Water, Wastewater and Storm Water Budgets

At the end of the third quarter, revenues are lower than budget by \$550,000 and expenditures are higher by \$475,000. Discussions are taking place with York Region to attempt to receive compensation for higher flushing costs in prior years. We are also reviewing higher than expected York Region water charges.

A deficit is anticipated due to lower revenues resulting from the delay in the new water meter project and higher expenses for the cost of water used. A transfer from reserves would be required.

Storm water revenues were \$500,000 higher than budget, due to timing, and will balance out at year-end. Expenditures were \$130,000 lower than budget, resulting in a \$630,000 total favorable variance.

Storm water is forecasted to be at or near budget at year-end.

Trends

The Province has announced it will not force amalgamation of municipalities nor impose cuts on municipal councils. The Province wants to look at whether it would be a good idea to align the municipal fiscal year (calendar year) with the province (March 30th year-end). As well, they are looking to amend the Elections Act and Municipal Elections Act to combine the municipal and provincial voter lists. The Town was approved for a provincial grant of \$172,500 through the Audit and Accountability Fund to conduct a municipal service delivery and administrative process review.

We continue to monitor the potential impact of Bill 108, More Homes More Choices Act, 2019. A new Development Charges by-law came into effect on July 21st which incorporates some of the changes included in Bill 108.

Investments

Active investments:

The investment summary for the nine months ended September 30, 2019 (attached) provides details of all investments held as at this date. On September 30th 2 Principal Protected Notes (PPN's) totalling \$4 million were purchased which are subject to a variance between initial cost and market value. These investments entitle the Town to repayment of the Principal Amounts at maturity, in addition to the potential to receive variable interest at maturity. One 4-year note is based on the performance of the top 6 banks; the other 5-year note is based on the performance of 10 blue chip stocks.

The average weighted yield was 2.85% compared to a weighted average benchmark of 2.45% for the period. We earned incremental income of \$205,452, which was higher than the \$56,250 approved by Council in the 2019 budget to be transferred to the Tax Supported Operating Fund. Therefore, \$149,202 was allocated to the Reserve Funds.

At the end of the third quarter, the investment portfolio included:

\$65,529,417 (87.5%) GICs and PPNs with major banks
\$9,351,994 (12.5%) in non-traditional investments
\$17,953 <(0.01%) loan to an external party

Of the \$61.6 million in GICs, \$21.5 million are secondary market GICs. These are GICs bought back from clients who want to get out of their non-cashable GICs before maturity and purchased by the Town through one of our investment brokers, often with better yields than regular GICs. Interest on these GICs is reported based on their effective yield, in accordance with Public Sector Accounting Standards. This means the Town reports interest over the course of the GICs' term instead of recognizing it all when it matures.

\$274,575 was earned on short-term GICs held during the year. We had no short-term operating investments at the end of September.

It is the opinion of the Treasurer that all investments made were in line with the investment policies, strategies and goals adopted by the Town.

Passive investments:

In addition to the active investments noted above, CIBC has paid the Town \$836,000 in interest on our bank accounts. These funds currently earn interest at an annual rate of 2.45%.

Conclusion

See above.

Business Plan and Strategic Plan Linkages

This report supports Newmarket's strategic priority of long-term financial sustainability.

Consultation

The Strategic Leadership Team has reviewed the report.

Human Resource Considerations

Not applicable.

Budget Impact

A year-end surplus will allow us to increase our reserves and provisions.

Attachments

2019 Third Quarter Operating Results
2019 Third Quarter Capital Expenditures
2019 Third Quarter Water, Wastewater and Stormwater Operating Results
Investment Summary for the Nine Months Ended September 30, 2019

Contact

For more information on this report, contact Dawn Schellenberg at 905-953-5300, ext. 2104 or via e-mail at dschellenberg@newmarket.ca

Approval



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



Esther Armchuk, B.A. (Hons), LL.B.
Commissioner of Corporate Services

**Town of Newmarket
2019 Third Quarter
OPERATING RESULTS**

Departments	Year-to-Date to September 30, 2019			Full Year
	ACTUAL	BUDGET	VARIANCE	Budget
	\$	\$	\$	\$
Members of Council				
<i>Revenues</i>	-	-	-	-
<i>Expenditures</i>	943,357	932,471	(10,886)	1,277,073
Net surplus/(deficit)	(943,357)	(932,471)	(10,886)	(1,277,073)
C.A.O. - Office				
<i>Revenues</i>	16,578	191,196	(174,618)	254,932
<i>Expenditures</i>	2,677,865	2,909,696	231,831	3,394,527
Net surplus/(deficit)	(2,661,286)	(2,718,500)	57,214	(3,139,595)
Corporate Services				
<i>Revenues</i>	1,394,865	1,613,254	(218,389)	2,151,050
<i>Expenditures</i>	8,198,562	9,198,599	1,000,038	12,474,987
Net surplus/(deficit)	(6,803,696)	(7,585,345)	781,649	(10,323,937)
Central York Fire Services				
<i>Revenues</i>	206,569	265,919	(59,350)	354,561
<i>Expenditures</i>	8,898,840	10,286,699	1,387,859	15,126,393
Net surplus/(deficit)	(8,692,271)	(10,020,780)	1,328,509	(14,771,832)
Community Services				
<i>Revenues</i>	6,900,491	5,757,363	1,143,128	7,787,612
<i>Expenditures</i>	8,845,231	8,557,550	(287,682)	11,308,054
Net surplus/(deficit)	(1,944,740)	(2,800,187)	855,446	(3,520,442)
Development & Infra. Services				
<i>Revenues</i>	4,152,487	4,698,126	(545,639)	6,206,059
<i>Expenditures</i>	23,406,350	26,891,390	3,485,040	36,673,764
Net surplus/(deficit)	(19,253,862)	(22,193,264)	2,939,402	(30,467,705)
Library Services				
<i>Revenues</i>	185,848	200,302	(14,454)	331,477
<i>Expenditures</i>	2,563,146	2,640,620	77,474	3,574,339
Net surplus/(deficit)	(2,377,299)	(2,440,318)	63,019	(3,242,862)
General Government				
<i>Revenues</i>	3,537,476	2,334,200	1,203,276	4,551,200
<i>Expenditures</i>	1,297,191	958,893	(338,297)	1,100,489
Net surplus/(deficit)	2,240,285	1,375,307	864,978	3,450,711
Debt Servicing				
<i>Revenues</i>	1,815,559	1,890,559	(75,000)	2,520,745
<i>Expenditures</i>	4,917,243	4,951,525	34,282	5,711,283
Net surplus/(deficit)	(3,101,684)	(3,060,966)	(40,718)	(3,190,538)
Property Taxes				
<i>Revenues</i>	63,190,619	63,831,298	(640,679)	63,831,298
<i>Expenditures</i>	-	-	-	-
Net surplus/(deficit)	63,190,619	63,831,298	(640,679)	63,831,298
Allocations				
<i>Revenues</i>	-	-	-	-
<i>Expenditures</i>	(1,970,768)	(1,970,768)	(0)	(2,651,973)
Net surplus/(deficit)	1,970,768	1,970,768	(0)	2,651,973
GRAND-TOTAL				
<i>Revenues</i>	81,400,492	80,782,217	618,275	87,988,936
<i>Expenditures</i>	59,777,016	65,356,675	5,579,659	87,988,936
Net surplus/(deficit)	21,623,475	15,425,542	6,197,933	0

Town of Newmarket

2019 Third Quarter

CAPITAL EXPENDITURES

Commission / Department / Area	Year-to-Date Actual (September 30, 2019) (\$)	Forecast for 2019 (\$)	% of Spending
<u>General Government</u>			
	74,669	4,593,880	1.6%
<i>Forecast Revisions</i>	-	(4,000,000)	
Total	74,669	593,880	12.6%
<u>Corporate Services</u>			
Information Technology	763,465	2,025,139	37.7%
Legislative Services	-	71,295	0.0%
<i>Forecast Revisions</i>	-	(1,000,000)	
Total	763,465	1,096,434	69.6%
<u>Community Services</u>			
Recreation & Culture Services	45,051	712,191	6.3%
<i>Forecast Revisions</i>	-	-	
Total	45,051	712,191	6.3%
<u>Development & Infrastructure Services</u>			
Planning & Building	571,662	914,737	62.5%
Roads	3,300,304	11,363,244	29.0%
Water	812,587	4,929,873	16.5%
Wastewater	1,400	211,137	0.7%
Storm Water	112,868	929,000	12.1%
Facilities	1,721,493	3,270,418	52.6%
Parks	279,915	7,936,081	3.5%
Trails	274,460	1,611,238	17.0%
Other	707,206	1,997,917	35.4%
<i>Forecast Revisions</i>	-	(11,000,000)	
Total	7,781,895	22,163,645	35.1%
<u>Library Services</u>			
	113,354	454,875	24.9%
<i>Forecast Revisions</i>	-	-	
Total	113,354	454,875	24.9%
<u>Central York Fire Services</u>			
	1,163,667	9,389,539	12.4%
<i>Forecast Revisions</i>	-	(8,000,000)	
Total	1,163,667	1,389,539	83.7%
GRAND TOTAL	9,942,101	26,410,564	37.6%

Town of Newmarket

2019 Third Quarter

Water, Wastewater & Stormwater Operating Results

Area	Year-to-date (September 30, 2019)				Full Year Budget
	Actual	Budget	Variance		
	\$	\$	\$	%	
Water Rate Group					
<i>Revenues</i>	14,305,849	14,776,638	(470,789)	-3.2%	18,985,783
<i>Expenditures</i>	13,040,172	12,492,050	(548,122)	-4.4%	17,770,355
Net	1,265,677	2,284,588	(1,018,911)	-80.5%	1,215,428
Wastewater Rate Group					
<i>Revenues</i>	15,519,834	16,106,536	(586,702)	-3.6%	21,646,586
<i>Expenditures</i>	16,734,741	16,467,916	(266,825)	-1.6%	20,281,530
Net	(1,214,907)	(361,380)	(853,527)	236.2%	1,365,056
Storm Water Rate Group					
<i>Revenues</i>	2,087,968	1,585,470	502,498	31.7%	2,069,804
<i>Expenditures</i>	1,132,749	1,267,134	134,385	10.6%	1,719,855
Net	955,219	318,336	636,883	200.1%	349,949
Allocations					
<i>Revenues</i>	-	-	-	0.0%	-
<i>Expenditures</i>	1,989,639	1,989,639	0	0.0%	2,652,852
Net	(1,989,639)	(1,989,639)	0	0.0%	(2,652,852)
Transfer To/ From Rate Stabilization Reserves					
<i>Revenues</i>	-	-	-	0.0%	-
<i>Expenditures</i>	3,386	208,184	204,798	98.4%	277,579
Net	(3,386)	(208,184)	204,798	0.0%	(277,579)
GRAND-TOTAL					
<i>Revenues</i>	31,913,652	32,468,644	(554,992)	-1.7%	42,702,173
<i>Expenditures</i>	32,900,687	32,424,923	(475,764)	-1.5%	42,702,173
Net	(987,035)	43,721	(1,030,756)	-2357.6%	-

Investment Summary for the Nine Months Ended September 30, 2019
Reserve Fund Investment Summary for the Nine Months Ended September 30, 2019

Description	Principal Amount		Starting Date	Term	January 1 to Sept 30, 2019			
	2019-01-01	2019-09-30			Interest Rate	Return on Investment	Benchmark Return	Incremental Income
Royal Bank	\$14,082,164	\$14,643,321	2017-09-21	Various	various	\$217,511	\$268,334	-\$50,823
National Bank	\$10,000,000	\$10,000,000	2018-05-11	3 years	2.93%	\$219,148	\$183,247	\$35,901
Bank of Nova Scotia	\$6,000,000	\$6,000,000	2018-12-10	1 year	2.85%	\$127,899	\$109,948	\$17,951
Bank of Nova Scotia	\$6,000,000	\$6,000,000	2018-12-10	2 years	3.26%	\$146,298	\$109,948	\$36,350
Bank of Nova Scotia	\$6,000,000	\$6,000,000	2018-12-10	3 years	3.33%	\$149,439	\$109,948	\$39,492
Bank of Nova Scotia	\$6,000,000	\$6,000,000	2018-12-10	4 years	3.43%	\$153,927	\$109,948	\$43,979
CIBC	\$6,000,000	\$6,000,000	2018-12-10	5 years	3.55%	\$159,312	\$109,948	\$49,364
CIBC Principal Protected Note		\$2,000,000	2019-09-30	4 years			\$134	-\$134
CIBC Principal Protected Note		\$2,000,000	2019-09-30	5 years			\$134	-\$134
Royal Bank	\$0	\$3,437,665	2019-04-29	441 days	2.92%	\$42,627	\$35,766	\$6,861
BMO	\$0	\$3,448,431	2019-04-29	406 days	2.92%	\$42,761	\$35,878	\$6,883
Loan - Newmarket Soccer Club Development Charges and Planning Fees	\$24,686	\$17,953	2011-09-30	10 years	4.00%	\$587	\$360	\$227
Internal Loan - Solar Panels (2013, Various Facilities)	\$210,511	\$202,021	2013-12-01	20 years	3.00%	\$4,652	\$3,799	\$853
Internal Loan - RJT Solar Panels (2014)	\$540,714	\$520,736	2015-01-01	20 years	3.00%	\$11,967	\$9,773	\$2,194
Internal Loan - Magna Solar Panels (2015)	\$1,312,514	\$1,266,408	2016-01-01	20 years	2.70%	\$26,165	\$23,742	\$2,423
Internal Loan - Honeywell Streetlights Retrofit Project	\$7,611,715	\$7,362,829	2013-12-10	20 years	2.70%	\$151,906	\$137,841	\$14,065
Sub-Total	\$63,782,304	\$74,899,365				\$1,454,199	\$1,248,747	\$205,452
Incremental investment income included in 2019 Operating Budget, transferred to the Tax-Supported Operating Fund in 2019 per the Investment Strategy								\$56,250
Incremental investment income allocated to reserve funds in 2019 per the Investment Strategy								\$149,202

Operating Investment Summary for the Nine Months Ended Sept 30, 2019

Description	Principal Amount		Starting Date	Term	January 1 to September 30, 2019			
	2019-01-01	2019-09-30			Interest Rate	Return on Investment	Benchmark Return	Incremental Income
Van City Credit Union	\$20,000,000		2018-10-10	90 days	2.50%	\$10,959	n/a	n/a
CIBC	0	\$ -	2019-01-11	180 days	2.83%	\$263,616	n/a	n/a
Sub-Total	\$20,000,000	\$0				\$274,575		



Town of Newmarket
395 Mulock Drive P.O. Box 328,
Newmarket, Ontario, L3Y 4X7

Briefing Note

2019-06

Q3 2019 – Grant and Allocation Funding Activity

To: Jag Sharma, Chief Administrative Officer
Department(s): Innovation & Strategic Initiatives
Author(s): Brett Morrow
Date: November 14, 2019

Purpose

This briefing note serves to provide the CAO and senior management with an update on government and agency grant funding activities for the third quarter (Q3) of 2019 ending September 30, 2019. Appendix A – Q3 2019 Grant and Allocation Funding Activity table summarizes the status of approved grant applications.

Discussion

The approval of two grants¹ in the third quarter of 2019 provided \$762,065 in new funding for the Town. Six grants were submitted in the third quarter of 2019. Newmarket continues to receive funding from 13 active Federal, Provincial, Regional, and agency grants.

Other revenue sources funding various 2019 projects include allocations through the Ontario Community Infrastructure Fund (\$1,548,102 – asset management and road rehabilitation projects), and the AMO Main Street Revitalization Fund (\$104,097.46 – Main Street Waste Solution project). The 2019 Federal Budget announced a one-time doubling (“top-up”) of the annual Federal Gas Tax Allocation bringing Newmarket’s total 2019 Gas Tax allocation to \$5,102,414.69².

¹ Low Carbon Economy Fund (\$589,565); Audit and Accountability Fund (\$172,500)

² \$2,555,039 in 2019 base Gas Tax allocation and \$2,547,375.69 in “top-up” funding (top-up funding is based on Newmarket’s 2018 allocation)

As Phase II of the Investing In Canada Plan has fully launched in Ontario staff will be applying for project funding from the the Community, Culture, & Recreation grant stream and the Green grant stream with priority focus on the Mulock Property. The Province has also announced \$6 million in stable annual funding for larger municipalities through the Audit and Accountability fund to implement modernization and efficiency measures though 2022-23.

Business Plan and Strategic Linkages

This briefing note supports and is aligned with Newmarket's Strategic Plan vision of being "Beyond the Ordinary" and the execution of Council's 2018-2022 Strategic Priorities.

Consultation

Staff in all three Commissions are consulted regularly for project status updates respecting active grants for quarterly reporting, obtaining subject matter expert advice/recommendations on project-grant matching, and on future grant submission opportunities.

Human Resource Considerations

The Grant Coordinator position continues to be filled by contract to sustain focused efforts toward grant funding research and application submissions, providing the internal capacity for continued grant application success and meeting government/agency reporting timelines.

Budget Impact

Successful grant applications through upper tier government and agency funding programs provide financial relief to the Town's operating and capital budgets and can reduce draws on the Asset Replacement Fund.

Conclusion

Staff will continue to be proactive, researching and applying for government and agency funding opportunities and providing quarterly updates on grant funding activities.

Attachments

Appendix A – Q3 2019 Grant and Allocation Funding Activity

Contact

For more information on this briefing note, contact Brett Morrow at bmorrow@newmarket.ca 905-953-5300 Ext. 2037 or Cindy Wackett at cwackett@newmarket.ca 905-953-5300 Ext. 2048.



Town of Newmarket
 395 Mulock Drive P.O. Box 328,
 Newmarket, Ontario, L3Y 4X7

Appendix 'A' to Briefing Note 2019-06 Q3 2019 – Grant and Allocation Funding Activity

Federal Grants

Grant Program	Approval Date/Project Completion	Total Estimated Project Cost	Grant Contribution	Newmarket's Contribution	Project Description	Status
Clean Water Waste Water Fund	July 2017-March 2020	\$3,757,250	\$2,493,750	\$1,263,500	Funding 9 water projects throughout the municipality	Various projects underway. Quarterly claims being submitted for refund.
FCM - Municipalities for Climate Innovation Program	November 2017 – December 2019	\$127,000	\$90,000	\$37,000	Consultant to conduct feasibility study on the implementation of Newmarket's Efficiency Energy Retrofit (NEER) Program directed at Newmarket residents, targeting a 40% reduction by 2031. (Community Energy Plan implementation)	Approved. Project underway. Final report submitted. Final transfer of funds underway.
National Disaster Mitigation Program	November 2018- March 2020	\$40,000	\$20,000	\$20,000	Town of Newmarket: Corporate Climate Change Risk Scan	Approved. Work Underway.
Low Carbon Economy Fund	December 2019 – March 2024	\$1,473,915	\$589,565	\$884,350	Facility-wide energy efficiency/GHG-emission reduction projects including: LED lighting retrofits, window/door replacements, electric Zamboni at Ray Twinney, Magna Center, and 395 Municipal Offices	Approved. Contract execution underway.
Total \$\$		\$5,398,165	\$3,193,315	\$2,204,850		

Provincial Grants

Grant Program	Approval Date/Project Completion	Total Estimated Project Cost	Grant Contribution	Newmarket's Contribution	Project Description	Status
Community Museum Operating Grant	Annual	\$15,913	\$15,913	N/A	Operating costs	2019 Funding Pending.
Ontario Municipal Commuter Cycling Program	August 2017 – March 2021	\$2,048,876	\$290,659	\$1,639,101	Cycling Infrastructure projects – 2019 project: 4.5km Harry Walker Parkway – north and south extension	Approved. Payment received 2017-18. No further funding to be allocated as the program was cancelled in July 2018.
Ministry of Environment and Climate Change Grant	January 2018- Q4 2019	\$105,368	\$46,530	\$59,107 in kind	iWonder community engagement sessions for the Wayne Waratah area (including Philmore Hamilton Park), a co-creation project between the Engineering and Recreation & Culture departments	Approved. Partial payment received. Final payment of funds to be distributed after submission of final report February 2020.
Digital Main Street: Digital Service Squad Grant	December 2018 – Q4 2019	TBD	\$10,000	\$0	Training, consulting, digital advisory services	Approved. Coordinating with York Region and BIA for project design and implementation.
Municipal Energy Plan Program**	March 2019- March 2020	\$220,000	\$25,000	\$105,000*	Development of the business case for the Newmarket Energy Efficiency Retrofit Program (NEER) *The remaining \$90,000 is funded through a federal FCM grant (Municipalities for Climate Innovation Program)	Approved. Work complete. Final claim submission underway.
Audit and Accountability Fund	September 2019- December 2019	\$172,500	\$172,500	\$0	REV-IT-UP campaign and internal process review	Approved. Work underway. Staff to publicize recommendations by December 31, 2019.
Total \$\$		\$2,562,657	\$560,602	\$1,803,208		

Regional Grants

Grant Program	Approval Date/Project Completion	Total Estimated Project Cost	Grant Contribution	Newmarket's Contribution	Project Description	Status
Pedestrian and Cyclist Municipal Partnership Program	June 2018 - 2020	\$678,173	\$75,000	\$603,173	Multi-use pathway for Davis Drive (opposite Bulmer Crescent) to Bathurst, north to Woodspring Avenue	Approved. Work underway. Grant submission for 2019 submitted to Region.
Municipal Streetscape Partnership Program	August 2018 - 2020	\$149,258	\$66,633	\$82,624	Streetscape improvements to Bathurst-Davis Intersection	Approved. Work underway. Payment to be coordinated.
Total \$\$		\$827,431	\$141,633	\$685,797		

Other Grants

Grant Program	Approval Date/Project Completion	Total Estimated Project Cost	Grant Contribution	Newmarket's Contribution	Project Description	Status
Canadian Parks and Recreation Association (Green Jobs Initiative)	Summer/Fall 2019	\$22,604.80	\$11,302.40	\$11,302.40	This grant is funding 50% of the wages and employee costs for 2 of Newmarket's Seasonal Park Workers for Fall 2019	Approved. Funding to be transferred following completion of the work term.
Total \$\$		\$67,812	\$33,906	\$33,906		

Funding Allocations

Funding Program	Allocation	Project Description(s)	Status
Federal Gas Tax Allocation	\$5,102,414**	Various municipal road work projects	Allocations for 2019 will be transferred to the Town in July and November. **This figure is inclusive of the one-time doubling (“top-up”) of the allocation based on the 2018 allocation. Newmarket’s 2020 Gas Tax allocation will be approximately \$2,671,177.
Ontario Community Infrastructure Fund	\$1,548,102	Funding Asset Replacement Strategy Implementation and Road works projects	Allocations transferred throughout fiscal year (May, July, September, November). Funding for 2020 to be confirmed.
AMO Main Street Revitalization Fund	\$104,097	Main Street Waste Solution Project	Allocation received in July 2018. Design complete and construction work to be coordinated.
Ontario Cannabis Legalization Implementation Fund	\$42,608	First allocation: \$37,608 Second allocation: \$5,000	Please see Cannabis Town webpage for more detailed information on these allocations.
Total Allocation \$\$	\$6,797,222		

Total Grant and Allocation Funding

Total Allocation Funding \$\$	\$6,797,221
Total Grant Funding \$\$	\$3,929,456
Total Allocation and Grant Funding \$\$	\$10,726,677