



OFFICE OF THE CAO/STRATEGIC INITIATIVES
 TOWN OF NEWMARKET
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November 16, 2017

**OFFICE OF THE CAO/STRATEGIC INITIATIVES
 INFORMATION REPORT 2017- 11**

TO: Mayor Van Bynen and Members of Council
 SUBJECT: Third Quarter – Q3 2017 Municipal Administration and Management Report
 ORIGIN: Office of the CAO/Strategic Initiatives

In accordance with the Town’s Procedural bylaw, 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

This report serves as the CAO’s third quarter report to Council on municipal management and operations as well as updates on matters affecting Council’s Strategic Priorities. New to this streamlined reporting system is the first annual update from the Strategic Leadership Team on the Organization Ready Program which was first reported to Council as part of the 2016 Budget Process as Administration’s approach to executing the key initiatives and actions required to effectively deliver on the Council’s Strategic Priorities while managing daily operational customer needs and growth related issues.

Council Strategic Priority	Report / Memorandum	Report #
Community Engagement	2017 Third Quarter Report - Customer Services	2017-14
	Corporate Communications Quarterly Report: Third Quarter 2017	---
Efficiency / Financial Management	Q3 Operating, Capital, Water, Wastewater, Stormwater and Investment Summary	2017-48
	2017 CYFS Budget Report – Third Quarter	2017-47
	Q3 Report – Government Grants	2017-10
All	Organization Ready 2020 (OR2020) Annual Update	2017-09

BUSINESS PLAN AND STRATEGIC LINKAGES

This report supports the Strategic Plan direction Well-Equipped and Managed.



CONSULTATION

This report has been prepared in consultation with the Strategic Leadership Team and members of the Operational Leadership Team.

HUMAN RESOURCE CONSIDERATIONS

The recommendations contained in this report have no immediate impact on staffing levels.

BUDGET IMPACT - Operating and Capital Budgets (Current and Future)

This report has no direct impact on the Town's operating or capital budgets.

CONTACT

For more information on this report, contact Bob Shelton, CAO at 905-953-5300 Ext. 2031 or bshelton@newmarket.ca.



Bob Shelton, Chief Administrative Officer

e-copies: Strategic Leadership Team
Operational Leadership Team
Clerk's Office (inforeports@newmarket.ca)

RNS/cw



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November 17, 2017

**COMMUNITY SERVICES – CUSTOMER SERVICES
INFORMATION REPORT # 2017- 14**

TO: Mayor Van Bynen and Members of Council

SUBJECT: 2017 Third Quarter Report - Customer Services

ORIGIN: Supervisor, Customer Service - Kiosks
Acting Supervisor, Customer Service Centre

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

The purpose of this report is to provide Members of Council with the 2017 - third quarter trends and results by ward and town wide. 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:

- Service requests, as a percentage of total calls continue to increase; up 4% compared to Q3 2016.
- Total call volumes and counter interactions are trending downward compared to Q3 2016 (7% and 6% respectively). While call volumes are decreasing, the amount of time spent on each call continues to increase (4% longer when compared to Q3 2016). This indicates that the subject matter is becoming more complex and that staff are providing more information to residents as opposed to transferring the call.
- Email interactions continue to increase substantially, 44% higher in volume when compared to Q3, 2016.
- Requests for Parking Exemptions were the highest type of service request across the Town of Newmarket for the third quarter, followed by Property Standards issues and Parking Enforcement requests respectively.
- Customer Service Kiosks continue to see increased volumes, largely due to the popularity of the Town's new Fitness Centre at the Magna Centre. When compared with the third quarter of 2016, the volume of phone calls answered has increased 9% and the number of counter interactions has increased 18% at the Magna Centre and RTRC.

- Enhanced Services transactions at the Magna and RTRC CS Kiosks also continue to increase. During the third quarter of 2017, we have seen a 38% increase in the number of transactions compared to the third quarter of 2016.
- Salary and overtime budgets are trending over forecast, largely due to increases in pay rates as a result of Pay Equity changes and volume increases in our Recreation Facilities.

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

CONTACT

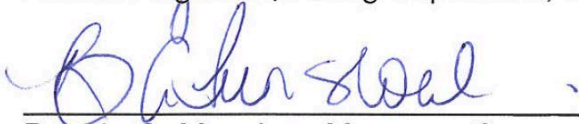
For more information on this report contact: Hayley Fryer (hfryer@newmarket.ca or extension 2706), Kimiko Huguenin (khuguenin@newmarket.ca or extension 2262) or Bonnie Munslow (bmunslow@newmarket.ca or extension 2251).



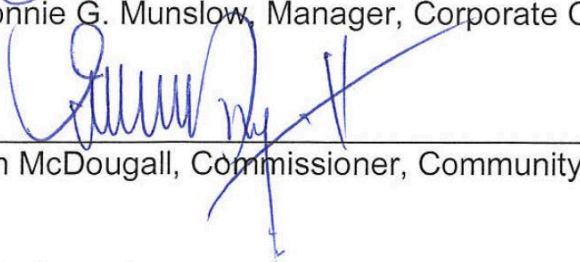
Hayley Fryer, Supervisor, Customer Service Kiosks



Kimiko Huguenin, Acting Supervisor, Customer Service Centre



Bonnie G. Munslow, Manager, Corporate Customer Services



Ian McDougall, Commissioner, Community Services

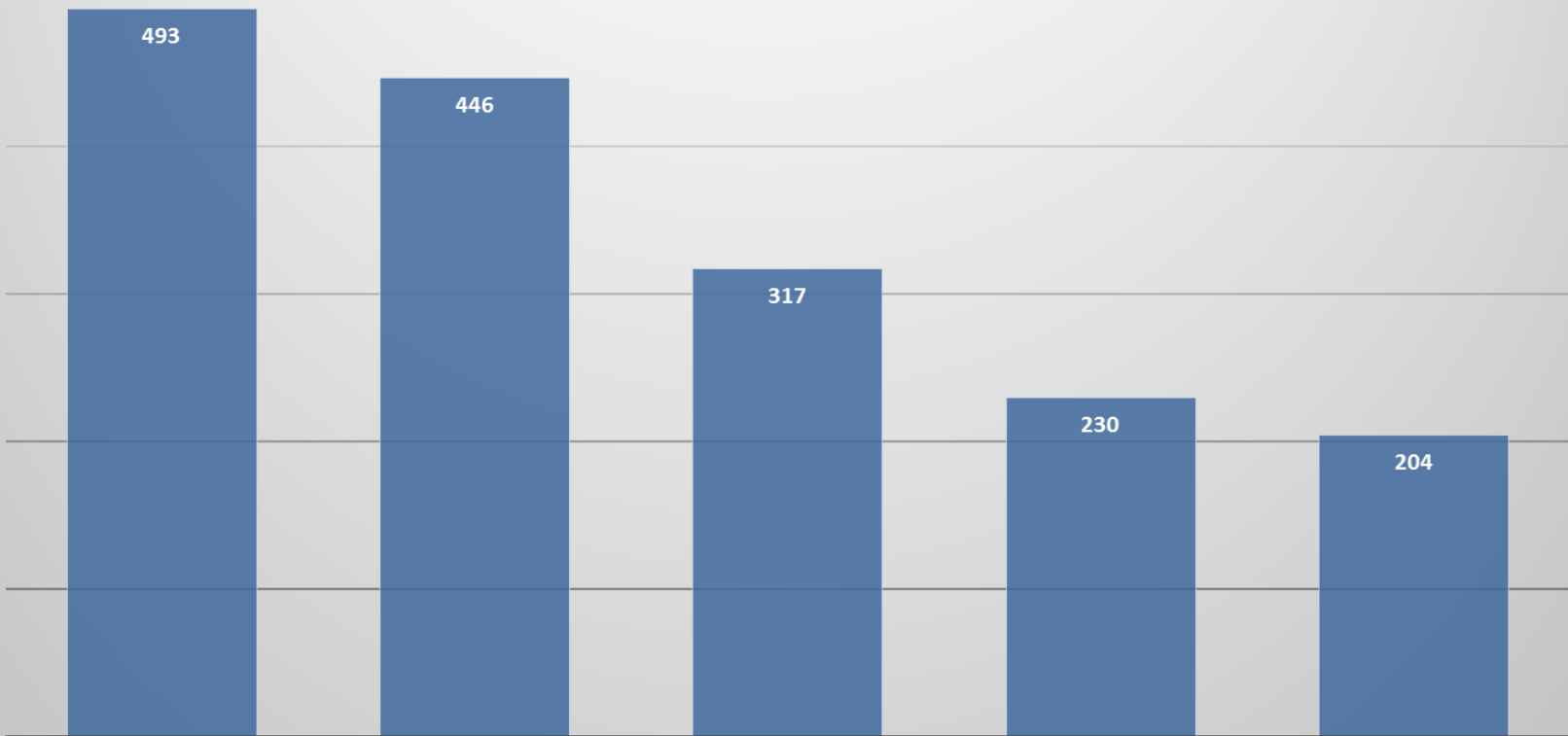
Attachments:

Q3 - Top 5 Service Requests Town Wide

Q3 - Top 5 Service Requests by Ward

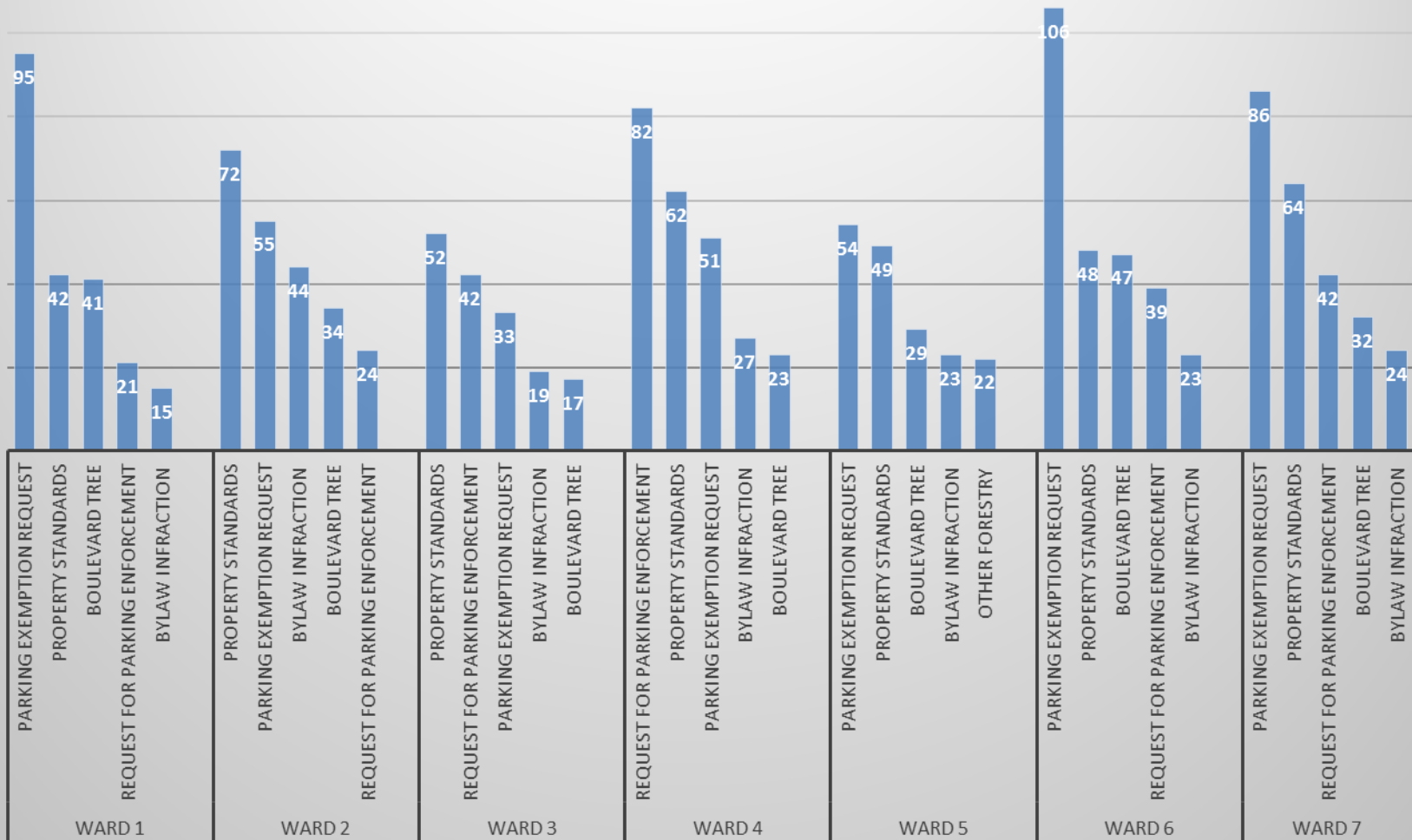
Q3 – Total Customer Contacts Kiosk, Year vs. Year

**Town Wide
Top 5 Service Issues
July 1 - September 30, 2017**

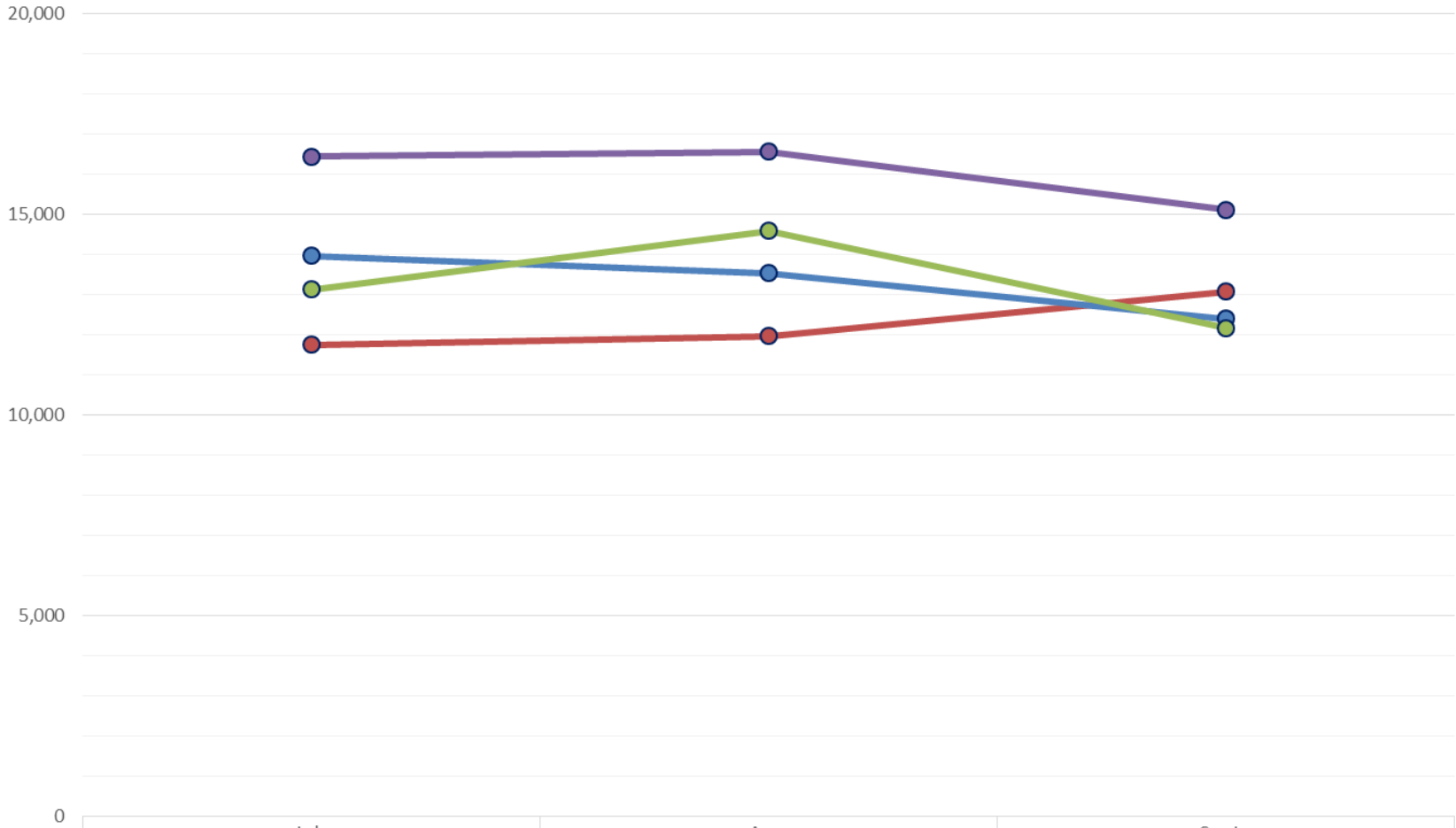


	Parking Exemption Request	Property Standards	Request for Parking Enforcement	Boulevard Tree	Bylaw Infraction
■	493	446	317	230	204

Top 5 Service Issues By Ward July 1 - September 30, 2017



Total Customer Contacts CS Kiosks, Q3 2014 - 2017



	July	Aug.	Sept.
● 2014	11755	11969	13072
● 2015	13963	13529	12406
● 2016	13132	14582	12163
● 2017	16434	16559	15108



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October 31, 2017

OFFICE OF THE CAO/CORPORATE COMMUNICATIONS
PERFORMANCE REPORT: 2017 – Q3

TO: Mayor Van Bynen and Members of Council

COPY: Bob Shelton, CAO and Members of SLT

SUBJECT: Corporate Communications Quarterly Report: Q3 2017

ORIGIN: Office of the CAO/Corporate Communications

In accordance with the Town's Procedural bylaw, 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

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, 2017.

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. Crisis communications, issues management, public education and engagement, brand management and reputation management is managed by the department. Corporate Communications also oversees the Town's website.

Supporting Council's Strategic Priorities

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

As the key spokesperson for the Town of Newmarket, Corporate Communications provides ongoing communications support to the Mayor's Office (i.e. key messages and briefing notes, articles and presentations).

EXTERNAL COMMUNICATIONS:

External Publications and Advertising: July 1 to September 30, 2017	
Town Page	
Frequency	17
Reach	28,000
Potential impressions	84,000
Newmarket Now e-newsletter	
Frequency	1 (newsletter not issued during summer months)
Reach	1289
Potential impressions	8,892+

The Communications department also assists with the creation and review of ads for departments in local publications such as the Newmarket Era, snapd and Look Local magazine.

Community Engagement:

The Corporate Communications department assisted in the creation of materials, communication and execution of the following Community Engagement events from July 1 to September 30, 2017:

- **2018 Budget** – The Communications department created materials and supported engagement efforts to collect feedback for the 2018 budget from July 1 to September 30, 2017. Engagement was based on resident participation in the budget game “Put your money where it matters” which was available at events and online. As of September 30, 531 responses were collected through the game, which is the highest level of engagement the Town has had on the budget to date.
- **Public Information Centres and Open Houses** – The Communications department helped to promote various Public Information Centres and Open Houses with media advisories, Town Page notices, tweets and notices.

Key Projects:

The Corporate Communications department was involved in supporting high profile projects during the third quarter of 2017. Communications worked in collaboration with other departments within the Town, as well as organizations and community partners to promote several key initiatives. The Communications department fielded and coordinated media calls, key messages and interviews for some of the projects listed below.

- **Website refresh** – Communications led the website refresh project. The refresh included changes to the layout of the homepage (including the addition of icons to navigate to high traffic areas of the website), the public news and notices section and the calendar of events.
- **2018 Budget** – communication support for budget engagement, presentations and reports.
- **The Communications department also worked closely with departments on the following key initiatives:**
 - Restricted area for driving schools and instructors with the Legislative Services department
 - Watermain swabbing program in Newmarket with Public Works Services
 - Preventing against sewer blockages with Public Works Services
 - Coyote sighting and safety messaging and resources with the Legislative Services department
 - Public safety and fire prevention messages for Central York Fire Services
 - 2018 Budget communications and engagement with the Financial Services department
 - Construction Corner newsletters (bi-weekly) issued to residents impacted by construction in their neighbourhood with the Engineering department
 - Active Transportation Implementation Plan with the Engineering department
 - Cycling, motorist and pedestrian safety with the Engineering department
 - Waste collection date changes and waste collection calendar with Public Works Services
 - Participation in York Region emergency training exercise
 - Support of Mayors Office through speaking notes, key messages, articles
 - Economic Development quarterly article for Your Business Magazine - Chamber of Commerce
 - Provided additional communications support for:
 - 212 Davis opening event
 - Grants/funding announcements and signage
 - Historic /heritage streetscaping initiative (planning /innovation)
 - Name that Street campaign

Media Relations:

Media Relations: July 1 to September 30, 2017	
Media Releases	
Total number of media releases/advisories/Public Service Announcements issued	31
Media pick-up	59
Total news stories generated as a result of media releases	25

Issues Management:

From July 1 to September 30, 2017 Corporate Communications has 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 or an issue that had the potential to generate significant stakeholder interest but was identified and addressed quickly. At a high level, these issues include – but are not limited to the following, which are in no particular order:

- Restricted area for driving schools and instructors
- Aggressive door-to-door sales
- Contact information used by residents to contact the Town
- Early pre-authorized tax payment error correction

Digital Communications:

Website

Corporate Communications views the Town's website as a critical external communications channel.

Digital Communications – Website: July 1 to September 30, 2017	
Website – newmarket.ca	
Unique Page Views (number of sessions where the page was viewed at least once)	439,185
Page views	548,019
Media Releases Section	
Posted news items	12
Page views	398

Digital Communications – MyWaste App: July 1 to September 30, 2017	
Total Users	7,901
Resident Interactions	62,172
Subscribers	5,902
Total of new subscribers from July 1 to September 30, 2017	316

Social Media

The Communications department continued to expand its social media presence in Q3. The following are statistics on our social media channels **to date**:

Digital Communications – Social Media: July 1 to September 30, 2017	
Facebook	
Total fans	4,494 (3.86 % increase from previous quarter)
Total posts	89
Total impressions	708,375
Twitter	
Total followers	11,555 (2.3% increase from previous quarter)
Total impressions	602,753
Tweets sent	767
Re-tweets	444
Instagram	
Total followers	2,604
Total engagements	3,838
Total posts to date	324

INTERNAL COMMUNICATIONS:

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

- **Strategic Plan refresh** – redesign of document, posters and postcards with Strategic Initiatives department
- **CAO Updates** – one issued in July
- **Staff Appreciation Day** – coordination of the all employee photo
- **Town Central** – continual updates, content creation/posting and ongoing training
- **NewsMarket** internal newsletter – Issue 70 “Arts and Culture” issue distributed October 13, 2017
- **Needs assessment meetings** for all departments to plan for 2018 communication needs

CONTACT

For more information on this report, contact Wanda Bennett, Director of Corporate Communications at 905-953-5300 Ext. 2041 or email wbennett@newmarket.ca



INFORMATION REPORT

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November 1, 2017

CORPORATE SERVICES INFORMATION REPORT – FINANCIAL SERVICES 2017-48

TO: Mayor Tony Van Bynen and Members of Council

SUBJECT: Q3 Operating, Capital, Water, Wastewater, Stormwater and Investment Summary

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

The purpose of this report is to advise Council on the third quarter results for 2017. Timing continues to be a factor, although to a lesser extent, at this point in the year. A net surplus of between \$400,000 and \$600,000 is projected at this time after achieving the gapping target. This is due mainly to staff vacancies.

The Water, Wastewater, and Stormwater rate groups will be in a position to transfer approximately \$100,000 to reserves versus a budgeted transfer from reserves of \$91,000.

Tax Supported Operating Budget

Revenues to the end of September totaled \$74,317,545, while expenditures totaled \$58,305,557, creating a surplus of \$16,011,988. The larger than budgeted surplus (\$13,971,357) is mainly due to lower expenditures in Development and Infrastructure Services and Central York Fire Services.

Total revenues are \$1.6 million below budget, mostly due to timing. Supplementary taxes and Payments-in-Lieu have not been billed at this point and reserve transfers have not been made in many areas as the corresponding expenditures have not been incurred.



Year-to-date expenditures are \$3.6 million below budget, with \$3.4 million of the variance attributable to Development and Infrastructure Services. As mentioned above, timing is still a major factor, as expenditures on annual maintenance programs continue to trend lower than budget. Wages and benefits are also below budget, due to a number of unfilled positions. Staff meets regularly to review the hiring gapping and advises that the year-end gapping budget will be exceeded.

C.A.O. – Office

Lower revenues reflect lower transfers from reserves and are offset by lower associated expenses. Lower consulting and salaries (managed gapping) are anticipated to continue.

Workers compensation expense is higher than budget and if lower expenses in other benefits do not materialize a shortfall of \$350,000 is anticipated before any adjustment for a NEER surcharge or refund.

Corporate Services

Revenues are over budget, with shortfalls in some areas offset by higher revenue from the tax area as a result of a relatively new fee to mortgage companies to update their information. This has been factored in to the 2018 budget. Insurance expense is expected to be under budget by \$150,000. Animal shelter costs will be over budget by \$60,000 and the 2018 budget has been adjusted to reflect the actual costs of the new contract.

Overall, a year-end surplus of \$50,000 is projected.

Central York Fire Services

Expenditures are \$940,000 below budget which is mainly due to lower salary related costs. Wages continue to be paid at 2015 rates until a new collective agreement is in place. An appropriate provision for retroactive wage and benefit adjustments will be made, if required, at the end of the year and will likely result in the elimination of this variance. A year-end surplus of \$50,000 is projected which would be transferred to reserves.

Community Services

A number of revenue areas are higher than budget including those from the Seniors' Meeting Place, children's programs and lessons, corporate sponsorships and fitness memberships. Revenues from the Old Town Hall are below budget due to the delay in opening but are offset by lower related expenses. Higher program costs and casual wages have been incurred to earn the additional revenue.

The Commission is projecting to be on budget overall.

Development and Infrastructure Services

The main driver for lower expenses and revenues is a slower implementation of annual programs funded from the asset replacement fund. Revenues include transfers which are timed with the related expenditure. Both are anticipated to be below budget and should net out at year-end. Lower utilities costs, due to a more moderate climate to date, are anticipated to continue. Salaries and benefits are lower than budget due to a number of vacant positions and are only partially offset by higher casual wages. The allocation of labour costs, done at year-end, is anticipated to be lower than budget due to vacant positions in the Engineering area.

Lower solar panel revenues are anticipated to be offset by higher revenues from the sale of blue and green bins. Before year-end reserve transfers, Planning and Building fees have exceeded their budget targets for the year.

Overall, a surplus of \$1.2 million is projected.

Newmarket Public Library Board

The library expenditures are below budget by approximately \$140,000. Some areas will be over budget, but will be offset by authorized transfers from reserves or grants. Overall, a surplus of approximately \$100,000 is projected and will be returned to the Town or transferred to reserves based on the reserve fund policy.

General Government

Interest revenue is projected to be at least \$200,000 over budget, due to higher cash balances as a result of lower capital spending, as well as a higher interest rate earned on our cash balances with our new bank and an increase to the prime lending rate. Other revenues will be at \$135,000 over budget with a similar amount transferred to reserves.

A number of initiatives and reviews will result in higher consulting related expenses. Expenditures include tax cancellations and penalties and are projected to be \$200,000 higher than budget due to one large write off.

Overall, this area will be on budget at year-end.

Taxation

Payments-in-lieu (PIL's) and supplementary taxes have not been billed at this point, but are expected to achieve year-end budgeted levels. Supplementary taxes are difficult to predict, can vary significantly from year to year and are therefore always at risk in the budget.

Capital Budget

\$8.3 million or 12.6% of the \$65.6 million in capital expenditures was spent at the end of the third quarter - \$1.2 million for facility Improvements at Ray Twinney Complex, \$1.1 million on two drainage projects, and \$775,000 for a replacement fire truck. Lesser amounts were spent on vehicle and equipment replacement, roads projects, bike lanes, and a strategic land purchase.

It is anticipated that there will be a substantial carry-over of unspent capital into 2018.

Water, Wastewater and Stormwater Budgets

Rate revenues in water and wastewater are 4.5% higher than budget but are mostly offset by lower monthly charges which did not increase until July. Lower transfers from reserves are partially offset by additional water meter sales and other ancillary revenues. Lower expenses reflect transfers that have not been made to reserves. Over \$500,000 in water used for flushing and swabbing has been offset by savings in wages and benefits.

In stormwater, variances are mostly due to timing and should balance out by year-end. Revenues will fall slightly short of budget due to changes in how properties have been categorized. This should not be significant and will be offset by either expense savings or adjustments to reserve contributions.

The \$91,000 projected deficit (drawn from rate stabilization) should turn to a surplus (transfer to rate stabilization) of at least \$100,000 which is a swing of \$200,000.

Investments

Active investments:

The Investment Summary for the nine months ended September 30, 2017 (attached) provides the details of all investments held during the first nine months of 2017. Our \$40,000,000 GIC came due on September 12th. Staff is looking at short-term opportunities and comparing them against the favorable interest rate received on our bank balances.

None of our investments are subject to any variance between initial cost and market value.

The average weighted yield was 1.72% compared to a weighted average benchmark of 1.04% for the nine month period. We earned incremental income of \$274,506; \$131,250 of which was transferred to the Tax-Supported Operating Fund, as approved by Council in the 2017 budget. The remaining \$143,256 will be allocated proportionally to the Reserve Funds.

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

- \$10,200,085 (66.9%) in non-traditional investments
- \$5,000,000 (32.8%) GIC's with a major bank
- \$38,151 (0.30%) loan to an external party

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

Passive investments:

In addition to the active investment income noted above, interest was earned on our bank accounts. For the nine month period, the CIBC has paid the Town \$671,878 in interest. The interest rate fluctuates with the prime rate.

Other Initiatives

Beginning on August 10, 2017 the Cash Office began scanning cheques. There are still a few technical issues to resolve, but this initiative results in same day credit for our deposits. It will also allow us to reduce the number of armored car pick-ups, as only cash will need to be transported to the bank.

The process to update development charges for 2019 will begin soon, with a view to develop more in-house expertise.

On September 26 three tax sale auctions were conducted. The three parcels did not sell and the ownership has vested with the Town.

CONTACT

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



Dawn Schellenberg, CPA, CA
Manager, Accounting and Finance



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



Esther Armchuk, LL.B.
Commissioner, Corporate Services

DS/lm

Attachments:

- a) 2017 Third Quarter Operating Results (1 pg.)
- b) 2017 Third Quarter Capital Expenditures (1pg.)
- c) 2017 Third Quarter Water, Wastewater and Stormwater Operating Results (1 pg.)
- d) Investment Summary for the Nine Months Ended September 30, 2017 (1pg.)

**Town of Newmarket
2017 Third Quarter
OPERATING RESULTS**

Departments	Year-to-Date September 30, 2017			Full Year
	ACTUAL	BUDGET	VARIANCE	Budget
	\$	\$	\$	\$
Members of Council				
<i>Revenues</i>	-	-	-	-
<i>Expenditures</i>	914,395	924,523	10,128	1,265,800
Net surplus/(deficit)	(914,395)	(924,523)	10,128	(1,265,800)
C.A.O. - Office				
<i>Revenues</i>	9,325	194,998	(185,673)	260,000
<i>Expenditures</i>	2,328,158	2,659,249	331,091	3,089,678
Net surplus/(deficit)	(2,318,833)	(2,464,251)	145,418	(2,829,678)
Corporate Services				
<i>Revenues</i>	1,308,404	1,212,571	95,833	1,616,792
<i>Expenditures</i>	7,862,618	8,067,129	204,511	10,931,979
Net surplus/(deficit)	(6,554,213)	(6,854,558)	300,345	(9,315,187)
Central York Fire Services				
<i>Revenues</i>	205,446	241,498	(36,052)	322,000
<i>Expenditures</i>	8,600,609	9,540,340	939,731	13,969,930
Net surplus/(deficit)	(8,395,162)	(9,298,842)	903,680	(13,647,930)
Community Services				
<i>Revenues</i>	5,486,412	5,023,379	463,033	6,887,649
<i>Expenditures</i>	7,921,877	7,376,704	(545,173)	9,818,041
Net surplus/(deficit)	(2,435,465)	(2,353,325)	(82,140)	(2,930,392)
Development & Infra. Services				
<i>Revenues</i>	5,104,798	6,975,806	(1,871,008)	9,315,349
<i>Expenditures</i>	23,486,567	26,908,307	3,421,740	36,418,083
Net surplus/(deficit)	(18,381,769)	(19,932,501)	1,550,732	(27,102,734)
Library Services				
<i>Revenues</i>	204,357	200,686	3,671	337,186
<i>Expenditures</i>	2,402,913	2,544,291	141,378	3,444,638
Net surplus/(deficit)	(2,198,556)	(2,343,605)	145,049	(3,107,452)
General Government				
<i>Revenues</i>	2,891,007	2,216,699	674,308	4,341,200
<i>Expenditures</i>	2,997,923	2,176,328	(821,595)	2,858,652
Net surplus/(deficit)	(106,916)	40,371	(147,287)	1,482,548
Debt Servicing				
<i>Revenues</i>	2,393,912	2,400,959	(7,047)	3,201,288
<i>Expenditures</i>	3,512,223	3,474,644	(37,579)	4,234,675
Net surplus/(deficit)	(1,118,311)	(1,073,685)	(44,626)	(1,033,387)
Property Taxes				
<i>Revenues</i>	56,713,883	57,454,378	(740,495)	57,454,378
<i>Expenditures</i>	-	-	-	-
Net surplus/(deficit)	56,713,883	57,454,378	(740,495)	57,454,378
Allocations				
<i>Revenues</i>	-	-	-	-
<i>Expenditures</i>	(1,721,725)	(1,721,898)	(173)	(2,295,634)
Net surplus/(deficit)	1,721,725	1,721,898	(173)	2,295,634
GRAND-TOTAL				
<i>Revenues</i>	74,317,545	75,920,974	(1,603,429)	83,735,842
<i>Expenditures</i>	58,305,557	61,949,617	3,644,060	83,735,842
Net surplus/(deficit)	16,011,988	13,971,357	2,040,631	-

Town of Newmarket

2017 Third Quarter

CAPITAL EXPENDITURES

Commission / Department / Area	Year-to-Date Actual (September 30, 2017) (\$)	Budget for 2017 (\$)	% of Spending
<u>General Government</u>			
	250,000	511,129	48.9%
Total	250,000	511,129	48.9%
<u>Corporate Services</u>			
Information Technology	799,320	3,093,387	25.8%
Legislative Services	-	10,771	0.0%
Total	799,320	3,104,158	25.7%
<u>Community Services</u>			
Recreation & Culture Services	270,865	937,755	28.9%
Total	270,865	937,755	28.9%
<u>Development & Infrastructure Services</u>			
Planning & Building	67,996	1,968,288	3.5%
Roads	1,880,028	14,686,018	12.8%
Water	216,846	14,847,742	1.5%
Wastewater	29,167	175,000	16.7%
Storm Water	1,384,323	2,944,627	47.0%
Facilities	1,850,441	5,367,719	34.5%
Parks	24,268	8,718,559	0.3%
Trails	78,455	2,277,241	3.4%
Other	299,829	4,427,629	6.8%
Total	5,831,353	55,412,823	10.5%
<u>Library Services</u>			
	79,133	646,212	12.2%
Total	79,133	646,212	12.2%
<u>Central York Fire Services</u>			
	1,050,434	4,980,757	21.1%
Total	1,050,434	4,980,757	21.1%
GRAND TOTAL	8,281,105	65,592,834	12.6%

Town of Newmarket

2017 Third Quarter

Water, Wastewater & Stormwater Operating Results

Area	Year-to-date (September 30, 2017)				Full Year Budget
	Actual	Budget	Variance		
	\$	\$	\$	%	
Water Rate Group					
<i>Revenues</i>	11,775,100	12,454,536	(679,436)	-5.5%	16,429,586
<i>Expenditures</i>	11,056,527	12,078,742	1,022,215	8.5%	15,866,902
Net	718,573	375,794	342,779	47.7%	562,684
Wastewater Rate Group					
<i>Revenues</i>	14,271,990	14,016,963	255,027	1.8%	18,481,056
<i>Expenditures</i>	13,477,984	13,031,829	(446,155)	-3.4%	17,178,742
Net	794,006	985,134	(191,128)	-19.4%	1,302,314
Storm Water Rate Group					
<i>Revenues</i>	1,625,101	1,356,407	268,694	19.8%	1,772,855
<i>Expenditures</i>	1,044,838	1,048,932	4,094	0.4%	1,433,476
Net	580,263	307,475	272,788	88.7%	339,379
Allocations					
<i>Revenues</i>	-	-	-	0.0%	-
<i>Expenditures</i>	1,721,725	1,721,714	(11)	0.0%	2,295,634
Net	(1,721,725)	(1,721,714)	(11)	0.0%	(2,295,634)
Transfer To/ From Rate Stabilization Reserves					
<i>Revenues</i>	-	611,716	(611,716)	-100.0%	815,621
<i>Expenditures</i>	-	543,273	543,273	100.0%	724,364
Net	-	68,443	(68,443)	-100.0%	91,257
GRAND-TOTAL					
<i>Revenues</i>	27,672,191	28,439,622	(767,431)	-2.7%	37,499,118
<i>Expenditures</i>	27,301,074	28,424,490	1,123,416	4.0%	37,499,118
Net	371,117	15,132	355,985	2352.5%	-

Investment Summary for the Nine Months Ended September 30, 2017

Description	Principal Amount		Starting Date	Term	January 1 to September 30, 2017			
	2017-01-01	2017-09-30			Interest Rate	Return on Investment	Benchmark Return	Incremental Income
National Bank - GIC	\$5,000,000	\$5,000,000	2016-11-02	1 year	1.60%	\$59,836	\$38,815	\$21,021
CIBC - GIC	\$40,000,000	\$0	2016-09-12	1 year	1.45%	\$405,205	\$290,047	\$115,159
Loan - Newmarket Soccer Club Development Charges and Planning Fees	\$42,640	\$38,151	2011-09-30	10 years	4.00%	\$1,186	\$308	\$878
Internal Loan -Solar Panels (2013, Various Facilities)	\$232,239	\$224,243	2013-12-01	20 years	3.00%	\$5,146	\$1,780	\$3,366
Internal Loan - RJT Solar Panels (2014)	\$591,844	\$573,028	2015-01-01	20 years	3.00%	\$13,129	\$4,542	\$8,587
Internal Loan - Magna Solar Panels (2015)	\$1,431,001	\$1,387,316	2016-01-01	20 years	2.70%	\$28,586	\$10,989	\$17,597
Internal Loan - Honeywell Streetlights Retrofit Project	\$8,251,315	\$8,015,498	2013-12-10	20 years	3.00%	\$164,975	\$57,077	\$107,898
Total	\$55,549,039	\$15,238,236				\$678,063	\$403,557	\$274,506
Incremental investment income included in 2017 Operating Budget, transferred to the Tax-Supported Operating Fund in 2017 per the Investment Strategy								\$131,250
Incremental investment income allocated to reserve funds in 2017 per the Investment Strategy								\$143,256



CENTRAL YORK FIRE SERVICES

October 18, 2017

JOINT CENTRAL YORK FIRE SERVICES/CORPORATE SERVICES FINANCIAL SERVICES REPORT 2017-47

TO: Joint Council Committee

SUBJECT: 2017 CYFS Budget Report – Third Quarter

ORIGIN: Central York Fire Services – Fire Chief
Director, Financial Services/Treasurer

RECOMMENDATION:

1. That Joint CYFS / Corporate Services Report – Financial Services 2017-47 dated October 18, 2017 regarding 2017 CYFS Budget Report – Third Quarter be received for information purposes.

COMMENTS

Purpose

This report is to provide the JCC with the 2017 operating and capital results for Central York Fire Services for the period ending September 30, 2017.

Budget Impact

A surplus of approximately \$50,000 is projected for 2017.

Summary

The Operating Budget indicates, CYFS net expenditures were \$1,153,494 lower than budget at the end of the third quarter. This is primarily due to wages which continue to be paid at 2015 rates pending a new collective agreement. Retroactive wages will be calculated upon the arbitrator's award.

B The \$60,000 set aside for the start-up of the Wellness program at the end of 2016 will be required in 2018 to get the Wellness program back on track. Any 2017 surplus
T required to achieve the amended reserve fund target of \$1,019,000 should be
Y transferred to the CYFS Reserve Fund with any remaining surplus being returned to
O the two municipalities.

Operating

Revenue at the end of the third quarter totalled \$197,345. Expenses were \$16,553,414 compared to a budget of \$17,760,277 for the same period. Salaries and benefits were \$1,195,894 under budget, as wages continue to be paid at 2015 rates until a new collective agreement is in place. An appropriate provision for retroactive wage and benefit adjustments will be made if required at the end of the year and will likely result in the elimination of this variance.

Overtime, standby/call-back, wellness and consulting expenses are also below budget. Overtime continues to be successfully managed but will increase somewhat due to training activities which are more prevalent in the latter part of the year. Standby/call-back expenses are expected to continue to track below budget, but are not paid out until late November. The Wellness program has stalled due to unforeseen circumstances with the supplier and a solution is being investigated to get the initiative back on track.

Uniforms and clothing expenses are higher than budget, due mainly to the hiring of additional probationary firefighters, and are projected to be somewhat over budget at year-end. Vehicle maintenance has already exceeded the annual budget and is anticipated to be approximately 30% over budget by the end of the year. Higher expenses are the result of a more aggressive maintenance program in addition to more costly repairs due to the complexity of the electronic systems. This area has been identified as a risk item in the 2018 budget. Contingency expenses include mediation and arbitration costs and have also exceeded the annual budget at this point. This trend is expected to continue until the end of the year.

At this point in time, it is anticipated that most of the projected variances will balance out and a surplus of approximately \$50,000 is projected due to lower overtime.

Capital

The 2017 capital budget, including carryovers, totals \$4,453,525. Included in this amount is the original budget amount of \$2.5 Million for the construction of the new fire station (Station 4-5). This amount is in addition to the \$3 Million budgeted in 2016. In 2018 the favourable budget variance of \$810,000 on the acquisition of the land will be transferred to the cost of the building and a further \$4.69 Million will need to be added to the capital budget for its completion once a final design is complete and approval to issue the construction tender is provided. Some specialized equipment for the new 55' aerial ladder delivered earlier this year remains to be purchased and it will be within the budget for this capital project.

IMPACT ON THE MASTER FIRE PLAN

This report is consistent with the budget methodology set out in the Master Fire Plan.

CONSULTATION

There has been consultation between the Finance staff of both Aurora and Newmarket.

BUDGET IMPACT

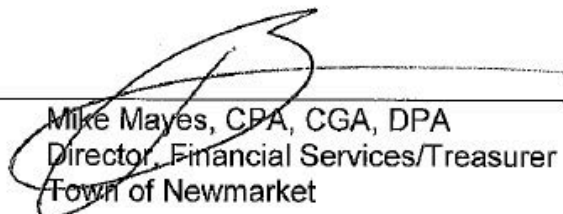
A surplus of approximately \$50,000 is currently forecasted for 2017, largely due to lower overtime costs. The Reserve Fund balance is projected to be \$940,000 before any adjustments for 2017 results. An increase of \$160,000 to the target level is being requested to allow for the on-going delay in the Wellness program and to mitigate higher vehicle repairs and maintenance expenses identified as a risk in the 2018 budget. Any 2017 CYFS operating surpluses would be used to help achieve the revised reserve fund target level of \$1,019,000 and any remaining surplus funds would be returned to the two municipalities.

CONTACT

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



Ian Laing, Fire Chief
Central York Fire Services



Mike Mayes, CPA, CGA, DPA
Director, Financial Services/Treasurer
Town of Newmarket

Reviewed by:

Dan Elliott, Director
Financial Services/Treasurer
Town of Aurora

DS/Im

Attachments: Operating Results for the Nine Months ending September 30, 2017 (1 page)

**CENTRAL YORK FIRE SERVICES
OPERATING RESULTS
For the Nine Months Ending September 30, 2017**

OBJECT ACCOUNTS	2016	2017 YTD (September 30, 2017)				2017 FULL YEAR BUDGET \$	2017 REMAINING BUDGET \$
	ACTUAL \$	ACTUAL \$	BUDGET \$	VARIANCE favourable/(unfavourable) \$ %			
Expenses							
4011 Management Salaries	582,930	448,968	458,767	9,799	2.14%	627,788	178,820
4021 Regular Salaries & Wages	14,016,664	10,076,252	10,756,997	680,745	6.33%	14,708,729	4,632,477
4024 Standby/Callback	18,658	-	86,000	86,000	100.00%	86,000	86,000
4025 Overtime	184,683	91,553	150,000	58,447	38.96%	200,000	108,447
4026 Lieu Time Paid	691,355	8,442	-	(8,442)	n/a	617,000	608,558
4028 WSIB Reimbursements	(12,886)	(7,130)	-	7,130	n/a	-	7,130
4031 Casual/Seasonal Wages	21,516	19,024	14,615	(4,409)	(30.17%)	20,000	976
4109 Direct Payroll Benefits	4,578,882	3,141,797	3,508,421	366,624	10.45%	4,801,000	1,659,203
Sub Total Salaries and Benefits	20,081,800	13,778,906	14,974,800	1,195,894	7.99%	21,060,517	7,281,611
4213 Licences	2,080	-	-	-	n/a	-	-
4216 Stationery & Office Supplies	15,116	8,541	11,250	2,709	24.08%	15,000	6,459
4217 Photocopier Lease & Supplies	7,568	2,273	3,750	1,477	39.39%	5,000	2,727
4219 Emergency Mgmt. Materials	3,053	1,665	2,999	1,334	44.47%	4,000	2,335
4229 Janitorial Supplies	15,957	11,617	15,000	3,383	22.55%	20,000	8,383
4231 Machine Oil & Fuel	91,514	72,287	82,500	10,213	12.38%	110,000	37,713
4261 Uniforms, Clothing	155,115	138,863	99,000	(39,863)	(40.27%)	132,000	(6,863)
4269 Misc.	13,613	7,847	8,250	403	4.88%	11,000	3,153
4272 Vehicle Repairs & Maintenance	406,644	354,237	261,719	(92,518)	(35.35%)	348,960	(5,277)
4273 Building Repairs & Maintenance	155,314	75,611	89,999	14,388	15.99%	120,000	44,389
4278 Equipment Repairs & Maintenance	111,902	89,710	85,124	(4,586)	(5.39%)	113,500	23,790
4278 Radio Equipment Maintenance	15,383	17,866	26,250	8,384	31.94%	35,000	17,134
4299 Capital Acquisitions	59,375	45,393	50,850	5,457	10.73%	67,800	22,407
4303 Cell Phone	25,026	16,271	16,236	(35)	(0.22%)	21,650	5,379
4311 Hydro	102,441	73,450	67,499	(5,951)	(8.82%)	90,000	16,550
4321 Heat	27,168	24,365	37,498	13,133	35.02%	50,000	25,635
4331 Water	12,450	14,942	11,249	(3,693)	(32.83%)	15,000	58
4404 Consulting Services	-	3,000	44,999	41,999	93.33%	60,000	57,000
4425 Education/Corporate Tuition Assist.	1,099	1,954	8,250	6,296	76.31%	11,000	9,046
4462 Fire Prevention	24,461	23,155	20,999	(2,156)	(10.27%)	28,000	4,845
4463 Fire Investigation	2,225	109	1,874	1,765	94.20%	2,500	2,391
4464 Association Allowance	3,000	3,000	2,250	(750)	(33.33%)	3,000	-
4465 Dispatch Service	440,648	225,274	230,000	4,726	2.05%	460,000	234,726
4466 Wellness Program	39,870	55,183	108,749	53,566	49.26%	145,000	89,817
4471 Mileage/Parking/Tolls	1,871	288	2,999	2,711	90.41%	4,000	3,712
4474 Medical oversight	-	12,401	11,250	(1,151)	(10.23%)	15,000	2,599
4474 Training	97,537	42,670	74,999	32,329	43.11%	100,000	57,330
4478 Conferences & Seminar Fees	34,088	22,076	20,625	(1,451)	(7.04%)	27,500	5,424
4511 Street Snowploughing Contract	3,359	1,347	7,000	5,653	80.76%	10,000	8,653
4662 Contingency Account	104,209	80,550	33,750	(46,800)	(138.67%)	45,000	(35,550)
4667 Property lease	-	22,500	22,500	-	0.00%	30,000	7,500
Support cost allocations	886,407	683,612	683,610	(2)	(0.00%)	911,482	227,870
4911 Transfer to Capital	6,600	4,950	4,950	-	0.00%	6,600	1,650
4936 Asset Replacement Fund	850,000	637,500	637,500	0	0.00%	850,000	212,500
Total Expenses	23,796,893	16,553,414	17,760,277	1,206,863	6.80%	24,928,509	8,375,095
Revenues							
7431 Fire Dept. Recoveries	289,373	191,925	217,500	(25,575)	-11.76%	290,000	98,075
7471 Misc. Charges	8,281	5,420	7,499	(2,079)	(27.72%)	10,000	4,580
Total Revenues	297,654	197,345	224,999	(27,654)	-12.29%	300,000	102,655
Net Expenditure Before Transfers	23,499,239	16,356,068	17,535,278	1,179,210	6.72%	24,628,509	8,272,441
Transfers to/(from) Reserve Fund							
4922 Transfer to Reserve Fund	55,000	57,965	41,249	(16,716)	-40.52%	55,000	(2,965)
7542 From Reserve Fund	-	-	(9,000)	(9,000)	100.00%	(12,000)	(12,000)
Net Expenditure	23,554,239	16,414,033	17,567,527	1,153,494	6.57%	24,671,509	8,257,476
Newmarket's share(2017-59.40%; 2016- 59.8%)	14,085,435	9,749,936	10,435,111	685,175	6.57%	14,654,876	4,904,941
Aurora's share(2017-40.60%; 2016 - 40.2%)	9,468,804	6,664,097	7,132,416	468,319	6.57%	10,016,633	3,352,535
	23,554,239	16,414,033	17,567,527	1,153,494	6.57%	24,671,509	8,257,476



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November 15, 2017

**JOINT OFFICE OF THE CAO/STRATEGIC INITIATIVES,
DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMISSION
INFORMATION REPORT 2017-10**

TO: Mayor Van Bynen and Members of Council

SUBJECT: 3rd Quarter Report - Government Grants

ORIGIN: Strategic Initiatives Office

In accordance with the Town's Procedural Bylaw, 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

This report serves to provide Council with an update on government grant funding activities. The attached chart indicates the status of applications submitted, pending submissions as of the end of October and funds received as of the end of September 2017.

Next Steps

The next update to Council will be as of the end of December 2017 via the CAO's quarterly municipal management and administration report.

STRATEGIC AND BUSINESS PLAN LINKAGES

This report supports and aligns with:

- the Town's Strategic Plan vision of "Being Well beyond the ordinary" in all five strategic directions;
- the Town's Asset Management Plan; and
- Council's Strategic Priority theme of Efficiency / Financial Management

CONSULTATION

This Report is being concurrently circulated to members of the Strategic and Operational Leadership Teams.

HUMAN RESOURCE CONSIDERATIONS

Staff are in the early stages of implementing the new grant process proposed in Development and Infrastructure Services Commissioner Information Report 2017-27, working on resourcing to build additional internal capacity.

Application processes and the implementation of grant fund requirements to execute approved grants have been demanding on existing resources for successful 2016 applications. As a result, the number of applications submitted in 2017 has been impacted due to capacity within the

organization to absorb the reporting and agreement execution requirements; delays in retaining a project manager for the projects impacting Public Works Services; and limitations of the approved 2017 capital budget.

Once all resources are in place, staff capacity and efforts toward grant applications are anticipated to resume provided that our projects are eligible within the scope of future funding opportunities.

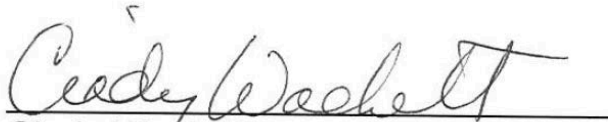
BUDGET IMPACT

Operating Budget and Capital Budgets (Current and Future)

There are no impacts on the Operating or Capital Budgets as a result of this report.

CONTACT

For more information on this report, contact Peter Noehammer, Commissioner, Development and Infrastructure Services at pnoehammer@newmarket.ca or at 905-953-5300 Ext. 2201.



Cindy Wackett
Corporate Project Consultant
Strategic Initiatives



Peter Noehammer, Commissioner
Development and Infrastructure Services

e-copies: Strategic Leadership Team
Operational Leadership Team

PN/cw

Appendix 'A' - 2017 Grant Applications Status

2017 Applications Submitted

Community Services Commission

Grant Program	Submission Date/Timeline	Total Estimated Project Cost	Funding Request	Newmarket's Contribution	Project Description	Status
Elderly Persons Centre Funding	March, 2017	RFP to determine	\$10,000	RFP to determine	Wall Art Hanging System for Senior's Meeting Place	Approved. RFP phase. Installation mid-December.
New Horizons for Seniors	June 23, 2017	\$42,000	Up to \$25,000	\$17,000 (min.)	Senior's Meeting Place Outdoor Patio Kitchen	Submitted, pending approval. Decision anticipated early 2018.
Community Museum Operating Grant	June 29, 2017	N/A	\$15,913	N/A	Operating costs	Funding approved for 2018
Celebrate Canada (Federal)	November 17, 2016	\$68,800.00	\$5,000	\$73,773.89	Canada Day Event	Approved. Funding received.

Development & Infrastructure Services

Grant Program	Submission Date/Timeline	Total Estimated Project Cost	Funding Request	Newmarket's Contribution	Project Description	Status
Greening Partnership (York Region)	May 2017	\$767,000	\$4250.00	\$632,000	Lions Park	Approved
Ontario Community Infrastructure Program (OCIF)		\$679,021	N/A	N/A	\$80,000 be allocated for the Asset Management Strategy Implementation; \$30,000 for Asset Management Consulting Services; and \$20,000 for Asset Management -Data Collection/Mapping in the Water/Wastewater area for a total of \$130,000. The remaining \$549,021 is to be used to fund a 2017 road rehabilitation project, specifically Lundy's Lane which includes needed water, wastewater and road rehabilitation.	Transfer Payment
Ontario Municipal Commuter Cycling Program	September 6, 2017	\$2,048,876	Up to 80% = \$1,639,071	Min. of 20% = \$409,775	Cycling infrastructure projects – 7.06 km on-road (Harry Walker, Woodspring and Main St.); 4.33 km off-road (Mulock Dr. and Bathurst St. to Yonge Trail)	Submitted. Pending approval

Grant Program	Submission Date/Timeline	Total Estimated Project Cost	Funding Request	Newmarket's Contribution	Project Description	Status
Municipalities for Climate Innovation Program (FCM)	September, 2017	\$231,432	\$185,145	\$23,225 (in-kind staff time)	Inter-municipal Operational Study – Macro-scale evaluation of drainage basin approach to SWM	Submitted. Pending approval.
Municipalities for Climate Innovation Program (FCM)	August 17, 2017	\$127,000	Up to 80% = \$90,000	\$37,100	Retain a consultant to conduct a feasibility study on the implementation of Newmarket's Efficiency Energy Retrofit (NEER) Program, a GHG emission and energy consumption reduction program for residential buildings directed at Newmarket residents, targeting a 40% reduction by 2031. (Community Energy Plan implementation)	Submitted. FCM assigning project officer, approval pending. Request in 2018 Budget for \$100,000 to fund project.
Municipal GHG Challenge Fund	November 14, 2017	N/A	N/A	Nil (Cost of insurance and regular maintenance)	Plug-in Hybrid Electric Pick-up Truck 6 month trial partnering with AMO's Electric Truck Pilot Program application involving up to 60 Ontario municipalities over 3 years	AMO leading and preparing application.
Development & Infrastructure Services	Municipal GHG Challenge Fund	November 14, 2017	1) \$177,300 2) \$160,000 3) \$180,000 4) \$18,000 5) \$28,000 6) \$21,250 7) \$20,000	1) \$177,300 2) \$0 3) \$0 4) \$0 5) \$0 6) \$21,250 7) \$0	Various projects- 1) Electric vehicle replacements including two Zambonis 2) Solar Trail Lighting – TTT from Tannery to CN Crossing 3) Solar Pathway Lighting 4) Vehicle Charging Station(s) 5) LED Facility Lighting Upgrades 6) Ice Rink water Treatment System 7) Greenhouse Computerized Operating System	Submitted. Pending funding and 2018 Budget approvals.
Greening Partnership (York Region)	May 2017	\$767,000	\$4,250	\$632,000	Lions Park SWM improvements	Approved
LEAP (LSRCA)	Mar-17		\$16,000			Approved
Dufferin Simcoe Land Stewardship (Environment Canada)	Jul-17		\$25,000			Approved
Lake Simcoe Clean Up Fund (Environment Canada)	Mar-17		\$155,325			Approved
RainScaping (Environment Canada/LSRCA)	Mar-17		\$573,530			\$250,541

Grant Program	Submission Date/Timeline	Total Estimated Project Cost	Funding Request	Newmarket's Contribution	Project Description	Status
LSRCA	Jan-17	\$15,000	\$15,000	\$0.00	Ray Twinney - Sr. Enviro Coordinator Salary	Approved
LSRCA	Nov-17	\$55,240	\$27,620	\$27,620	Queen Street	Approved
MOECC	Jan-17	\$175,244	\$144,472	\$30,772 (in kind)	Stormwater Utility Fee Research Project	Approved

2017 Applications Pending

Commission	Grant Program	Submission Date/Timeline	Total Project Cost	Funding Request	Newmarket's Contribution	Project Description	Status
Community Services	Seniors Community Grant Program	November 30, 2017	TBD	TBD	TBD	Various projects under consideration	Under review by Staff
Development & Infrastructure Services	Great Lakes Guardian Community Fund	November 10, 2017	TBD	N/A	TBD	Various streambank and Low Impact Development (LID) projects	Staff considering for 2019 Budget



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October 12, 2017

**CHIEF ADMINISTRATIVE OFFICER/STRATEGIC INITIATIVES
INFORMATION REPORT 2017-09**

TO: Mayor Van Bynen and Members of Council

SUBJECT: Organization Ready 2020 (OR2020) Annual Update

ORIGIN: Chief Administrative Officer/Strategic Initiatives

In accordance with the Town's Procedural Bylaw; 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

This report serves to provide Council with the first annual update on the implementation of the Organization Ready 2020 (OR2020) Program identified through the 2016 Budget Process and Chief Administrative Officer/Human Resources/Strategic Initiatives Information Report 2016-05 dated June 10, 2016. OR2020 is a program to deliver on the Community's desired levels of services, Council's Strategic Priorities and Administration's operational needs to ensure the Town is well positioned with skilled employees to carry out important work of the future.

As depicted in the graphic below, the four pillars and focus areas of OR2020 are Talent Management, Infrastructure, Strategic Alignment and Innovation.



As our community continues to become more diverse demographically and financially, questions continually arise that require thought leadership in how we deliver services.

- 1) What services are we providing that we no longer need to provide?
- 2) What new services should we be providing?
- 3) How does what we do need to change internally?
- 4) What are the external factors forcing change?
- 5) How are we going to ensure these Community needs are met?
- 6) Is there a more efficient/effective way to program services to meet these changing needs?

Viable organizations need to be flexible as well as resilient in order to deliver a high level of service in ever changing areas reflective of our growing and diverse community. To that end, work continues on the Town's 3 year Talent Management Strategy as outlined below.

Talent Management Strategy - a set of integrated organizational HR processes designed to attract, develop, motivate, and retain productive, engaged employees. The goal of talent management is to create a high-performance, sustainable organization of skilled employees to meet its strategic and operational goals and objectives.

Senior leaders within the Town, in collaboration with the Human Resources Department, are currently executing three key initiatives under the OR2020 Program in order to address global labour force issues, multiple generations in the workplace, a declining labour market and skills shortages. The following chart provides Council with an update on the status of completed milestones and accomplishments to date.

Table 1: Talent Management Strategy Progress

Key Initiatives / Actions	Milestones Completed/Accomplishments	Expected Completion Date	Status
Leadership Development	• Refresh of Leadership competencies	2017	Complete
	• 360 degree Feedback program	2017	Vendor selected
	• Manager as Coach Program	2017	Pending
	• Enhanced Succession Planning	2018	Pending
Attraction and Retention	• Employee Value Proposition (Employment Brand Refresh)	2017	Presented at Town Hall June 16, 2017
	• Workforce Planning	2017	In Progress
	• Inclusivity and Diversity	2017	In Progress
	• Talent Segmentation	2018	Pending
Organizational Effectiveness	• Onboarding Leaders Program	2017	In Progress
	• Career Pathing	2018	Pending
	• Engagement-Pulse Survey	2017	In progress
	• Policy Updates	2017/18	In progress

Infrastructure - given the importance of having a solid foundation, system of networks and tools, strategies around Asset Management and Asset Replacement are a central focus under the OR2020 Program.

The Infrastructure pillar has many components and additional key initiatives and actions will be introduced as this focus area takes further shape, including Asset Management, Financial Sustainability and Growth Management.

Asset Management approach: Council adopted the Town’s first Asset Management Plan in December, 2014 identifying four asset classes (Roads, Bridges, Culverts, Water, Wastewater) completed by the staff Asset Management Plan Task Force. Continuing along the asset management journey, a staff committee was formed and tasked with establishing a policy and strategy. The Asset Management Strategy was adopted by Council on January 23, 2017 via Development and Infrastructure Services, Commissioner Report 2017-01 outlining a multi-year approach that to ensure Newmarket’s Asset Management practices will be able to achieve the targets set by engaging the resources required to implement the Strategy. Currently the Asset Management Committee is leading the execution of the activities related to Asset Management as identified in Table 2 below.

Financial Sustainability approach: Another aspect of the Infrastructure pillar are staff’s efforts to actively seek and acquire grant funds for projects related to asset acquisition and replacement has proven successful. These efforts speak to the sustainability of asset rehabilitation. Staff proactively seek ways to apply for grant funds to offset the Towns reserves which would otherwise go towards the project work.

In addition, the Asset Replacement Fund, regular Development Charges updates, combined with grant applications in support of various Town initiatives ensures that the Town continues to do business in a financially-sustainable way, both now and in the future. The planned intensified development, which will be the focus of growth over the next 30-40 years, also contributes to financial sustainability – for example, by locating future populations along existing streets and making use of existing servicing infrastructure, the municipality is able to benefit from an economy of agglomeration where the fixed costs of infrastructure are spread over more businesses and households, which reduces each one’s costs.

Financial sustainability also means having the right financial policies in place to enable staff to make the best decision possible as identified in Table 2 below.

Growth Management approach: The Town is well-positioned from a growth management perspective as it relates to organizational readiness. Together with the approved Secondary Plan, staff is working on a number of other planning documents that together will create a more intensified, mixed-use, and connected community that is more financially sustainable, as noted in the Financial Sustainability section above.

Table 2: Infrastructure Strategy Progress

Key Initiatives / Actions	Milestones Completed/Accomplishments	Expected Completion Date	Status
Asset Management	• Asset Management Plan	2014	Complete
	• AM Policy adopted by Council	2016	Complete
	• AM Strategy adopted by Council	2017	Complete

Key Initiatives / Actions	Milestones Completed/Accomplishments	Expected Completion Date	Status
	<ul style="list-style-type: none"> • Strategy Execution <ul style="list-style-type: none"> - Governance (Level of Service Model, AM role identification and training, Asset Hierarchy) - Capital Decision Making (Standardized condition rating system, Risk Management Framework) - Data and Information (Data Standards and System Requirements) - Maintenance Management (improving practices and implementing CMMS) - Optimizing Asset Management (development of long-range financial plans) 	<p>2017</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>	<p>In Progress</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
Financial Sustainability related to Assets	<ul style="list-style-type: none"> • Asset Replacement Fund • Submission of grant funding applications for asset rehabilitation (Federal Gas Tax, OCIF, etc.) • Establishing a best practices grant process to improve internal successes • Update of the Debt Policy • Reserves & Reserve Fund Policy • Asset Replacement Fund Policy and Strategy • Budget Policy 	<p>Ongoing</p> <p>Ongoing</p> <p>2017</p> <p>2017/2018</p> <p>2017/2018</p> <p>2017/2018</p> <p>2018</p>	<p>Ongoing</p> <p>Ongoing</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>
Growth Management	<ul style="list-style-type: none"> • Urban Centres Secondary Plan • Secondary Plan Zoning Bylaw • Mobility Hub Study • Mulock GO Station Planning • Town wide Official Plan Review 	<p>2015</p> <p>Q2, 2018</p> <p>Q4, 2017</p> <p>2018</p> <p>2019</p>	<p>Plan adopted</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>

Strategic Alignment - Strategic alignment is when an organization's structure and resources are linked with its strategy and business environment (regulatory, physical, etc.). Strategic alignment enables higher performance by focusing the contributions of people, processes and inputs to achieve clear goals and minimize effort and resources directed to less important priorities. In the modern, global business environment, strategic alignment should be viewed broadly as encompassing not only the human and other resources within any particular organization but also across similar organizations with complementary objectives.

The Strategic Leadership Team continually scans the environment to keep informed of the needs of the Community and our partners in creating a community that is well beyond the ordinary and to deliver on Council's Strategic Priorities. Staff ensure the most effective administrative structure is in place to meet the organizations needs going forward. In addition, SLT must be aware of and responsive to public policy changes that impact operations for optimal performance and trends that will maintain Newmarket's

competitiveness as one of Canada's top places to live. Periodically, departments undergo strategic alignment reviews to ensure optimal performance is achieved. Recent examples of this are the reviews of the Human Resources department to deliver on the Talent Management Strategy as well as Fleet Services at a time when turnover was problematic from an attraction and retention perspective. Currently Corporate Services Commission is undergoing a review that should support a forward focused structure evolving to meet the needs of tomorrow. Community Services and the Newmarket Public Library are collaborating on an Organizational Effectiveness and Efficiency review as it relates to linked Town and library services with the final report being imminent, as well as, the Office of the CAO and Corporate Communications are about to launch a Communications Review.

These deliberate actions are conveyed back to Council through various reports as appropriate with the expected outcome of improved communication flow both vertically and horizontally throughout the organization. Efforts in reporting out on administrative matters to Council are also under continuous improvement. An administrative report card is under development.

Innovation - The term innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products. It's about creating value through change, thereby incorporating consideration of both efficiency and effectiveness.

The Innovation Strategy was reported on to Council under Community Services Commission/IT Innovation Information Report 2017-13.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

OR2020 is about the future; a program designed to bring Newmarket's vision into focus while addressing the realities of today and the possibilities of tomorrow. It specifically aligns with the Strategic Plan direction of being "Well-equipped & managed", yet impacts all "Wells" with respect to the sustainability of service delivery.

CONSULTATION

This Report was informed by discussions with members of the Strategic and Operational Leadership Teams.

HUMAN RESOURCE CONSIDERATIONS

This report has no direct impact on Human Resource needs. The Strategic Leadership Team is continually seeking how best to address the people needs of this organization within existing budgets while maintaining a certain level of flexibility to be both proactive and responsive to the changing needs of legislation and the community.

BUDGET IMPACT (CURRENT AND FUTURE)

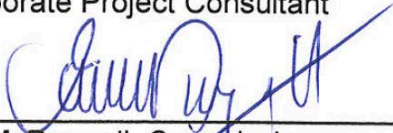
The 2018 Budget Process is being reviewed through a sustainability lens. While this report has no direct impact on either current or future Operating and/or Capital budgets, any future budgetary needs required to support the execution of initiatives relative to the four pillars of the OR2020 strategy will be formally requested through a report to Council and/or through an annual budget process.

CONTACT

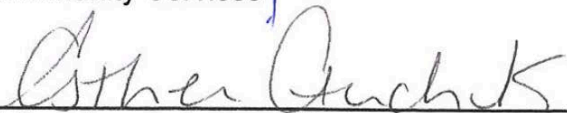
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Cindy Wackett
Corporate Project Consultant



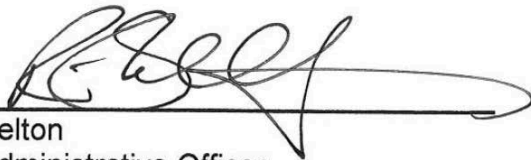
Ian McDougall, Commissioner
Community Services



Esther Armchuk, Commissioner
Corporate Services



Peter Noehammer, Commissioner
Development and Infrastructure Services



Bob Shelton
Chief Administrative Officer

BS/cw