



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

2023 Preliminary Draft Capital and Rate-Supported Operating Budgets Staff Report to Council

Report Number: 2023-09

Department(s): Financial Services

Author(s): Andrea Tang, Manager, Finance & Accounting / Deputy Treasurer

Meeting Date: February 13, 2023

Recommendations

1. That the report entitled 2023 Preliminary Draft Capital and Rate-Supported Operating Budgets dated February 13, 2023 be received; and,
2. That subject to any additional direction from Committee, the proposed Capital Budget be incorporated into the Draft Budgets to be presented to Committee of the Whole on March 27, 2023; and,
3. That the proposed list of Capital Projects be included in the Capital Program for 2023, subject to changes that may be made by Council during the year; and,
4. That subject to any additional direction from Committee, the proposed Rate-Supported Operating Budgets be incorporated into the Draft Budgets to be presented to Committee of the Whole on March 27, 2023; and,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Executive Summary

The preliminary draft Capital Budget is developed with consideration for both operational and financial capacity to deliver the proposed Capital Program. Furthermore, the Asset Management Plan and Development Charge (DC) Background Study are referenced when establishing the Capital Budget.

Water & Wastewater rate was increased by 3.8% and Stormwater rate was increased by 9.0% as outlined in their respective Council-approved financial plans.

2023 fees and charges were approved by Council in December 2022 which took effect on January 1, 2023.

Recommendations from the Fiscal Strategy have been implemented where feasible.

Purpose

The purpose of this report is to obtain Council's direction on the overall Capital Budget, including specific projects in the Capital program, and Rate-Supported Operating Budgets for Water, Wastewater, Stormwater and Building Services.

Background

The Preliminary 2023 Draft Budgets were presented at the Special Committee of the Whole (CoW) meeting on January 30, 2023, a starting point for Council deliberations and review.

At the meeting, Council approved the 2023 capital spending authority for "Trails & Multi-Use Path" in the amount of \$1,920,000 in advance of the 2023 Budget approval in order to meet construction timelines for the Northwest Quadrant trails. The proposed capital budget was presented at \$41,560,700 which included the standard component at \$26,000,000 and major projects at \$15,560,700.

The rate-supported operating budgets for water, wastewater and stormwater were developed based on the respective Council-approved financial plans. In December 2022, Council approved the 2023 rates with a 3.8% increase for water and wastewater, and a 9.0% increase for stormwater effective January 1, 2023.

Central York Fire Services (CYFS) Joint Council Committee (JCC) recommended the proposed 2023 CYFS budget at the January 10, 2023 JCC meeting. Aurora Council reviewed and had no comments on the proposed budget on January 16, 2023.

Newmarket Library Board endorsed the capital decision packages being brought forward for consideration at their board meeting on May 20, 2022.

Discussion

This report outlines further details on the 2023 Capital, Water & Wastewater and Stormwater Operating budgets.

2023 Capital Budget

The 2023 Capital Budget of \$41.6 million presented at the January 30, 2023 CoW includes the following revisions to the 2023 pre-approved Capital Spending Authority

(CSA) from the 2022 Budget process. The changes are based on revised project delivery timelines:

- Mulock Drive Multi-Use Path Feasibility and Design Study – defer \$1.5 million to 2024 (2023 - from \$3.3 million to \$1.8 million)
- Bridges and Culverts Program – defer \$2.5 million to 2024 (2023 - from \$3.7 million to \$1.2 million)
- Active Transportation – defer full amount \$0.2 million to 2024
- Harry Walker Parkway East Sidewalk – defer full amount \$0.1 million to 2024
- Roof Replacement at Various Facilities – defer \$1.4 million to 2024 (2023 - from \$2.1 million to \$0.7 million and pre-approved 2024 CSA of \$0.3 million to 2025)

As outlined in the 2023 Preliminary Draft Budget report, inflation has a significant impact on the 2023 Budget. Construction Price Index (non-residential) has increased by 30% since 2020 which leads to higher project costs and a need for an increase to the contribution to Asset Replacement Fund (ARF).

Additional funds are being requested due to higher project costs resulting from inflation for projects such as Trails & Multi-Use Paths (pre-approved by Council), Municipal Infrastructure Projects and Bridges & Culverts Program. As well, the standard program has been increased from \$20.0 million to \$26.0 million. The following projects require an increase in the capital spending authority (CSA) to account for inflationary impact:

- Bridges & Culverts:
 - Increase the pre-approved 2023 CSA (from the 2022 budget process) by \$0.2 million from \$1.2 million to \$1.4 million. This will reduce the unallocated provision from \$3.0 million to \$2.8 million;
 - Increase the pre-approved 2024 CSA by \$1.8 million from \$2.5 million to \$4.3 million;
 - Funding source for the project is ARF.
- Mulock Park (as outlined in the Information Report entitled “Mulock Park Budget Update”):
 - Increase the pre-approved 2023 CSA by \$3.0 million from \$11.5 million to \$14.5 million;
 - Increase the pre-approved 2024 CSA by \$3.0 million from \$11.5 million to \$14.5 million;
 - Increase the pre-approved 2025 CSA by \$2.0 million from \$11.5 million to \$13.5 million;
 - Funding sources for the entire project are Development Charges (DC) and developer contributions.

For construction projects, Staff aims to follow the best practice of requesting CSA for design first, and making a request for construction based on detailed information as design advances. This way, there will be more precision on the construction costs after design is completed. The following two projects are 2023 new requests for construction after design CSA were approved in 2022:

- Mulock Off-Site Parking (as outlined in the Information Report entitled “Mulock Park Off-Site Parking Budget Update”):
 - Increase the pre-approved 2023 CSA by \$1.6 million from \$0.1 million to \$1.7 million;
 - Include new 2024 CSA at \$1.4 million to recognize construction costs;
 - Funding sources for the entire project are DC and Community Benefit Charges (CBC);
- Mulock House Adaptive Re-Use (as outlined in the Information Report entitled “Mulock House Budget Update”)
 - Increase the 2023 CSA by \$1.0 million from \$0.3 million to \$1.3 million;
 - Additionally, reallocate \$1.0 million previously allocated to Mulock House State of Good Repair, to Mulock House Re-Use 2023 CSA in support of verandah and foundation repair and upgrades.
 - Include new 2024 CSA at \$5.2 million and 2025 CSA at \$4.8 million for construction;
 - Funding sources for the entire project are Building Canada Fund (Federal Grant), developer contributions and Reserve Fund.

Based on the above changes, the 2023 capital program is currently at \$45.4 million. With the unallocated provision at \$2.8 million, the 2023 CSA is \$48.2 million. Funding distribution to support the 2023 capital program is outlined in the table below.

Category	ARF (\$)	DC (\$)	Other Reserve & Reserve Funds (\$)	Grant (\$)	Unallocated Provision (\$)	Total (\$)
Replacement	10,597,350			4,388,000		14,985,350
Growth		25,540,350				25,540,350
Other			3,535,000	1,300,000		4,835,000
Unallocated					2,800,000	2,800,000
Total	10,597,350	25,540,350	3,535,000	5,688,000	2,800,000	48,160,700

The proposed 2023 capital program will have an incremental operating budget impact of \$235,700 which has been incorporated into the respective operating budgets.

Some of the 2023 capital projects will continue into 2024, 2025 and beyond. CSA for 2023 and future years are as follows (Refer to Appendix A for details):

Year	CSA (\$)
2023	48,160,700
2024	61,479,000
2025 & beyond	26,880,000
Total	136,519,700

2023 Rate-Supported Operating Budgets

A. Water & Wastewater

The 2023 Water & Wastewater rate was increased by 3.8% as per the Council-approved Water & Wastewater Financial Plans. The increase was effective January 1, 2023.

The 2023 rate accounts for the following:

- Region's increase of 3.3%; and
- Requirements to support day-to-day operations; and
- Contribution to ARF for future asset replacements totaling \$6.30 million.

Below outlines the preliminary draft 2023 Water & Wastewater Operating Budget

	Water (\$)	Wastewater (\$)	Total (\$)
Revenues	21,319,674	24,914,938	46,234,612
Expenditures			
Regional Costs	11,137,056	16,978,111	28,115,167
Operating Costs	5,300,418	1,604,618	6,905,036
Support Costs	1,303,517	1,198,000	2,501,517
Contribution to ARF	3,400,000	2,900,000	6,300,000
Transfer to Reserve	178,683	2,234,209	2,412,892
Total Expenditures	21,319,674	24,914,938	46,234,612
Net	0	0	0

Based on an annual consumption of 200 cubic metres, the 2023 annual increase is \$50.00.

B. Stormwater

The 2023 Stormwater rate was increased by 9% as per the Council-approved Stormwater Financial Plan. The increase was effective January 1, 2023.

The 2023 rate accounts for expenditures such as wages and benefits, CCTV program, catch basin cleaning and maintenance on stormwater ponds.

Below outlines the preliminary draft 2023 Stormwater Operating Budget:

	Stormwater (\$)
Revenues	3,036,520
Expenditures	
Operating Costs	1,428,572
Support Costs	220,461
Contribution to ARF	800,000
Transfer to Reserve	587,487
Total Expenditures	3,036,520
Net	0

Based on a 465 square metre lot, the 2023 annual increase is \$4.58.

C. Building Services

Effective January 1, 2023, Building fees were increased by 2.5% which were approved by Council in December 2022.

Below outlines the preliminary draft 2023 Building Services Budget:

	Building Services (\$)
Revenues	1,980,191
Expenditures	
Operating Costs	2,217,747
Support Costs	625,293
Draw from Reserve	(862,849)
Total Expenditures	1,980,191
Net	0

Conclusion

The proposed 2023 CSA is now revised to \$48.2 million. The Q4 2022 Financial Update report will address 2022 capital projects that will continue in 2023 for project completion. At this time, there is an unallocated provision of \$2.8 million to address the potential carryover projects from 2022 and in-year new capital requests.

Financial Plans for Water, Wastewater and Stormwater are being updated to incorporate inflationary impact and updated replacement costs from the Asset Management Plan. A report on the updated Financial Plans is targeted to be tabled to CoW in Q2 2023.

Upcoming dates:

- March 6 Special CoW – review of the 10-year Recreation related Capital Plan
- March 20 Special CoW – review of the Tax-Supported Operating Budget; and
- March 27 CoW - presentation of the Draft 2023 Budget for approval; and
- April 3 – target date for 2023 Budget approval.

Business Plan and Strategic Plan Linkages

The following guiding principles were applied when developing the 2023 Capital and Rate-Supported Operating Budgets that align with Council’s values for service delivery:

- Keep up with inflation and growth;
- Maintain existing assets in state of good repair;
- Establish capital requests based on updated plans such as the DC Background Study and the Asset Management Plan;
- Evaluate capital delivery and capacity to deliver;
- Increase standard program to account for inflation;
- Include major projects;

- Include unallocated provision to provide flexibility and contingency;
- Develop the Rate-Supported Operating Budgets based on the Council-approved Financial Plans.

Consultation

This report builds on the presentation and report of the Preliminary Draft Budgets to the Special CoW meeting on January 30, 2023.

Senior Leadership Team (SLT) and Operational Leadership Team (OLT) have been consulted throughout the process.

Human Resource Considerations

Not applicable.

Budget Impact

The proposed 2023 capital program is at \$45.4 million and unallocated provision of \$2.80 million which brings the 2023 CSA at \$48.2 million.

The CSA for 2024 and 2025 & beyond are \$61.5 million and \$26.9 million respectively.

The annual increase for water and wastewater is \$50.0 based on annual consumption of 200m³, and stormwater is \$4.6 based on 465 square metre lot.

Attachments

Appendix A – 2023 Recommended Capital Program Summary and Decision Packages

Appendix B – 2023 Deferred Capital Program Summary and Decision Packages

Approval

Mike Mayes, CPA, CGA, DPA
Director of Financial Services

Esther Armchuk, LL.B
Commissioner, Corporate Services

Contact

For more information on this report, contact: Andrea Tang at 905-953-5300 ext. 2104 or via e-mail at atang@newmarket.ca

2023 Capital Decision Packages

DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Building Canada Fund	Grants	Unallocated	Future Operating Impact	2024 Capital Commitments	2025 & Beyond Capital Commitments
*Note 1															
1a. Standard Program - allocated portion															
1	Recommend	First Arriving Dashboard	CYFS	Improved Efficiency	3	20,000			20,000						
3	Recommend	High Rise Firefighting Equipment	CYFS	Replacements, Rehabilitation and/or Maintenance	1	25,000	25,000							20,000	
4	Recommend	Laptops for Online and Virtual Training	CYFS	Improved Efficiency	3	10,000			10,000					10,000	
5	Recommend	Additional SCBA Cylinders	CYFS	Improved Efficiency	3	50,000			50,000						
6	Recommend	Renovations to Station 4-1	CYFS	Enhance	3	75,000	75,000							1,100,000	775,000
7	Recommend	Bridge & Culvert Replacement Program	Engineering	Replacements, Rehabilitation and/or Maintenance	1	200,000	200,000							1,835,000	
8	Recommend	Trails & Multi-Use Path *Note 2	Engineering	Growth	2	1,920,000		1,920,000						4,200,000	
9	Recommend	Computer and Peripheral Replacement	IT	Replacements, Rehabilitation and/or Maintenance	2	250,000	250,000							250,000	300,000
10	Recommend	Replace/Upgrade ERP Systems	IT	Replacements, Rehabilitation and/or Maintenance	2	250,000			250,000				100,000	250,000	
11	Recommend	Enhance Technology needs of new workplace model (Network Infrastructure Updates)	IT	Replacements, Rehabilitation and/or Maintenance	2	250,000	250,000							250,000	500,000
13	Recommend	Ken Sturgeon Trail Paving and Amenities	Parks	Enhance	3	100,000	50,000	50,000							
14	Recommend	Trail Guidelines and Expansion Consulting Services	Parks	Growth	3	200,000			200,000						
15	Recommend	Forestry Equipment Realignment	Parks	Improved Efficiency	3	130,000			130,000				(10,000)		
17	Recommend	Sports Field Driveable Paint Liner	Parks	Replacements, Rehabilitation and/or Maintenance	3	125,000	125,000								
18	Recommend	Sports Field Lighting Study	Parks	Community Planning	3	50,000		50,000							
19	Recommend	Council Chamber Upgrades	Leg. Services	Improved Efficiency	3	330,000			330,000				90,000		
20	Recommend	Tree Risk Assessment Program	Parks	Community Planning	2	75,000			75,000						
21	Recommend	Main Street Furniture and Amenities Replacement	Parks	Replacements, Rehabilitation and/or Maintenance	2	60,000	60,000								
22	Recommend	Stackhouse Stormwater Management Pond Granular Trail	Parks	Growth	3	215,000		215,000					11,700		
23	Recommend	Facility Health and Safety Requirements	Facilities	Replacements, Rehabilitation and/or Maintenance	1	810,000	810,000							1,250,000	205,000
24	Recommend	Facility Consulting, Investigation and Monitoring	Facilities	Community Planning	3	200,000			200,000						
25	Recommend	Facility Asset Replacements	Facilities	Replacements, Rehabilitation and/or Maintenance	2	1,055,000	997,000				58,000			1,375,000	600,000
26	Recommend	Fleet Greening Strategy	Public Works - Roads	Community Planning	3	30,000			30,000						
27	Recommend	AODA Implementation for Facilities (Facility Accessibility Upgrades)	Facilities	Replacements, Rehabilitation and/or Maintenance	3	150,000	150,000							550,000	500,000
28	Recommend	Community Canvas	Rec. & Culture	Community Planning	2	65,000			65,000					85,000	
29	Recommend	Facility Improvements / Upgrades	Facilities	Enhance / Growth	3	380,000	300,000		80,000					910,000	260,000
30	Recommend	Building Automated System	Facilities	Replacements, Rehabilitation and/or Maintenance	2	110,000	110,000								
31	Recommend	Fleet Garage Hoists Replacements	Public Works - Roads	Replacements, Rehabilitation and/or Maintenance	2	140,000	140,000								
32	Recommend	Fleet Management Software (FMIS)	Public Works - Roads	Improved Efficiency	3	250,000			250,000				50,000	250,000	
33	Recommend	Fleet Replacements	Public Works - Roads	Replacements, Rehabilitation and/or Maintenance	2	900,000	900,000								
34	Recommend	Infrared Asphalt Repair Equipment	Public Works - Roads	Improved Efficiency	3	50,000			50,000				2,000		
35	Recommend	Walkway Reconstruction/Rehabilitation Program	Public Works - Roads	Replacements, Rehabilitation and/or Maintenance	2	100,000	100,000							100,000	
36	Recommend	Walkway Lighting - Installation	Public Works - Roads	Enhance / Growth	3	100,000		100,000						100,000	
37	Recommend	Parking Lot Resurfacing	Public Works - Roads	Replacements, Rehabilitation and/or Maintenance	2	100,000	100,000							100,000	
38	Recommend	Sewer Maintenance CCTV Tool	Public Works - Water/Wastewater	Improved Efficiency	3	50,000			50,000						

2023 Capital Decision Packages

DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Building Canada Fund	Grants	Unallocated	Future Operating Impact	2024 Capital Commitments	2025 & Beyond Capital Commitments	
39	Recommend	Sanitary Sewer Air Relief Valve Replacement Program	Public Works - Water/Wastewater	Replacements, Rehabilitation and/or Maintenance	2	75,000	75,000									
40	Recommend	Stormwater Management Pond Cleanout Program	Engineering	Replacements, Rehabilitation and/or Maintenance	2	1,830,000					1,830,000			1,550,000	5,090,000	
41	Recommend	Alternative Service Delivery Study	Library	Community Planning	2	50,000		50,000								
42	Recommend	Municipal Infrastructure Projects	Engineering	Replacements, Rehabilitation and/or Maintenance	2	6,800,000	2,049,650	2,250,350		2,500,000				11,900,000		
43	Recommend	Residential Parking Study	Planning & Bldg	Community Planning	3	75,000			75,000					225,000		
44	Recommend	Main St. Walkway Revitalization	Engineering	Enhance	2	150,000		75,000	75,000					705,000		
45	Recommend	Replacement of Firefighting Equipment	CYFS	Replacements, Rehabilitation and/or Maintenance	3	50,000	50,000							50,000	50,000	
46	Recommend	Mobile Technology for replacement bylaw vehicles	Leg. Services	Enhance	2	120,000			120,000				(8,000)	30,000		
48	Recommend	Recruit Program - Attrition	CYFS	Replacements, Rehabilitation and/or Maintenance	2	65,000	65,000									
49	Recommend	Tennis club demolition and new parking lot construction	Engineering	Enhance	3	150,000		75,000	75,000					2,000,000		
Subtotal - Standard program allocated portion						\$ 18,190,000	\$ 6,881,650	\$ 4,785,350	\$ 2,135,000	\$ 2,500,000	\$ 1,888,000	\$ -	\$ 235,700	\$ 29,095,000	\$ 8,280,000	
1b. Standard program Previously Approved in 2022 - Capital Programs Deferred to 2023, 2024, and Future Years																
	Approved	Lifecycle Replacement of Personal Protective Equipment	CYFS	Replacements, Rehabilitation and/or Maintenance	-	190,000	190,000									
	Approved	Firefighter PPE Washing System	CYFS	Enhance	-	100,000			100,000							
	Approved	Mulock Drive Multi Use Path Feasibility and Design Study	Engineering	Growth	-	1,830,000		1,830,000						1,500,000		
	Approved	NW Quadrant Trails	Engineering	Growth	-	2,050,000		2,050,000								
	Approved	Parkette & Sports Pad- scope, public engagement, design	Engineering	Replacements, Rehabilitation and/or Maintenance	-	300,000		300,000								
	Approved	Municipal Infrastructure Projects	Engineering	Replacements, Rehabilitation and/or Maintenance	-	200,700	200,700									
	Approved	Bridges and Culverts Program	Engineering	Replacements, Rehabilitation and/or Maintenance	-	1,215,000	1,215,000							2,500,000		
	Approved	Facility Asset Replacements	Facilities	Replacements, Rehabilitation and/or Maintenance	-	450,000	450,000									
	Approved	AODA Implementation for Facilities	Facilities	Replacements, Rehabilitation and/or Maintenance	-	100,000	100,000							100,000		
	Approved	Facility Health and Safety Requirements	Facilities	Replacements, Rehabilitation and/or Maintenance	-	40,000	40,000									
	Approved	Roof Replacements at Various Facilities	Facilities	Replacements, Rehabilitation and/or Maintenance	-	710,000	710,000							1,410,000	300,000	
	Approved	Library Windows	Facilities	Replacements, Rehabilitation and/or Maintenance	-	60,000	60,000									
	Approved	Enhance Technology needs of new workplace model	IT	Replacements, Rehabilitation and/or Maintenance	-	250,000			250,000					500,000		
	Approved	Replace/Upgrade ERP Systems	IT	Replacements, Rehabilitation and/or Maintenance	-	50,000			50,000							
	Approved	Active Transportation Plan	Parks	Growth	-	-								175,000		
	Approved	Harry Walker Parkway East Sidewalk	Parks	Growth	-	-								99,000		
	Approved	Official Plan Review and Update	Planning & Bldg	Growth	-	375,000		375,000								
	Approved	Sewage Pump Station Maintenance Program Development	Public Works - Water/Wastewater	Replacements, Rehabilitation and/or Maintenance	-	100,000	100,000									
Subtotal - Standard program Previously Approved						\$ 8,020,700	\$ 3,065,700	\$ 4,555,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 6,284,000	\$ 300,000	
Subtotal - Standard program allocated portion and Previously Approved						\$ 26,210,700	\$ 9,947,350	\$ 9,340,350	\$ 2,535,000	\$ 2,500,000	\$ 1,888,000	\$ -	\$ 235,700	\$ 35,379,000	\$ 8,580,000	
1c. Standard program - Remaining unallocated provision						-	2,800,000					2,800,000				
Total - Standard Program						\$ 29,010,700	\$ 9,947,350	\$ 9,340,350	\$ 2,535,000	\$ 2,500,000	\$ 1,888,000	\$ 2,800,000	\$ 235,700	\$ 35,379,000	\$ 8,580,000	

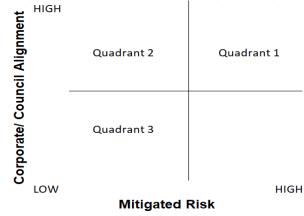
2023 Capital Decision Packages

DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Building Canada Fund	Grants	Unallocated	Future Operating Impact	2024 Capital Commitments	2025 & Beyond Capital Commitments
2. Major program - Previously committed/approved projects:															
	Approved	Recreation Playbook Implementation	Engineering	Growth	-	-								5,000,000	
	Approved	Fleet & Equipment Replacement	Public Works	Replacements, Rehabilitation and/or Maintenance	-	650,000	650,000								
	Approved	Mulock Park	Engineering	Growth	-	14,500,000		14,500,000						14,500,000	13,500,000
	Approved	Mulock Parking Lot	Engineering	Growth	-	1,700,000		1,700,000						1,400,000	
	Approved	Mulock House Adaptive Re-Use	Engineering	Other	-	2,300,000			1,500,000	800,000				5,200,000	4,800,000
Total - Major program allocated portion						\$ 19,150,000	\$ 650,000	\$ 16,200,000	\$ 1,500,000	\$ 800,000	\$ -	\$ -	\$ -	\$ 26,100,000	\$ 18,300,000
Total 2023 Capital Spending Authority						\$ 48,160,700	\$ 10,597,350	\$ 25,540,350	\$ 4,035,000	\$ 3,300,000	\$ 1,888,000	\$ 2,800,000	\$ 235,700	\$ 61,479,000	\$ 26,880,000

Notes:

1

Quadrant Ranking Legend	
Quadrant	Description
1	High Mitigated Risk, High Corporate/ Council Alignment
2	Low Mitigated Risk, High Corporate/ Council Alignment
3	Low Mitigated Risk, Low Corporate/ Council Alignment



2 Trails & Multi-Use Path was pre-approved on Jan 30, 2023 - CoW

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	First Arriving Dashboard						
Project Cost	\$ 20,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	1
Commission/Area:	Central York Fire Services			Division/ Departments:			
Legislative Requirement (select one):	No		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Improved Efficiency
<p>As a way to improve the delivery of communications throughout the departments this project will provide a dashboard screen in the crew quarters at each station, the Admin/Training office area at Station 4-5, and the Fire Prevention and Public Education area at Station 4-1. These dashboards will provide department information pages; links to our social media accounts; incident data and analytics; staff and training schedules; station, equipment, and apparatus issues; as well as weather and traffic mapping. This will provide a much more robust method of communications that will locate all messaging in one easily accessed, central location.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE		
<p>Through current communication methods across 4 platoons, 4 divisions, and over 150 firefighters, there is no centralized location for all department communications. First Arriving will provide a centralized dashboard at each station that will provide information on schedules, platoon assignments, absenteeism, upcoming events, and maintenance issues with apparatus, equipment, and facilities. First Arriving also provides a data analytics module that will provide the department with the opportunity to analyse incident response data and provides the opportunity to conduct continuous improvement for travel time and turnout time with the department, as well as identify other areas to be addressed, both internally and externally.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	No Impact
<p>The improved communications through the dashboard, as well as the continuous improvements derived through the data analytics will result in improved response and travel times. Times outside of the response parameters will be able to be quickly identified and addressed at the platoon and crew level. These continuous improvement initiatives will result in reduced turnout and travel times.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	No Impact
<p>Through the data analytics module, travel and turnout times outside of the normal department times will be quickly addressed, providing the opportunity to reduce travel and turnout times, resulting in quicker responses to incidents.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts:	Within 3 months
<p>The positives with the implementation of the dashboard will be increased and improved communications across all platoons and all stations, a centralized location for all maintenance issues related to apparatus, equipment, and facilities, and the continuous improvement that is derived through the data analytics capabilities. The negatives surround not implementing the dashboard, as communications will still be limited to current methods and there will continue to be a duplication of time and effort recording and tracking maintenance issues related to apparatus, equipment, and facilities.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			20,000					\$ 20,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Information Technology		
Prepared By:		Reviewed By:		Commissioner:	
Deputy Fire Chief Jeremy Inglis		Fire Chief Ian Laing			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	High Rise Firefighting Equipment						
Project Cost	\$ 25,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	3
Commission/Area:	Central York Fire Services			Division/ Departments:			
Legislative Requirement (select one):	No		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>With additional standpipe equipped buildings being built in both Aurora and Newmarket, the need to update and upgrade our current standpipe firefighting capabilities and equipment to align with industry best practices are a necessity. This project will be completed in two stages: year one - purchase training kits and build training props, equip 3 frontline engines with high-rise response kits. year two - equip two remaining front line engines with high-rise response kits. High-rise response kits include: hose, nozzles, adaptors, standpipe kits, and ventilation kits.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Our current standpipe response equipment is not meeting the established industry best practices and NFPA recommendations for operational capabilities at incidents in standpipe equipped buildings. With an increase in residential units in buildings equipped with standpipes, this realignment with industry best practices and recommendations will provide fire crews with the tools to operate at higher levels of proficiency during fire responses at buildings equipped with standpipe systems.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
<p>This project will align our standpipe equipped building response with industry best practices, raising our operational capabilities and providing a higher level of service for residents in standpipe equipped buildings, increasing the departments operational capabilities while operating at fire incidents in buildings equipped with standpipe systems.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Significant Impact - Town Wide
<p>Greater operational capabilities while operating at buildings equipped with standpipe systems.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Health and Safety
	Timelines for Potential Risk Impacts:	Within 3 months
<p>The current high-rise firefighting equipment is utilizing an older set of standards and best practices that have been shown to create issues with water flow, volume, and pressure during firefighting operation utilizing a standpipe. This can result in safety issues for residents/tenants of the building and firefighters operating in the hot zone. The new equipment addresses the issues with water flow, volume, and pressure, resulting in greater operational capabilities and a higher level of safety for firefighters.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	25,000							\$ 25,000
2024	20,000							\$ 20,000
Future Phases								\$ -
TOTAL	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	No	Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Deputy Fire Chief Jeremy Inglis			Fire Chief Ian Laing					

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Laptops for Online and Virtual Training						
Project Cost	\$ 10,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	4
Commission/Area:	Central York Fire Services		Division/ Departments:				
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Improved Efficiency
With the implementation of O.Reg.343/22 - Firefighter Certification and the resulting mandatory certification of firefighters for various standards, the need for online and virtual training will be increasing greatly. This project will be to purchase five laptops, one assigned to each station, to aid in the scheduling and delivery of training and certification via online and virtual platforms.		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE		
As more courses begin to offer online and virtual training, as well as e-testing, CYFS will need additional laptops and computers to complete the required courses, testing, and certification.		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	No Impact
The additional laptops will not impact the level of service that the department provides to the community, but will increase our capacity and ability to deliver course material and content via online and virtual platforms. The ability to deliver material via the online and virtual platforms will aid in reducing the necessity to remove firefighters from their regular schedule to complete mandatory certifications.		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	No Impact
Minimal community impact.		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts:	Within 3 months
The purchase of the additional laptops will increase our capacity to deliver training, certification, and testing via online and virtual platforms.		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			10,000					\$ 10,000
2024			10,000					\$ 10,000
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Information Technology			
Prepared By:	Reviewed By:		Commissioner:			
Deputy Fire Chief Jeremy Inglis	Fire Chief Ian Laing					

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Additional SCBA Cylinders						
Project Cost	\$ 50,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	5
Commission/Area:	Central York Fire Services			Division/ Departments:			
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Improved Efficiency
With the addition of Station 4-5 and the 7th apparatus we require the purchase of 20 x 4500 psi, 45 minute MSA G1 SCBA Cylinders and 5 x 4500 psi, 60 minute MSA G1 Cylinders to ensure an adequate supply for training and day to day operations.		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE		
With the additional apparatus and station in service, we encounter a shortfall of SCBA cylinders during training and large incidents. The additional cylinders will provide us with a greater buffer during training, testing, and incidents.		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels
With the 20 additional 45 minute cylinders and 5 additional 60 minute cylinders will have a larger buffer that will result in reduced logistical issues due to shuttling empty cylinders between the incident and a station with a fill station. This will also provide a greater buffer when cylinders are being utilized during training, especially during recruit or live fire training.		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
Minimal community impact.		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts:	Within 3 months
With the limited number of SCBA cylinders there is the potential to run into supply issues at large incidents in the event that there are no staff or limited staff available to fill cylinders. These supply issues may result in reduced operational capabilities if there are not enough cylinders at the incident.		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			50,000					\$ 50,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	No	Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Deputy Fire Chief Jeremy Inglis			Fire Chief Ian Laing					

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Renovations to Station 4-1						
Project Cost	\$ 75,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	6
Commission/Area:	Central York Fire Services		Division/ Departments:				
Legislative Requirement (select one):	No		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Enhance
<p>As the department continues to grow and develop, the need to update the staff facilities has arose at Station 4-1. In order to help reduce response times, specifically turnout time, the recommendation to move the Suppression crew from the second floor to the main floor, adjacent to the apparatus bay. The move to the main floor will provide the station with men's and women's change rooms and washrooms, a larger kitchen facility to accommodate the Suppression crew and the Fire Prevention and Public Education division, as well as addressing storage needs for both Suppression and Prevention. With the Suppression crews moving to the main floor, this will create the need for Fire Prevention and Public Education to move to the second floor, which will provide them with a larger space that will facilitate future growth of an additional two Inspectors. The option for an additional phase to expand the second floor to add an additional 3 offices has also been investigated, and can be revisited when the need for additional growth arises. The project will also address the rear parking lot and ramp to the apparatus bay on the south side of the station.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>As CYFS continues to grow, the Fire Prevention and Public Education division has reached the staffing capacity for its current location. The proposed renovations will alleviate these restrictions by providing a facility that will accommodate an additional two Inspectors, above the divisions current allotment, with the ability to initiate a second phase to add three additional offices, thus providing the ability to expand by a further three positions. Upon completion of the initial phase, we would then be able to address the hiring of an additional Inspector, as recommended in the 2014 Fire Master Plan. The renovations will also address the staff spacing issues that were identified during the pandemic; this will result in adequate spacing in the dorms, kitchen, and training areas of the station. Through the renovations, we will also be able to address the lack of a women's change room, showers, and limited washroom facilities, while providing space for both Fire Prevention and Public Education, and Suppression staff in these areas.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
<p>As the renovations will provide additional space for the Fire Prevention and Public Education division to expand we will be able to increase our levels of service in relation to Public Education Programs, Inspections, Investigations, and Community Engagement. As the renovations would move the suppression crews from the second floor to the main floor, it is estimated that we will reduce our turnout times for Station 4-1 by 15 - 20 seconds, thus reducing our over all response time within the community.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>Aside from the estimated reduction in turnout times, and thus response times, the greatest impact to the community will be the ability to expand the Fire Prevention and Public Education division to keep pace with the growth of Newmarket and Aurora so that CYFS can continue to address the needs of the communities in their current form and to take a progressive approach to addressing the future needs of both communities.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts:	Within 3 years
<p>With the current facilities requiring a substantial upgrade to address the restrictions to expanding the Fire Prevention and Public Education division, restricted space throughout the station, a lack of adequate change and shower facilities for women, and the current issues with an HVAC system that is no longer meeting the requirements of the station. Without the ability to expand the Fire Prevention and Public Education division, we are at risk of not being able to keep pace with the growth of the communities and maintain our progressive approach to fire safety.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	75,000							\$ 75,000
2024	975,000		125,000					\$ 1,100,000
Future Phases	650,000		125,000					\$ 775,000
TOTAL	\$ 1,700,000	-	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 1,950,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Procurement Ser	Financial Service	Information Tech	Facilities		
Prepared By:			Reviewed By:			Commissioner:		
Deputy Fire Chief Jeremy Inglis			Fire Chief Ian Laing					

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Bridge & Culvert Replacement Program					
Project Cost	\$ 200,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 7
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Engineering Services	
Legislative Requirement (select one):	Yes	Quote Legislation:	Ont. Reg. 160/02			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Replacements, Rehabilitation and/or Maintenance

To ensure public safety and to safeguard the lives of residents, all bridges and major large-diameter culverts in municipalities in Ontario are required, BY LAW (Ontario Regulation 104/97, amended by 160/02), to be inspected every 2 years. Legislated detailed visual inspections of bridges and large diameter culverts will be performed in accordance with element and condition classifications as prescribed in the Ontario Structure Inspection Manual (OSIM), April 2008 Revision.

This program covers the identification and delivery of the repair, rehabilitation or replacement of the bridges and large diameter culverts, and includes costs of staff, consultants and contractors. In 2023, the primary goal of the program is to complete the replacement of the Queen Street Bridge over the CN Railway (\$4.5M) and to complete design of additional works for 2024 construction (\$250,000), and an additional allotment to complete two structural replacements (\$1M).

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Approved Strategic Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

The main objectives of OSIM inspections are to ensure public safety, to maintain structures in a safe condition and to provide a basis for a structure management system for the planning and funding of the maintenance and rehabilitation of structures. Therefore, this program aligns with the Council and Town's top priorities to ensure public safety within the municipality. It also aligns with the Council's priorities such as; Long-Term Financial Sustainability and Safe Transportation Streets.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** Secures Existing Service Levels & Addresses Infrastructure Gap

By undertaking this assignment, detailed material defects, performance deficiencies and maintenance needs of the inspected structures will be identified. It will also include the replacement or rehabilitation of various bridge and large diameter culverts in the Town. Therefore, this will ensure public safety within the municipality. This will also ensure that the Town can improve our existing desired service levels.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Moderate Impact - Moderate utilization

Bridges and large diameter culverts are major structural roadway elements. The failure of these assets would have a serious impact on the community by threatening the health & safety of the public as well as causing severe public disruption through the closure of major roadways. Some major bridge works will require the temporary closure of roadways within the Town in order for the work to be performed.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Corporate Image

Timelines for Potential Risk Impacts: Within 1 year

If the Town does not conduct the study and carry out the necessary rehabilitation or replacement works, the Town would be violating the law (Ontario Regulation 160/02) and will be subject to stiff fines or penalties. Furthermore, the Town would be held liable for any damages or deaths arising from structural defects. Bridges and large diameter culvert deficiencies pose a significant risk to municipalities in terms of public safety and structure management system funding resources.

By conducting this study, we can assess material defects, performance deficiencies and maintenance needs of a structure and carrying out the required scope of work at the appropriate time. By performing the necessary rehabilitation or replacement works, the Town will be protected from liability from the failure of these large roadway structures. Therefore, public safety and funding resources risks will be identified and managed.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	200,000							\$ 200,000
2024	1,835,000							\$ 1,835,000
Future Phases								\$ -
TOTAL	\$ 2,035,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,035,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Rob Grech			Rachel Prudhomme			Peter Noehammer		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Trails & Multi-Use Path					
Project Cost	\$ 1,920,000	Project Resources Requirements	No New Resources	Operating DP	Yes	Decision Package # 8
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Engineering Services	
Legislative Requirement (select one):	No	Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Growth
<p>This program includes the project management, design and construction of the Mulock Multi-use Path & Northwest Quadrant trails in accordance with the Council endorsed Active Transportation Network, and the design and planning of future trails/MUP projects under the ATIP program. Northwest Quadrant (\$4.32M) will be completed in 2023, with \$2.4 million approved in 2022. Mulock MUP construction will be initiated in Spring 2023, and run through Fall of 2024. Note that the total costs of Mulock MUP are being 50% funded by the Region (\$3.8M).</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Council Priority
<p>• Continue to implement the traffic mitigation strategy and Active Transportation Plan and explore/advance an off-road Mulock multi-use path.</p>		
<p>Safe Transportation (Streets): This Program delivers the Key Action Item of implementing the Active Transportation Implementation Plan (ATIP) . The program provides for off-road transportation for cyclists and pedestrians which will be removed from the roadways. The design and construction of this program will also include amenities that will help create <u>Extraordinary Places and Spaces</u>.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
<p>This program creates additional trails and off-road non-vehicular transportation (pedestrian, cyclist, non-motorized vehicles) and moves the Town and its residents towards living a more Active Transportation lifestyle as well as provides Safe Transportation.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Significant Impact - Town Wide
<p>Construction of the Mulock MUP and trails identified in the Council-approved Active Transportation Plan will provide excellent, safe transportation corridors, will help residents to be 'Living Well' and will improve the Town's corporate image.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Corporate Image
	Timelines for Potential Risk Impacts	Within 1 year
<p>This program will provide for the off-road transportation needs of cyclists, pedestrians, joggers, etc. which will provide an increased level of safety by eliminating risk of conflicts with vehicles.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		1,920,000						\$ 1,920,000
2024		2,100,000					2,100,000	\$ 4,200,000
Future Phases								\$ -
TOTAL	\$ -	\$ 4,020,000	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000	\$ 6,120,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Rob Grech			Rachel Prudhomme			Peter Noehammer		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Computer and Peripheral replacement						
Project Cost	\$ 250,000.00	Project Resources Requirements	New Resources	Operating DP	Yes	Decision Package #	9
Commission/Area:	Corporate Services Commission			Division/ Departments:	Information Technology		
Legislative Requirement (select one):	Quote Legislation:						

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Replacements, Rehabilitation and/or Maintenance
<p>This decision package is critical to the on going replacement of end user desktop equipment and peripheral devices that have reached the end of their lifecycle. Equipment includes desktop computers, laptops, printers, audio/visual equipment, tablets, etc</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Service Level Maintenance will ensure desktop equipment is kept up to date and current with the latest in hardware and software as required.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels & Addresses Infrastructure Gap
<p>The future of work requires that staff have adequate technology to support their operations and support new innovations with hybrid work environments.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Minor Impact - Local Benefit
<p>The capital request is required to maintain the existing level of service. End user desktop environment needs to be kept current and up to date, otherwise staff are hindered from performing their daily work by interruptions for troubleshooting errors and/or the repair of equipment.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Operational
	Timelines for Potential Risk Impacts: Within 1 year
<p>Without funds to upgrade/replace end of life and/or aging desktop equipment outages will likely occur with service loss and or quality of service impact for critical users</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	250,000							\$ 250,000
2024	250,000							\$ 250,000
Future Phases	300,000							\$ 300,000
TOTAL	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Information Technology				
Prepared By:		Reviewed By:		Commissioner:			
Karthik Venkataraman		Karthik Venkataraman		Esther Armchuk			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Replace/Upgrade ERP Systems					
Project Cost	\$ 250,000.00	Project Resources Requirements	New Resources	Operating DP	Yes	Decision Package # 10
Commission/Area:	Corporate Services Commission			Division/ Departments:	Information Technology	
Legislative Requirement (select one):		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>Currently the Town has budget allocated towards maintenance and upgrades to our core ERP systems. The Town recently implemented a new recreation management system with Perfectmind and the new tax management software TXM. However, the landscape has changed with the vendors and we need to invest in more sustainable solutions for a tax system and other additional modules of our ERP system. These additional costs are to ensure we replace legacy systems and ensure the Town is future ready to meet the demands and needs for more self-service integrations and web-enabled technologies.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>As part of regular maintenance of our enterprise systems we require regular review and upgrades to our systems due to compliance, industry best practices, license expiry, system capabilities etc. These core systems are required to have regular upkeep in order to maintain high service levels. Technology has changed to the point of requiring integrations that are repeatable, scalable and secure. Certain enterprise systems currently implemented, are lacking in core functionality desired by business to conduct efficient service delivery or have come to an end of life for sustainable efficient operations. These new investments will provide opportunity to implement modern technology and add value to Town residents.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels
<p>Updated technology on core enterprise systems. Additional functionality to meet service needs. Additional security of core systems. Scalability and repeatability of integration between legacy and new applications.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>Enhancing core enterprise IT Systems will allow for enhanced efficiencies and higher service levels with fit-for-purpose application. Additionally, residents will be able to conduct business more efficiently with self-service solutions based on the integrations between these modern systems. Additionally, tax systems are key to the Town's operations and needs to be updated with supportable sustainable solutions. Portals developed utilizing these systems will assist in providing residents access to planning and building services, financial payments and other departmental interactions through online services.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts:	Within 1 year
<p>Potential Outages and impacts to quality of service due to the factors of legacy applications and outdated technologies. Possible security concerns with lack of compliance to industry standards, inadequate integrations and manual processes.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			250,000					\$ 250,000
2024			250,000					\$ 250,000
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023							50,000	\$ 50,000
2024							50,000	\$ 50,000
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Information Tech	Financial Services		
Prepared By:	Reviewed By:		Commissioner:			
Karthik Venkataraman	Karthik Venkataraman		Esther Armchuk			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Network Infrastructure Updates					
Project Cost	\$ 250,000.00	Project Resources Requirements	No New Resources	Operating DP	Yes	Decision Package # 11
Commission/Area:	Corporate Services Commission		Division/ Departments:		Information Technology	
Legislative Requirement (select one):		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
On going replacement of equipment that has reached the end of its lifecycle. Equipment includes servers, SANs, UPSs, switches, routers, etc. within Town data centres related to the voice/data network and WAN infrastructure.		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE		
Regular upkeep and replacement of legacy infrastructure is necessary to maintain efficient Information Technology to support service delivery. Despite best effort and extension of lifecycle on key network components, support and maintenance is coming to end of life and end of support for key network components. Additionally, with new solutions being brought forward through the IT strategy/ DTS there is more demand and need for upgrade of key network components.		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
Updated technology of core infrastructure services. Additional functionality to meet service needs. Additional security of core systems. Scalable, secure and expandable systems to support the growing need for future ready demands on the Town's network infrastructure.		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
The Town can face significant impact to service delivery if the computing infrastructure is not kept up to date or does not have sufficient capacity.		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts:	Within 1 year
Security issues and lack of capacity to provide efficient operations of core enterprise systems can occur if the legacy infrastructure is not replaced in a timely manner.		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	250,000							\$ 250,000
2024	250,000							\$ 250,000
Future Phases	500,000							\$ 500,000
TOTAL	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With	Information Technology			
Prepared By:		Reviewed By:		Commissioner:		
Karthik Venkataraman		Karthik Venkataraman		Esther Armchuk		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Ken Sturgeon Trail Paving and Amenities						
Project Cost	\$ 100,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	13
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Enhance
<p>This project is to pave the remaining trail at Ken Sturgeon Park to allow access for all and to minimize trip hazards caused by washouts when it rains, or change of season from winter to spring. Paving will assist with AODA issues by make the trail compliant. Portions of the trail have been paved through the completion of other projects such as the playground replacement and the newer basketball court/outdoor community rink. This request will also include installation of trail lighting, p-gates, tree planting, benches and tri-waste containers where appropriate.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>This project aligns with department requirements to maintain Town parks and trails and supports the efficient management and long term financial sustainability of the Town's assets.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
<p>Upgrading current screening to asphalt Improves accessibility and safety for users of all abilities year round. Currently users with mobility/accessibility challenges are unable to access the trail during winter months.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>Completion of the remaining asphalt trails and amenities will improve/increase access and enjoyment of the park which includes an AODA compliant play structure.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Health and Safety
	Timelines for Potential Risk Impacts	Within 1 year
<p>Risks exist for all users including those with mobility challenges or pushing strollers as the washout that occurs during/following rainfall may create unstable walking environments. Paving these areas will support safe use of the trail during the winter months. Users and residents have identified this area as a concern so risk of negative public opinion exists.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	50,000	50,000						\$ 100,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Jeff Bond			Kristi Carlen			Jeff Payne		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Trail Guidelines and Expansion Consulting Services						
Project Cost	\$ 200,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	14
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Growth
<p>The staff report 2021-11 presented to council on Multi use trail safety enhancements identified the retention of consulting services to review and develop formal trail guidelines as well as design plans for the potential "twinning" of the Tom Taylor Trail (TTT) from Mulock Drive to Davis Drive. Additionally the boardwalk along Fairly Lake will be reviewed and options presented for consideration. This area was identified for review/design in 2021 but was deferred due to staffing constraints and has now been bundled to improve efficiency of resources.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Approved Strategic Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Please see council report 2021-11 for more details regarding the multi use trail safety enhancement staff report.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
<p>As outlined in council report 2021-11, there is a desire to improve user experience along the existing Tom Taylor Trail and all inventory in Newmarket. This project will result in the creation of a standardized level of service as well as establish design standards for trails moving forward.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Significant Impact - Town Wide
<p>As outlined in the staff report 2021-11, the downtown area of the TTT averages over 1200 weekday and 1500 weekend daily users. The volume of use and popularity of this trail requires a review and investment to ensure the safe use for all users. Residents have voiced concern regarding the high traffic patterns and mixed uses of the trail and staff are in support of developing more structured guidelines for use. The Fairy Lake boardwalk is also a well utilized and active area for our residents. Flooding from spring run off, ice flows has resulted in damage to the board walk. Residents have voiced a desire for improved safety measures along our trails and in particular the TTT.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Health and Safety
	Timelines for Potential Risk Impacts	Within 1 year
<p>The staff report reviewed incidents and reports of near misses that had been reported to have occurred on the trails, as well as making observations during site visits. Resident feedback regarding the popularity and enjoyment of the trail system being increased through enhanced safety measures has also been received.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			200,000					\$ 200,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Engineering Services					
Prepared By:			Reviewed By:			Commissioner:		
Jeff Bond			Kristi Carlen			Jeff Payne		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Forestry Equipment Realignment						
Project Cost	\$ 130,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	15
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Improved Efficiency
<p>Forestry is requesting approval to purchase a light pick up truck and chipper unit to further enhance the operational capacity, efficiency, and flexibility. This purchase will enable a third field crew to be deployed to support chipping activity and storm response. It is anticipated that this purchase will be budget neutral through the sale of the stump grinder (approx. \$120,000) which has been determined to be surplus inventory and resulting savings through no longer leasing of truck 21-98 (approx. \$10,000).</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Departmental Plan with Added Opportunity
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>The Town's full service tree planting contract includes the removal, stumping, and replacement of identified canopy inventory which has made the stump grinder surplus equipment. The Town acquired a stump grinder (4SG2011) with a trailer (4TL2012) in 2020 with the aim to be able to remove tree stumps internally. With the inclusion of stumping services within the full service tree planting contract, staff made an intentional decision to keep the unit out of service in order to maintain peak resale value and and initial estimates indicate that the Town should expect to see a return of close to 100%. A review of service requests has highlighted the need for increased operability of tree work such as pruning and removal. Presently Forestry has three trucks with chip boxes but only two chippers, limiting operations to two crews. With the increase of forestry inspection requests, a truck rental has been required which will no longer be needed resulting in a savings of approximately \$10,000. The intent of this project is to finance the purchase of a chipper as well as a light duty pick up truck with the sale proceeds of the grinder and trailer. The estimated cost of a chipper and a light duty pickup truck is \$120,000 - \$130,000. It is anticipated the sale proceed will fully cover the cost. Therefore, this operational adjustment is forecasted to be cost neutral but will increase operation capacity from two to three crews while avoiding future rental cost of approximately \$10,000 per year.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels
<p>Forestry operation capacity will be increased through the ability to activate a third maintenance crew which will improve responsiveness, efficiency, and resulting service levels. The reduction of one leased truck will provide future cost avoidance.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>The purchasing of the third chipper will increase the utilization of trained staff and provide greater efficiency and operational flexibility. The purchase of the light truck will provide cost saving of about \$10,000 per year while maintaining the operations service levels.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Financial Impact
	Timelines for Potential Risk Impacts	Within 1 year
<p>The purchase of the truck and chipper equipment will support an ability to provide increased response to stakeholder's service requests and timely response to storm/emergency situations in addition to future truck rental expenditures.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			130,000					\$ 130,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023					-10,000			-\$ 10,000
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With		Reviewed By:		Commissioner:	
				Joerg Hettmann	Kristi Carlen	Jeff Payne	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Sports Field Driveable Paint Liner					
Project Cost	\$ 125,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 17
Commission/Area:	Community Services Commission		Division/ Departments:		Parks	
Legislative Requirement (select one):	No	Quote Legislation:	OHSA			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Replacements, Rehabilitation and/or Maintenance

The proposed equipment is operated and driven by GPS technology that will allow the machine to paint fields to 99% accuracy from the first initial layout and during the whole season which will result in a more consistent playing experience for our field users. The currently process is time consuming and inefficient as it requires two staff to layout each field separately, by hand, with tape measures, string and spray paint. It takes approximately 3-4 hours per field to layout and there are currently 42 soccer fields and 21 ball diamonds requiring painting. Our existing ride on machine is experiencing regular break down and staff are unable to count on it's consistent availability further requiring more work to be completed by hand.

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Commission or Departmental Business Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Sport field and ball diamond service levels require weekly line painting with some in our inventory requiring a second visit due to fading lines which is further impacted by grass growth. Walk behind units weighing approximately 85lbs are currently utilized but this unit if purchased, will reduce this requirement and benefit staff in dealing with body stressors caused by operating the walk behind equipment on uneven surfaces and often in very warm conditions. Additionally, field lining times will be significantly reduced by eliminating the need to re-mark to ensure accuracy is maintained.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** Secures Existing Service Levels

This piece of equipment is going to help us maintain the proper levels of service and ensure lining accuracy as outlined in Soccer Canada and Baseball Canada guidelines. Our service level capacity is challenged with our current equipment and number of sports fields in our inventory and this purchase will assist in meeting our user group expectations.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Minor Impact - Local Benefit

The community and users group would be impacted if we cannot meet the current service levels for line painting as the quality of game play may be impacted and cause embarrassment to our sports groups. Staff will benefit from a device that will reduce the stressors placed on the body caused by operating a walk behind unit when painting by hand.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Operational

Timelines for Potential Risk Impacts Within 1 year

Our current walk behind equipment is aging and places physical stressors on the operator in addition to the environment itself. While appropriate training and supervision is provided, it is believed that this equipment could assist in providing a safer working environment for staff.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	125,000							\$ 125,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:		Reviewed By:		Commissioner:			
Jeff Bond		Kristi Carlen		Jeff Payne			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Sports Field Lighting Study						
Project Cost	\$ 50,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	18
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No	Quote Legislation:	Electrical Code, Building Code and OHSA				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Community Planning
<p>In 2015/2016, Parks & Property Services had a consultant to complete a comprehensive study of the various sport fields and diamond lighting in our parks. A number of immediate, short and long term repairs were recommended in the consultant's report. Some immediate repairs were completed but a few of the short term and long term repairs remain outstanding. As this report was completed 6 years ago it is the recommendation of staff that the sport lighting infrastructure conditions be reviewed and reassessed to identify any decline in infrastructure which may contribute to failures and possible loss of revenue and/or incident.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>The sport lighting locations included in this funding request are at a critical point and are necessary to address and identify required action to prevent deterioration of the Town's assets, which could compromise the integrity of the lighting. Properly maintaining the sport fields and diamonds lighting is part of this department's mandate, which also ensures efficient management and long term financial sustainability of the Town's assets.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
<p>To meet our current service levels with Recreation in providing safe and working lights on our sport fields, diamonds and other amenities, and prevent unplanned stoppage of use which will impact user group scheduling.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>Unidentified inventory deterioration resulting in unplanned closures of sports fields/amenities resulting in loss of community enjoyment and revenue, as well as potential embarrassment to our local sport user groups.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Health and Safety
	Timelines for Potential Risk Impacts: Within 1 year
<p>Light standards must meet criteria of inspection as set out by the Electrical Safety Association inspections and ensuring their structural integrity is required for the protection of both physical assets as well as human safety, and to ensure asset longevity. A failing light standard could result in significant impact to property and safety. There is also wiring below and above ground that is failing and causing shorts that could create issues resulting in injuries. With possible shutdowns from equipment/poles failing, users groups would be limited on field play causing revenue loss and corporate image issues.</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		50,000						\$ 50,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Jeff Bond			Kristi Carlen			Jeff Payne		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Council Chamber Upgrades - In-Room & Remote Consolidated Tiled Broadcast Layout						
Project Cost	\$ 330,000	Project Resources Requirements	No New Resources	Operating DP	Yes	Decision Package #	19
Commission/Area:	Corporate Services Commission			Division/ Departments:	Legislative Services		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Improved Efficiency
<p>The Town is conducting hybrid remote and in-person Council and Committee meetings and intends to continue doing so. In addition Town staff are also regularly conducting hybrid meetings in the Council Chambers. In order to improve our ability to stream and host hybrid meetings we are looking for upgrades to the current hardware and software in the Council Chambers and, subject to further budget approval, potentially all meeting rooms in the Municipal Offices. It's estimated that the project will cost \$250,000 and there may be \$50,000 in software costs. 10% contingency has been added to the project request to account for project overruns due to unplanned technical issues. Should the province allow for municipalities to apply for the Audit and Accountability Fund again, any future rounds of funding from that Fund could be used to offset the costs of this project.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>This has come forward as a request from Council to streamline the appearance of speakers and better manage voting during a Council meeting. Any potential solution for the Council chambers could, subject to further budget approval, also be rolled out in the future to other meeting rooms. The current solution using the combination of hardware and software in Council Chambers through zoom means that the voting and speaking experience is different for those in chambers versus those at home. Upgrades to the system will ensure a similar experience both for meeting participants and for viewers.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
<p>Upgrades to the hardware and software system will allow for easier management of hybrid Council and Committee meetings. As the Town's develops a hybrid work structure, these upgrades would continue to support the meetings where there are in-person and virtual participants. This supports the corporation's decision to transform the work environment by providing equitable access to participate in a meeting regardless of whether you're attending in person or remotely.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>The upgrades will have significant positive impact on the appearance and watchability of Council and Committee of the Whole meetings, because all meeting attendees will be visible even if they are not speaking.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Corporate Image
	Timelines for Potential Risk Impacts:	Within 1 year
<p>The negative risks associated with not proceeding with this project include: 1) continued unequal 'facetime' access for meeting participants due to their visual presence online being limited unless they are speaking (meeting participants who attend the Council Chambers in person are not shown on a live stream unless they are speaking); 2) meeting viewers being uncertain as to who is present at a Council meeting if they cannot view which Members of Council are physically sitting in the Council Chambers; and 3) it does not push forward on the Town's plan to transform the workplace into a hybrid environment (these meeting spaces will also be used for staff who are working on site and remotely).</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			330,000					\$ 330,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ 330,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023							30,000	\$ 30,000
2024							30,000	\$ 30,000
Future Phases							30,000	\$ 30,000

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Procurement Services	Information Technology		
Prepared By:	Reviewed By:		Commissioner:			
Sarah Niezen	Kiran Saini		Esther Armchuk			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Tree Risk Assessment Program						
Project Cost	\$ 75,000	Project Resources Requirements	New Resources	Operating DP	Yes	Decision Package #	20
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Community Planning
<p>Town's Urban Forest Management Plan(UFMP) was adopted by Council through Report 2019-82 on September 23, 2019. One of the goals for the first five years of the UFMP is to conduct proactive tree risk assessments on municipal lands to reduce the need for emergency responses. Weather and climate change are very unpredictable, violent and extreme weather events are on the rise. Bringing together mature trees and people in the urban environment with increasingly extreme weather events, the Town will need to recognize and mitigate potential risks to public safety and property. This will be achieved by ensuring healthy urban forest, which dead and hazardous trees are removed promptly and risk assessments of trees are done regularly. A process and continuous program is needed to proactively, predictable, and consistently evaluate the health of the Town's trees and to schedule preventive tree maintenance and/or removal operations. The capital portion of this project will develop criteria, indicators as well as methodologies for tree Risk Assessment protocol with the operations submission addressing the annual evaluation program.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Approved Strategic Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Town's Urban Forest Management Plan was adopted by Council through Report 2019-82 on September 23, 2019. The goals identified for the first five years of the UFMP referenced: Conduct proactive tree risk assessments on municipal lands to reduce the need for emergency responses.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels
<p>The project is intended to reduce the health & safety risk of trees failing, possibly harming people and damaging municipal and/or private assets. The strategy is to proactively identify high risk trees and mitigate those risks through tree arboriculture practices, such as pruning, cabling up to and including removal.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>The Town has experienced tree failures throughout, especially during wind and/or ice storms. With climate change causing more severe weather conditions, we can expect more frequent wind and ice storms with greater severity.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Health and Safety
	Timelines for Potential Risk Impacts	Within 1 year
<p>In the absence of a proactive tree risk assessment/abatement program, the Town is at an elevated risk of causing harm to people and/or damage to municipal and private property due to the failure of compromised trees that could have been addressed prior to their failure.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			75,000					\$ 75,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
----------------------	--	-----------------------	--	--	--	--	--

Prepared By:	Reviewed By:	Commissioner:
Jeff Bond	Kristi Carlen	Jeff Payne

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Main Street Furniture and Amenities Replacement						
Project Cost	\$ 60,000	Project Resources Requirements	No New Resources	Operating DP	Yes	Decision Package #	21
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>The Main Street benches, waste receptacles and bike racks are due for replacement and with the Town currently creating a Downtown Waste Management Strategy, we will need to update the waste containers according to the recommendations set out in the strategy. The current style of waste containers does not allow for separating the various streams of waste and current style creates issues for residents to place personal house/rental waste in them. The benches are showing wear and tear from the high use on Main Street and need to be replaced as well. With the ever increasing active transportation plan including bikes, we need to replace the existing bike racks and also need for additional bike rack storage areas as part of the Active Transportation Implementation Plan(ATIP).</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>As part of the Public Works Services (PWS) Department Plan, the Waste Program Administrator will have the Downtown Waste Management Strategy completed and ready for implementation in 2022. This document will outline recommendations including what type of waste containers shall be used in the downtown area. Parks continue to monitor our asset replacement programs related to amenities and the Main Street furniture is over 20+ years old and is showing wear and tear that needs to be replaced. Under Town Council Strategic Priorities, we have the goal of pedestrianization of Main Street and this updated furniture and amenities will be needed to help make that dream come alive one day in the future.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
<p>As noted above, we have had waste containers, benches and bike racks on Main Street for over 20 years that need to be updated and possible new locations due to the ever increasing needs from the busy area. Soofa collection has shown over the years that we have an average of 10,000 people per week on Main Street and we need to take care of our service levels to meet those needs.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>If the various furniture and amenities happen to fail on Main Street and need to be removed or shut down, the impact to the various visitors (Newmarket residents and non-residents) on Main Street would be greatly impacted. Many residents mostly seniors use the benches waiting to be picked up or when walking as they need to have additional breaks due to medical issues.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Corporate Image
	Timelines for Potential Risk Impacts	Within 1 year
<p>The town currently receives many negative complaints about the garbage cans, benches and bike racks in the Main Street area due to either vandalism, overflowing, no waste diversion options, no bike parking that has been seen in social media as well as conversations from elected officials.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	60,000							\$ 60,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Jeff Bond			Kristi Carlen			Jeff Payne		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Stackhouse Stormwater Management Pond Granular Trail						
Project Cost	\$ 215,000	Project Resources Requirements	No New Resources	Operating DP	Yes	Decision Package #	22
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Growth
<p>This request is to design and build a granular trail loop around the Storm Water Management (SWM) Pond located at 1055 Stackhouse Road between Harry Walker Parkway and Leslie Street. The proposed primary users would be local daytime workers in the area possibly dog walkers. There would be the need for a short boardwalk/culverts in areas due to the elevation changes along with the installation of concrete pads for a few benches/tables and waste receptacles. There will also be a service level change to this area that would require grass cutting, litter/waste removal and forestry work on a regular cycle, please see below for operating budget offset.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Town of Newmarket Strategic Plan Well Beyond the Ordinary Well-Planned & Connected mentions about creating walking and biking trails, paths and lanes. This proposed trail loop connects two business areas together and will provide a great opportunity for residents and workers in Newmarket to utilize this trail for their Wellness.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
<p>Building this trail loop would increase our service levels as we would have to provide schedule grass cutting around the trail for the fall zone, pickup litter, remove solid waste from the waste collection system, provide scheduled forestry pruning practices to trees impacting the trail and along with inspections of the boardwalk feature, culvert and granular trail.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>With a completed granular trail loop for staff from local businesses, local residents including dog walkers/owners would allow a great opportunity for moderate community impact and utilization.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Corporate Image
	Timelines for Potential Risk Impacts	Beyond 5 years
<p>Staff from local businesses reached out to the elected officials about possibly install this granular trail loop around the pond to allow them to walk during their various breaks including lunch throughout the day. Walking has been recognized and proven that it can help reduce mental health and increase your wellness with this simple exercise creating a positive atmosphere.</p> <p>Not having this trail loop could possibly impact the corporation's image with media/social media negative exposure.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		215,000						\$ 215,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023	7,700	1,000			3,000			\$ 11,700
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Jeff Bond			Kristi Carlen			Jeff Payne		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Facility Health and Safety Requirements						
Project Cost	\$ 810,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	23
Commission/Area:	Community Services Commission			Division/ Departments:	Facilities		
Legislative Requirement (select one):	No		Quote Legislation:	OHSA, Public Health, Fire Code, Building Code, Electrical Code			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Replacements, Rehabilitation and/or Maintenance
<p>There are a number of buildings that require various repairs, replacements and/or modifications in order to comply with various Health and Safety requirements as well as codes and regulations. This request is for the following items that are currently posing an imminent risk to the health or the safety of the occupant, users and staff.</p> <p>Ray Twinney Complex Transformer and Switchgear Replacements - Transformer and switchgear equipment for the main building and for the Pool area are at the end of their useful life and were recommended to be replaced by our Electrical Engineer.</p> <p>Magna Lobby Expansion Joint and Sports Theatre Flooring Replacements - The flooring in the sport theatre area has had ongoing issues with adhesion to the substrate, experiencing bubbling of the floor material in several locations.</p> <p>Library Guardrails for Safe Roof Access and Skylight – Access to the roof provided through a roof hatch is unsafe and does not comply with safe working at heights practices due to the close proximity of the roof edge. Moreover, an unprotected skylight is also located to proximity of work areas. These two conditions present a risk for fall injury or death and poses a liability risk for the Corporation.</p> <p>Library Fire Panel and Annunciator Replacement – This request is to replace the fire panel and annunciator for the building, including all signal and detection devices. There is a recurring ground fault issue with the system, which is typically triggered during rainfalls. Replacement of the system is the only way to resolve the ongoing issue.</p> <p>Solutions Implementation - This request is to implement some of the security solutions that were recommended during the 2022 Facility Security Audit.</p> <p>Design preparation for various projects - This is to prepare design work for Old Town Hall Bell Tower Safe Access Retrofit, Library Curtain Wall System Repairs and Bird Safe Solution, Magna Centre changerooms retrofit, Magna Centre pool deck and lap pool re-grout, Magna Centre power for emergency lighting. Construction for these projects will be in 2024 and 2025.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p>	
<p>The projects included in this funding request are necessary to comply with legislative requirements and maintain the health and safety of the users, occupants and staff. It is part of this department's duties to ensure the safe operation of the facilities, ensure on-going improvement of safe work practices and comply with applicable codes, regulations and guidelines to the best of our knowledge and abilities.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels & Addresses Infrastructure Gap
<p>Addressing these issues would prevent disruptions to the operations and the various programming that occur in the facilities on a daily basis and ensure the health and safety of the building users, occupants and staff. Disruptions to the regular operations of the facilities would result in potential loss of revenue and may negatively affect the town's image and trust of the community in the Town's ability to responsibly manage assets.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>If left unattended, these projects which mainly affect the Town's main two recreational facilities, could result in partial or full closure of these facilities. Cancelled programming in such large facilities is likely to affect a large number of the population, not considering that such closures at high visibility locations is likely to negatively affect the town's image and trust of the community in the Town's ability to responsibly manage assets.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Corporate Image
	Timelines for Potential Risk Impacts: Within 1 year
<p>Failure to address a known health and safety issue presents a significant liability risk for the Corporation, and the potential for an incident to occur could result in catastrophic consequences. If an incident was to happen, the Town's image would be negatively impacted on a large scale and it would incur significant liabilities due to harm.</p>	

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	810,000							\$ 810,000
2024	1,250,000							\$ 1,250,000
Future Phases	205,000							\$ 205,000
TOTAL	\$ 2,265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,265,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With			
Prepared By:		Reviewed By:		Commissioner:	
Andrea Cafissi		Kristi Carlen		Jeff Payne	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Facility Consulting, Investigation and Monitoring						
Project Cost	\$ 200,000	Project Resources Requirements	New Resources	Operating DP	No	Decision Package #	24
Commission/Area:	Community Services Commission			Division/ Departments:	Facilities		
Legislative Requirement (select one):	No	Quote Legislation:	Occupational Health & Safety Act, Building Code				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Community Planning
<p>This funding request is for various professional consulting services to conduct investigations and monitoring of various concerning issues in and around buildings. Some issues recently identified and requiring immediate review include:</p> <p>Use of Space Review at the Operations Centre - This request is to conduct an assessment of the growth rate, as well as current and future needs of the Town with regards to staff working spaces including changerooms and lockers rooms. This review is intended to identify areas of the building that could be retrofitted or converted to different uses to make better use of existing spaces and accommodate additional needs.</p> <p>Charging Stations at Various Facilities Consulting - As technology advanced towards more renewable energy options, the Town's fleet is moving towards purchasing electric vehicles to help reduce the Town's green gas emissions footprint from its operations. In order to support and operate such fleet, a number of charging stations will need to be installed at key locations. This request is to have an electrical engineer review of the power requirements for new charging stations to be installed at the Operations Centre against available power, as well as to investigate other potential locations where charging stations should be installed, such as the Ray Twinney Complex and Magna Centre where electric ice resurfacers are contemplated.</p> <p>Glazed and Reflective Surfaces Risk Assessment for Bird Safety - This request is to complete a review and assessment of the risk associated with glazed and reflective surfaces with regards to bird safety. Buildings to be assessed include Operations Centre, Ray Twinney Complex, Magna Centre, etc.</p> <p>Review of Audio Systems - This request is to conduct a review of the audio system needs across Town buildings, with the Magna Centre and RTC as a main focus, in order to obtain recommendations for the procurement of new audio systems. The review should also include other recreation facilities such as Community Centre, Youth Centre, Seniors Meeting Place, Gorman Pool and Elman W. Campbell Museum.</p> <p>Magna Centre Second floor boiler/secondary heating loop Investigation - This request is to complete a detailed review of the second floor boiler/secondary heating loop by an Engineer to understand the design intent and confirm whether the system is functioning optimally, in terms of energy recovery and efficiency. There are issues with part of the system and previous reviews by our term contractors were not successful in resolving the issues.</p> <p>Operations Centre Solar Power for Hot Water System Review and Overhead Doors Review - The hot water system serving the Operations Centre is supported by a solar powered heating system and subsidized by a gas powered boiler. The solar portion of the heating system does not seem to be functioning. Due to the complex nature of this system, funds are requested to investigate the correct operation of this system and ensure it is functioning as it was intended at design. The building currently features 20 Schweiss Bi-fold bottom drive doors, the door systems require a great amount of maintenance to ensure safe and continuous operation, and the necessity to replace moving parts due to wear and tear as well as failures has increased considerably over the last few years. Funds are requested to conduct a review of the existing door system, and explore available options for the eventual replacement of the door operating mechanism.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Investigation and monitoring by a professional consulting firm is critical and necessary for the projects included in this funding request to potential structural failure, prevent excessive deterioration of the Town's assets and ensure optimal operations of the building components. Failure to understand and address these issues could compromise the integrity of the building envelop, structure and major systems. Properly maintaining the facilities is part of this department's duties, which also ensures efficient management and long term financial sustainability of the Town's assets.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
<p>Failure to investigate and monitor identified issues in the facilities may affect the overall integrity of the building envelope, structure and major systems, and could potentially affect regular operations of the facilities. Understanding the issues and the rate of deterioration of these assets will allow to better plan for remedial work so that unforeseen disruptions to the various programming that occur in the facilities on a daily basis can be avoided, as much as possible. This would also ensure the health and safety of the building users, occupants and staff.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>If left unattended, identified potential issues could result in partial or full closure of these facilities. Cancelled programming in facilities is likely to affect a moderate number of the population, not considering that closures are likely to negatively affect the Town's image and trust of the community in the Town's ability to responsibly manage assets.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Health and Safety
	Timelines for Potential Risk Impacts: Within 1 year
<p>Failing to address the issues noted in a timely manner is likely to result in additional expenditures to restore continuously degrading assets and may present a health and safety risk to occupants of the buildings. Disruptions to the regular operations of the facilities would result in potential loss of revenue and may negatively affect the town's image and trust of the community in the Town's ability to responsibly manage assets.</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			200,000					\$ 200,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With		Reviewed By:	Commissioner:
				Kristi Carlen	Jeff Payne
Prepared By:					
Andrea Cafissi					

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Facility Asset Replacements						
Project Cost	\$ 1,055,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	25
Commission/Area:	Community Services Commission			Division/ Departments:	Facilities		
Legislative Requirement (select one):	No	Quote Legislation:	Fire Code, Building Code				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>This request is for replacements, repairs and rehabilitation of critical building components and systems. Initial assessment and scope of work has been established for the majority of these projects; funding is required to implement the construction phase and resolve these critical issues. This request includes: Old Town Hall Floor Movement and Moisture Remediation; Community Centre Basement Structural and Excessive Moisture Remediation; 395 Mulock Drive Municipal Offices Package Heat Cool (HVAC) Unit Replacement; Magna Centre Compressor Control Panel Replacement; Ray Twinney Complex Fenestration Replacement and Lighting Retrofit; Upgrade to the Building Automation Systems design; 395 Mulock Drive Municipal Offices Building Asset Replacement; Library Exterior Repainting and Sealant Replacements. Community Centre Kitchen Renovation - A complete renovation of the kitchen millwork (cabinetry and countertops) is required due to age and degradation of the assets. The new kitchen millwork design will include AODA and barrier-free design considerations. The kitchen configuration and layout may also be reviewed to better suit recreational users needs for increased rental and programming opportunities. Gorman Pool Site Improvements - Renovation of the facility is required due to age, degradation of the asset and concerns with public health requirements and to achieve accessibility for Ontarians with disabilities by 2025 as prescribed by the AODA. Improvements on deck include considerations for increased shade, updated furniture and pool covering to reduce safety concerns of potential drowning during inoperable months. This request is for design only in 2023; construction is planned for 2024.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>The projects included in this funding request are at a critical point and are necessary to prevent further deterioration of the Town's assets, which could compromise the integrity of the building envelop, structure and major systems. Properly maintaining the facilities is part of this department's duties, which also ensures efficient management and long term financial sustainability of the Town's assets.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
<p>Delaying the construction phase for these projects may affect the overall integrity of the building envelope, structure and major systems, and could potentially affect regular operations of the facilities. Implementing remedial work would prevent disruptions to the various programming that occur in the facilities on a daily basis and ensure the health and safety of the building users, occupants and staff.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>If left unattended, these projects mainly related to the Town's two main recreational facilities, could result in partial or full closure of these facilities. Cancelled programming in such large facilities is likely to affect a large number of the population, not considering that such closures at high visibility locations is likely to negatively affect the Town's image and trust of the community in the Town's ability to responsibly manage assets.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts	Within 1 year
<p>Failing to address the issues noted in a timely manner is likely to result in additional expenditures to restore continuously degrading assets and may present a health and safety risk to occupants of the buildings. Disruptions to the regular operations of the facilities would result in potential loss of revenue and may negatively affect the Town's image and trust of the community in the Town's ability to responsibly manage assets.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	997,000					58,000		\$ 1,055,000
2024	1,165,000					210,000		\$ 1,375,000
Future Phases	600,000							\$ 600,000
TOTAL	\$ 2,762,000	\$ -	\$ -	\$ -	\$ -	\$ 268,000	\$ -	\$ 3,030,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:	Reviewed By:		Commissioner:					
Andrea Cafissi	Kristi Carlen		Jeff Payne					

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Fleet Greening Strategy					
Project Cost	\$ 30,000	Project Resources Requirements	New Resources	Operating DP		Decision Package # 26
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works- Roads	
Legislative Requirement (select one):		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Community Planning
<p>This request is to bring in a consultant to investigate options and develop a fleet greening strategy to help the Town reduce its carbon foot print and establish a cleaner community. As a leading and innovative Municipality along with a sensitivity for the environment it is imperative that we begin to move to a more green initiative in regards to our Fleet. Many Municipalities have set greenhouse gas (GHG) reduction targets to help mitigate climate change. In 2019, Ontario's transportation contributed to 43.9% of total GHG emissions. Sustainable transportation options, such as fleet electrification, provide an attractive option towards reducing GHG's and advancing municipal climate targets. Aspects like installation of charging infrastructure, driver training, total cost of ownership, lifetime fuel and overall maintenance costs need to be considered before investing heavily in electric vehicles.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>This project aligns with the Town's Corporate vision when it comes to our Wells. Living Well - Focusing on health, safety and the environment to promote activity, innovation and create a truly livable and engaging community means we are: Encouraging environmental protection and natural heritage preservation. Working toward decreasing our GHG emissions will inevitably make for a healthier community and place us on a path which will provide direction on how we get there by changing habits and introducing new technologies when it comes to vehicle and equipment replacement.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): No Impact
<p>The level of service provide presently will not be changed. This Fleet Greening Strategy would introduce viable options when replacing existing assets moving towards a more environmental and climate sensitive action plan when it comes to our overall transportation/equipment needs involving all departments. Moving in a greener direction, electric vehicles are less costly to own and maintain, contribute greatly to the Town's GHG reduction targets and provide economic, social and environmental benefits.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Minor Impact - Local Benefit
<p>By taking the recommendations put forward in a Green Fleet Strategy, environmental, climate change and social benefits would be realized. Presently there is not a significantly large range of options in electric vehicles when it come to commercial class units. The transition would be implemented slowly and begin with such vehicles as small SUV's, ice resurfacing machines, lawn mowers and cars. Most of these units are highly visible to the community every day and would put forth a visible commitment that the Town is being more responsible when it comes to the environment and reducing emissions within the Fleet.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Environment
	Timelines for Potential Risk Impacts: Within 5 years
<p>The risk that may be related to this project is initial costs when it comes to upgrading the Town's infrastructure and Facilities to accommodate charging. A lot of planning needs to be taken, time, expertise and collaboration are required to correctly size electric vehicle parking and charging for fleet applications. The recommendation to look into grant funding would be a significant part of this consultants asks to ensure funding is maximized to help reduce initial set up costs.</p>	

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			30,000					\$ 30,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With		Reviewed By:		Commissioner:	
				Mark Gregory	Mark Agnoletto	Peter Noehammer	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name		Facility Accessibility Upgrades - AODA Implementation for Facilities					
Project Cost	\$ 150,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	27
Commission/Area:		Community Services Commission		Division/ Departments:		Facilities	
Legislative Requirement (select one):	Yes	Quote Legislation:	AODA, Building Code				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>Accessibility upgrades in existing facilities are required not only to achieve accessibility for Ontarians with disabilities by 2025 as prescribed by the AODA, but to contribute to creating extraordinary places within the Town facility and creating an environment that integrates and reflects inclusivity and diversity within our community. These are also aging and deteriorating assets which will require replacement in the short term. This request includes the following projects:</p> <p>Ongoing Park Washroom Upgrades at Various Parks - Modifications and upgrades to the existing park washroom building is required in order to provide a fully accessible washroom compliant with current AODA and code requirements. Scope determination and design is underway for the Fairy Lake Park washroom facilities and funds are requested for the construction phase in 2023. Funds are also requested to continue to plan for and produce design documents to undertake upgrades to other park washroom buildings that remain unaddressed such as Haskett Park, George Richardson, RTC, Fairgrounds and Frank Stronach.</p> <p>Accessibility Upgrades at Various Facilities – As barrier-free design and accessibility requirements have changed considerably and become more strict in the past years, many spaces in the Town's buildings do not meet current standards and codes. This request is for fund to complete various upgrades in existing facilities to improve barrier-free paths of travel and accessibility features in public spaces, such as washroom accessories, emergency call systems, automatic door operators, wheel chair accessible service counters and drinking fountains, etc. Anticipated projects for 2023 include ADO's Installation and Upgrade at 395 Mulock Drive Municipal Offices Washrooms, Magna 3rd Floor (Mezzanine) Men's and Women's Accessible Washrooms Upgrades, Magna Track & Gallery Door Modifications, and Old Town Hall Accessibility Upgrades.</p> <p>Review of Accessibility Seating in Arenas at the Ray Twinney Complex - Accessible seating in both Arenas is currently not available or not adequate. An Accessibility Audit should be completed by a Consultant to review existing seating location and configuration in the Arenas, and provide recommendations to provide the public with accessible seating that meet AODA and code requirements. Implementation of the recommended scope of work would be conducted in the following year.</p> <p>These are legislated requests and although it has not been secured, grant funding may be available.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Various areas of the Town facilities and Park buildings are in need of upgrades to achieve accessibility for Ontarians with disability by 2025 as prescribed by the AODA. This is a legislated request and although it has not been secured yet, grant funding may be available. Where finishes and fixtures are in deteriorating conditions, they would be replaced as part of the upgrades; properly maintaining the facilities is part of this department's duties, which also ensures efficient management and long term financial sustainability of the Town's assets.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
<p>This request is intended to provide equality of service across Town owned facilities, including those located in parks, by providing access and space design to accommodate those with disabilities. The renovation will address the lack of barrier-free code compliant amenities in the facilities and will contribute to improving the experience of to the community visiting the facilities by providing more user-friendly, barrier-free and high quality environment. Staff efficiency will also be increased through integration of easy to maintain building materials and smart space configuration.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>Members of the community residing to proximity of the designated Parks, or visiting the specific facilities will be those directly impacted by these upgrades. However, the entire community will benefit from projects that promote inclusivity for all, enabling a maximum of people to access Town owned properties throughout the Town. Moreover, increasing accessibility and inclusion in and around facilities reflects positively on the Town's image.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Health and Safety
	Timelines for Potential Risk Impacts	Within 1 year
<p>Health and safety risks are associated with degrading assets which could result in forced closure due to an unsafe and unsanitary environment for use by the public if the deterioration of the assets remains unaddressed. Having spaces not properly adapted to people with mobility issues and using wheelchairs increases the risk for accidents and injury within those spaces. This would reflect poorly on Town's image and ability to efficiently manage assets.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	150,000							\$ 150,000
2024	550,000							\$ 550,000
Future Phases	500,000							\$ 500,000
TOTAL	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Andrea Cafissi			Kristi Carlen			Jeff Payne		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Community Canvas						
Project Cost	\$ 65,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	28
Commission/Area:	Community Services Commission			Division/ Departments:	Recreation & Culture		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Community Planning
<p>In the 2022-2026 Term of Council the Town is planning to undertake an initiative to build on current and long proven successes to differentiate Newmarket as a premiere Arts and Culture Community, widely known and widely regarded, as a leader amongst municipalities in Ontario by both those that create and those that appreciate arts and culture. This effort will be led by the Recreation and Culture department and will be a unified effort that involves all departments and a wide range of partnerships/stakeholders. The work will occur in two phases as follows: 1. A focused engagement will occur to articulate the high-level vision and objectives to support differentiating Newmarket as an Arts and Culture community (consultant led engagement resulting in a vision document/framework) 2. The development of the Arts and Culture Master Plan (the Community Canvas) that will detail the priorities, actions and deliverables across the organization (consultant led engagement resulting in a strategy document).</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Approved Strategic Plan with Added Opportunity
<p>• Develop a new Cultural and Placemaking Master Plan that integrates and reflects inclusivity and diversity within our growing community.</p> <p>The Arts and Culture focus has the support of the Mayor and Council for the 2022-2026 term of Council. Council had previously supported the development of an Arts and Culture Master Plan (the Community Canvas), that work was delayed by the pandemic.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
<p>This will not change service levels. This work will develop a framework ("lens") through which the Town will seek opportunities to build on and accelerate the community reputation of supporting, enabling, investing and appreciating Arts and Culture.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Significant Impact - Town Wide
<p>A TON unified approach would be developed to embed Arts and Culture consideration in all aspects of Town business. Staff will be tasked to consider opportunities to enhance Arts and Culture in the built environment (public and private where applicable), infrastructure, green spaces, programing, services and through partnership, in all decision making.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Operational
Timelines for Potential Risk Impacts:	
<p>There is a potential operational risk (adjustment of established processes) as the Arts and Culture vision becomes embedded in Town processes. This risk can be mitigated through normal controls and communication of objectives (the risk is low). A positive outcome would be enhanced placemaking throughout the community and the mobilization of a community vision that differentiates Newmarket as and Arts and Culture destination in Ontario.</p>	

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			65,000					\$ 65,000
2024			85,000					\$ 85,000
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With	
Prepared By:		Reviewed By:	
Jeff Payne			
		Commissioner:	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name		Facility Improvements / Upgrades					
Project Cost	\$ 380,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	29
Commission/Area:	Community Services Commission			Division/ Departments:	Facilities		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Enhance / Growth
<p>These projects are proposed as improvements and upgrades to the Town's existing facilities, to enhance the level of service offered and achieve growth. The components and systems proposed to be replaced are at the end of their useful lives, and repairs/replacement are required to maintain and/or increased the experience of the users of the facilities.</p> <p>Library Creating Welcoming Spaces – Ensuring welcoming and accessible places and spaces is a central pillar of the Library's 2022-2025 Strategic Plan. This request is to retain a design consultant to work with a staff team to develop a multi-year revitalization plan for the Library and to start implementing the plan in 2023 by targeting customer service points and furniture that remain unchanged since the 1990s. The multi-year plan will transform the building into a service with an emphasis on how the residents of Newmarket want to engage with a modern library.</p> <p>Magna Centre Room Expansions Design - This request is for creating from existing smaller rooms to larger meeting rooms capable of accommodating more participants for programming, meetings and special events. There are only 3 Multi-purpose rooms in the facility and they are not conducive for larger events. This expansion also serves to compensate for the end of shared used school agreements. With a larger, more flexible space, staff expect additional annual revenue via more rentals and increased program capacity. This request is for funds to complete the design in 2023; construction is planned for 2024.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>The projects listed in this request are proposed to improve existing spaces within buildings, including replacement of assets that are in deteriorating conditions; properly maintaining the facilities is part of this department's duties, which also ensures efficient management and long term financial sustainability of the Town's assets. It is also the departments responsibility to work jointly with Recreation and other user groups of the buildings to accommodate the growth needs and community requests for the use of the facilities and for the various programming taking place in the facilities.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels
<p>The size, layout and overall aesthetics of the identified spaces are not suitable nor adequate for optimal use of the spaces. By retrofitting those areas with appropriate room configuration, barrier-free design and updated finishes, we will achieve a service improvement and restore the sites to a suitable service level. Upgrades to the facilities will make them more enticing for both social and corporate events.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Significant Impact - Town Wide
<p>These projects mainly affect some the Town's main recreational facilities, as well as a largely used seasonal building. As the population increases and community use programming/rental requests increase- these improvements will allow for more programming/rental opportunities for the community and potential increased revenue. Failure to implement these requests directly affect the programming in those large facilities, which target a large number of the population. Such improvements in those facilities with high visibility will positively affect the town's image and trust of the community in the Town's ability to responsibly manage assets and meet industry standard services.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Corporate Image
	Timelines for Potential Risk Impacts	Within 3 years
<p>Deterioration of our assets poses health and safety risks to staff and user groups with the potential to incur liability. Asset failure would result in cancelled programming and major service disruptions. Having space in deteriorating condition, or not suitable to meet the needs of the user groups and community could generate negative local media exposure and loss of recreational opportunity. Delaying replacement of deteriorating assets is likely to result in additional expenditures.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	300,000		80,000					\$ 380,000
2024	310,000		600,000					\$ 910,000
Future Phases	260,000							\$ 260,000
TOTAL	\$ 870,000	\$ -	\$ 680,000	\$ -	\$ -	\$ -	\$ -	\$ 1,550,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:	Reviewed By:			Commissioner:			
Andrea Cafissi	Kristi Carlen			Jeff Payne			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Building Automated System						
Project Cost	\$ 110,000	Project Resources Requirements	No New Resources	Operating DP	Yes	Decision Package #	30
Commission/Area:	Community Services Commission			Division/ Departments:	Facilities		
Legislative Requirement (select one):		Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Replacements, Rehabilitation and/or Maintenance
This request is to replace the Building Automated System Hardware and Software in 395 Mulock Drive Municipal office building. This system controls the heating and cooling as well as exterior lighting. It is the brain that controls all the mechanical units that keeps this building comfortable and safe.	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE	
Aged system requires updating. Required to maintain current service levels	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels & Addresses Infrastructure Gap
BAS system automatically controls the heating and cooling for 395 Mulock Drive building. Most parts for the current BAS have been discontinued and need to be customized or flown in from various other countries which makes quick repairs difficult and expensive. The current system is not user friendly and makes it almost impossible to perform nightly setbacks (reduce heating and cooling at night or weekends) to conserve energy. Therefor in order to maintain comfortable working conditions the system is heating and cooling 24 hours a day. Replacing this system with a new one would increase efficiencies with our heating and cooling costs considerably. Actual operating cost savings are hard to determine at this time.	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): No Impact
This item maintains a service level of comfortable working conditions for staff at 395 Mulock and comfortable conditions for our residents using the facilities various services. The system is original in use when we first moved in in 1999. It was a used system when it was installed and is outdated and unreliable to todays standards. It is unreliable and goes offline a lot. A new updated system would deliver an acceptable service level to our staff and customers.	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Operational
	Timelines for Potential Risk Impacts: Within 3 months
Our current system is over 20 years old and is constantly failing. We have had 36 recorded instances of HVAC issues over the last 10 months in our work order system and that's just the recorded issues. Ministry of Labour states that: "In a health care facility or an industrial establishment, such as a factory, store, shop or office, the regulations set a minimum temperature of 18 °C, subject to some exemptions for things like work outdoors or in freezers." If our current aged system does eventually quit for good we would have a hard time maintaining legislated temperatures. Also in winter months a failure that occurs over a weekend could result in freezing pipes and water damage since there is no communication from our current system to notify us of issues. In a Building Condition Assessment Report completed in September 2018 by The Stonewell Group Inc. it was noted that this system had passed its life expectancy and is due for replacement.	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	110,000							\$ 110,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With			
Prepared By:		Reviewed By:		Commissioner:	
Andrea Cafissi		Krist Carlen		Jeff Payne	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Fleet Garage Hoists Replacement					
Project Cost	\$ 140,000	Project Resources Requirements	New Resources	Operating DP	No	Decision Package # 31
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works- Roads	
Legislative Requirement (select one):	Yes	Quote Legislation:	Occupational Health & Safety Act & Regulations			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Replacements, Rehabilitation and/or Maintenance
<p>This request is to replace end of useful life garage hoists. All three large heavy duty garage hoists are over 15 years in age, all three came from previous Operations yard (now CYFS Training facility on Timothy Street). They have surpassed their life cycle and must be replaced.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE	
<p>This project will also be a cost effective solution as all three will be in need of major repairs and servicing. This investment into operations capital infrastructure is a wise investment for the next minimum fifteen (15) years to come.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels & Addresses Infrastructure Gap
<p>This projec ensures the quality and availability of an existing service level, and provides a direct impact towards reducing the Town's infrastructure gap. With newer hoists that have safer & more suitable lifting capabilities, mechanics will be able to perform their duties more efficiently.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>Hoists are tools for mechanics to perform daily duties to repair and maintain Town's vehicles and equipment that are used for municipal operations. This project has significant impact by improving, enhancing, or maintaining amenities available to the community that provide a Town-wide benefit.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Operational
	Timelines for Potential Risk Impacts: Within 1 year
<p>Without fleet safety action there will be Health & Safety risks that will most likely occur within one (1) year, from anywhere in between a low to a catastrophic impact. Any negative impact will affect insurance liability along with our MTO Garage Repair Shop Licensing Permit.</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	140,000							\$ 140,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Consulted With	Reviewed By:	Commissioner:
		Mark Agnoletto, Director	Peter Noehammer, Commissioner
Prepared By:			
Mark Gregory, Operations Manager			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Fleet Management Software (FMIS)					
Project Cost	\$ 250,000	Project Resources Requirements	New Resources	Operating DP	No	Decision Package # 32
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works- Roads	
Legislative Requirement (select one):	No	Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Improved Efficiency

Fleet provides critical support to maintain municipal operations including CYFS, Roads, Water, Wastewater, Parks, Facilities, and By-Law Enforcement. The Town's fleet must be readily available to respond to regular operations as well as emergencies such as fires, watermain breaks, snow clearing of roads/sidewalks as well as increased flooding events. The Asset Management Steering Committee (AMSC) recognizes that a comprehensive software solution will allow staff to more effectively manage Town's assets with regards to maintenance and daily operations resulting in more efficient operations. As a result of this understanding in January 2020 the AMSC recommended a pilot project with Fleet be undertaken to investigate the viability of expanding the use JD Edwards with the understanding that current processes could be improved by looking for more efficient business practices leading to shorter downtime and improved communication between all departments. After significant investigation the Committee recommended a stand alone software solution as the best option for Fleet moving forward. Following are some of the important benefits anticipated from this project: reduce vehicle ownership, extend useful life of vehicles, increase equipment availability, increase warranty recovery, optimize inventory levels, enable more efficient regulatory compliance for vehicle management and overall improvements to maintenance scheduling, parts and inventory management.

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Commission or Departmental Business Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Service Levels will be positively impacted as a result of better management of fleet resources. Having a system that will allow for increased fleet utilization and monitoring will allow Management to allocate fleet resources (equipment and staff) in a more efficient manner. This system will help the Town better understand where fleet resources are being used, as well as identifying if we are experiencing increased wear and tear on the fleet, or if we are not using our fleet to its full potential. The production of key workload statistics including the number of work orders processed and productive mechanic labour hours will also assist with managing the workforce and minimizing vehicle and equipment downtime as work will be better planned and less reactive. Software will also provide senior management with key performance indicators to demonstrate resource allocations. Software will also provide valuable insights into the identification of priorities for future fleet replacement activities and guide the development of purchase specifications. As a result of being more efficient, the Town has an option to decide if maintenance and repair work could be provided to outside agencies resulting in additional revenue in future years. Fleet Management Software will help Fleet address Councils strategic priority of Long-term Financial Sustainability by providing management with a tool to improve equipment life-cycle management practices including but not limited to financial needs (budget), improved work order functionality resulting in improved allocation of human resources, technician certification and training management, inventory management, improved fuel management, as well performance metrics to aid discussions around service levels.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** Secures Existing Service Levels

In 2017 the Town developed its first Level of Service Project. The Town undertook the development of key measures as part of this program for many of its asset classes. As part of this project staff identified that the information currently available does not lend itself to quantify response time and down time. As a result, Fleet is not well positioned to know what resources or levels we are able to draw on to respond appropriately to Management direction. Fleet software will improve the automation of daily operational requirements such as, inspections and preventive maintenance, thereby streamlining fleet management practices allowing staff access to information that will better position them to respond to Management inquiries and address service level concerns as they are identified. The system will also allow management to better identify and track KPI's to improve team performance over time.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Moderate Impact - Moderate utilization

A Fleet Management System will improve the Supervisors ability to manage the day to day operations of the Fleet Area. Upon successful implementation of the selected software the Town will realize reduced equipment down time and increase in overall efficiency of the department by allowing more informed decisions regarding outsourcing of maintenance as well as improved warranty claims processes. A reliable and efficient fleet service enables the Town's various departments to provide timely and necessary municipal services to the entire Town. As previously mentioned, in the future the efficiencies gained as a result of better management will provide the Town the option to consider converting our Fleet Area into a for profit centre.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Operational

Timelines for Potential Risk Impacts Within 3 years

A key objective of the Fleet Services area is to limit vehicle and equipment down time. Having the technology, financial and human resources needed to plan for much needed maintenance will limit the risk of the Town not meeting service level expectations of the public. By having maintenance and service schedules Public Works, Building, Central York Fire Services, Recreation and Engineering departments will be able to plan and meet their service level commitments.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			250,000					\$ 250,000
2024			250,000					\$ 250,000
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024							50,000	\$ 50,000
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Information Technology	Financial Services		
Prepared By:	Reviewed By:		Commissioner:			
Mark Gregory, Operations Manager	Mark Agnoletto, Director		Peter Noehammer, Commissioner			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Fleet Replacement					
Project Cost	\$ 900,000	Project Resources Requirements	New Resources	Operating DP	No	Decision Package # 33
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works- Roads	
Legislative Requirement (select one):	No	Quote Legislation:	n/a			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request

Classification (select one): Replacements, Rehabilitation and/or Maintenance

This request is for life cycle replacement of vehicles and equipment for all departments. These vehicle replacement projects are required to maintain capital infrastructure in a good state of repair based on current standards and generally accepted engineering practice.

1.2 - Project Alignment and Justification

Outline justification for need of project request

Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Replacing of fleet assets up for renewal in all departments is required to maintain a sound working fleet. As part of Council's priorities for long term financial sustainability, fleet replacements coincide with developing a multi-year capital budget that aligns with budget policies. This ensures continuous improvement and helps maintain service levels by implementing a replacement points schedule which will help in completing a comprehensive and up-to-date asset management plan that reflects a Corporate Risk Strategy and continued investment in Asset replacement funding.

1.3 - Levels of Service

Outline the desired outcome and/or benefits

Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels & Addresses Infrastructure Gap

In order to maintain existing service levels vehicle replacements are essential in all divisions. This project ensures the quality and availability of an existing service level, and provides a direct impact towards reducing the Towns infrastructure gap.

1.4 - Community Impact

Outline Community Impact (if applicable)

Community Impact (select one): Moderate Impact - Moderate utilization

This project has significant impact on the Town by improving, enhancing, or maintaining amenities available to the community that provide a Town-wide benefit.

1.5 - Risk

Outline the risks associated with the project both positive and negative

Risk Category (select highest risk area): Operational
Timelines for Potential Risk Impacts: Within 1 year

Having sound working equipment that is well maintained and replaced on a suitable schedule reduces risks. Unnecessary downtimes and not having vehicles that are useable for critical maintenance issues like snow events, water main breaks, damage from micro storms and fires can lead to claims and negative press exposure to the Town.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	900,000							\$ 900,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration **Consulted With**

Prepared By:

Reviewed By:

Commissioner:

Mark Gregory, Operations Manager

Mark Agnoletto, Director

Peter Noehammer, Commissioner

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Infrared Asphalt Repair Equipment					
Project Cost	\$ 50,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 34
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works- Roads	
Legislative Requirement (select one):	No		Quote Legislation:			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Improved Efficiency
<p>This equipment will improve our capabilities and keep our capital infrastructure in a good state of repair based on current standards and generally accepted engineering practices. Infrared asphalt repair won't fix all of our problems, however, it is still a viable solution for specific asphalt issues. It's an incredibly useful tool to create seamless, aesthetically pleasing asphalt repairs with the potential to minimize the need for additional material, manpower and machinery, resulting in operational convenience and efficiency.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE	
<p>Utilizing this type of equipment can provide and support exceptional transportation experiences across all modes through continuous improvements, better accessibility, safety and efficiencies with the use of newer technologies. Infrared repair is a great option for critical repairs that don't need more extensive resurfacing or replacement this process is an added value tool to enhance our pavement management plans and services.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
<p>This equipment will ensure the quality and availability of an existing service level, and provides a direct impact towards reducing the Town's infrastructure gaps; these types of repairs will minimize staff returning to continuous problem spots and extend the life cycle of the asphalt roadway network. Infrared asphalt repair is a fairly simple technique used to repair road damages such as potholes, manhole, storm repairs, heaves or low spots, among other applications. The infrared process requires an infrared heater to warm the damaged asphalt to a malleable state, then new asphalt is added, and the two combine seamlessly.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Minor Impact - Local Benefit
<p>The potential for significant impact by improving, enhancing, or maintaining amenities available to the community that provides a Town wide benefit; recycling the existing asphalt will create little to no waste and improve on environmental impacts. Before IRR, some asphalt Contractors and Municipalities sent several tons of asphalt per day away to be put through the asphalt recycling process. With the use of IRR, we can go to a job site use minimal new asphalt, and scrap the old asphalt and combine them to create a new asphalt repair.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Financial Impact
	Timelines for Potential Risk Impacts: Within 1 year
<p>The potential for third party losses or damages could incur liabilities of \$50,000. to \$250,000. By improving our abilities to repair asphalt issues in utilizing newer technologies, certain problem areas will not need to be revisited by staff within 3 months of the initial repair making for maintenance efficiencies and cost reductions. Overall, infrared asphalt repair is an excellent long range solution for a wide range of problems; which, will minimize the return of problem areas which have cost the Town financially.</p>	

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			50,000					\$ 50,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023							2,000	\$ 2,000
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With				
Prepared By:		Reviewed By:		Commissioner:		
Mark Gregory, Operations Manager		Mark Agnoletto, Director		Peter Noehammer		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Walkway Reconstruction/Rehabilitation Program					
Project Cost	\$ 100,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 35
Commission/Area:	Development and Infrastructure Services Commission		Division/ Departments:		Public Works- Roads	
Legislative Requirement (select one):	Yes	Quote Legislation:	Ontario Minimum Maintenance Standards			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Replacements, Rehabilitation and/or Maintenance

Many of the Town's walkways are in need of repair (rehabilitation or reconstruction) for public health and safety and drainage concerns onto adjacent private property. These walkways connect streets as well as access to/from Town Parks, such as walkway between Elgin Street & Greenfield Crescent, walkways between Joe Persechini Park and Rhodes Circle. Many of the walkways have underground infrastructure (water main, sewers, etc.) that would be evaluated for condition, prior to any rehabilitation works being undertaken. Walkways are typically 3.0 metres in width with Town standard vinyl chain link fencing, and the surface is either asphalt or concrete. Some walkways have retaining walls and stairs.

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Commission or Departmental Business Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Walkways are deteriorating to a point that they require either a rehabilitation (replace base and surface, fencing) or full reconstruction (typically when underground infrastructure requires replacement). Many of the walkways have large settlements creating an uneven surface and drainage issues. Walkway rehabilitation would alleviate these issues and provide for safe pedestrian access/passage, as well as maintaining the Town's assets.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** Secures Existing Service Levels & Addresses Infrastructure Gap

Rehabilitation/Reconstruction of walkways maintains the Town's assets and provides a level of service for safe pedestrian access. Also, eliminates possible nuisance to adjacent property owners with improved grading/drainage.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Minor Impact - Local Benefit

Pedestrians are provided with a safe usable walkway and the adjacent property owner's are not impacted from storm drainage draining onto their property.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Health and Safety

Timelines for Potential Risk Impacts Within 3 years

Negative risks associated with not undertaking walkway rehabilitation could result in claim for trip and falls, as well as not maintaining the Town's asset and service level.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	100,000							\$ 100,000
2024	100,000							\$ 100,000
Future Phases								\$ -
TOTAL	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:	Reviewed By:		Commissioner:				
Rick Bingham	Mark Agnoletto, Director		Peter Noehammer				

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Walkway Lighting - Installation					
Project Cost	\$ 100,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 36
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works- Roads	
Legislative Requirement (select one):	No		Quote Legislation:			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Enhance / Growth
<p>Over the years the Town has not had a typical standard or requirement for walkway lighting. Currently there are existing walkways illuminated and others not. The Town is receiving requests from the public to include walkway lighting for safety and security of pedestrians utilizing the walkways during the evening hours. Illuminating all walkways within the Town (walkways between two streets and walkways leading to/from Town Parks will provide a consistent level of service throughout all areas of the Town. Walkway illumination will also provide the public (pedestrians and adjacent property owners) with enhanced security and safety measures.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p>	
<p>Walkway lighting will provide a safe and secure environment for the public, as well as providing a consistent service level throughout the Town.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Increases Service Levels
<p>Walkway lighting provides for added security and public safety to both pedestrians and adjacent property owners. As well, lighting of walkways that are not currently illuminated provides a consistent level of service throughout the Town.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>The impact on the community for walkway lighting will be a positive experience as illumination of the walkways provides added security and safety factor to pedestrians and residents.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Health and Safety
	Timelines for Potential Risk Impacts: Within 3 years
<p>Without illuminating the existing walkways that are not currently illuminated may have a negative impact on the Corporation, as well as it may create possible liability issues with respect to public health and safety.</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		100,000						\$ 100,000
2024		100,000						\$ 100,000
Future Phases								\$ -
TOTAL	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:		Reviewed By:			Commissioner:		
Rick Bingham		Mark Agnoletto, Director			Peter Noehammer		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Parking Lot Resurfacing					
Project Cost	\$ 100,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 37
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works- Roads	
Legislative Requirement (select one):	No		Quote Legislation:			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Replacements, Rehabilitation and/or Maintenance
<p>A number of Parks asphalt parking lots are approaching the end of their life cycle and require asphalt resurfacing in order to extend the life cycle for another 15 years. If resurfacing is not undertaken it will only be a matter of time and the entire parking lot structure will require full replacement (granular base and asphalt surface). Resurfacing of parking lots will extend the life of the parking lot structure and would be cost efficient to the Town as the life cycle of the parking lot would likely be extended to approximately 15 years.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p>	
<p>Parking lot resurfacing is critical to extend the life cycle of the asphalt surface and the structure of the parking lot, as well as maintaining the Town's assets. Delaying resurfacing will cause deterioration of the parking lot which, most likely will require full replacement/reconstruction.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels & Addresses Infrastructure Gap
<p>Resurfacing extends the life cycle of the parking lot by approximately 15 years and less time and cost on temporary repairs. This project is to maintains the current service level to minimize possible liability with respect to vehicle damage and public safety.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>Public use the parking facilities to access Town Parks/Playgrounds, sports field etc.. This project ensures safe and accessible parking areas and maintain required level of service.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Health and Safety
	Timelines for Potential Risk Impacts: Within 1 year
<p>Without completing resurfacing of Parks asphalt parking lots leaves the Town open to possible claims for damage of vehicles and possibly health and safety to the public for trips and falls. Winter maintenance is also an issue with deteriorating parking lots with respect to snow clearing and sand/salt applications (settlements in the parking lot create icy conditions).</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	100,000							\$ 100,000
2024	100,000							\$ 100,000
Future Phases								\$ -
TOTAL	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:		Reviewed By:			Commissioner:		
Rick Bingham		Mark Agnoletto, Director			Peter Noehammer		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Sewer Maintenance CCTV Tool						
Project Cost	\$ 50,000	Project Resources Requirements	No New Resources	Operating DP		Decision Package #	38
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works-Water/Wastewater		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Improved Efficiency
<p>In support of proactive and reactive sewer maintenance activities, the use of Closed Circuit Television (CCTV) tools is critical in identifying problems, determining effectiveness of maintenance activities and providing insight into pipe condition assisting in determining repair/replacement strategies. Specific CCTV equipment is available to be used in conjunction with sewer cleaning equipment that provides efficiency and cost savings. This CCTV equipment is designed to be used on the sewer flushing hose allowing the operator to clean the sewer and visually confirm the effectiveness of the cleaning operation all at the same time. Current methods require an additional contracted service to attend the site to perform the CCTV component, leading to costly and time consuming sewer maintenance activities. It is anticipated that the addition of this new technology will result in the use of our current contracted CCTV services resulting in ongoing cost savings.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Sewer flushing is necessary to maintain the waste water collection system, ensuring compliance with Provincial regulations, minimizing impact to customers and reducing spills to the environment. The Town has begun an proactive sewer inspection program and as a result sewer flushing and maintenance activities have increased requiring the use of CCTV to verify the effectiveness of the cleaning tasks as well as identify problems as they arise in the collection system.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
<p>The addition of this equipment will reduce the dependance on the use of contracted services for the CCTV inspection of main sewer lines. This will also assist in rapidly assessing sewer problems and quickly determine the correct course of action to minimize service disruption or possible spills to the environment.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Minor Impact - Local Benefit
<p>The addition of CCTV capabilities to our sewer flushing equipment will assist the Town in ensuring an efficient and effective sewer maintenance program, minimizing service disruption to Town wide residents.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Operational
	Timelines for Potential Risk Impacts: Within 1 year
<p>The addition of CCTV capabilities to our sewer flushing equipment will assist the Town in ensuring an efficient and effective sewer maintenance program, minimizing service disruption to Town's residents.</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			50,000					\$ 50,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With		Reviewed By:		Commissioner:	
				Rob Gillis	Mark Agnoletto, Director	Peter Noehammer	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Sanitary Sewer Air Relief Valve Replacement Program					
Project Cost	\$ 75,000	Project Resources Requirements	No New Resources	Operating DP		Decision Package # 39
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Public Works-Water/Wastewater	
Legislative Requirement (select one):	No	Quote Legislation:	ECA			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>All waste water pump stations when commissioned are required to apply for and receive an ECA which states operations & maintenance requirements for the infrastructure and the reporting of same. The Town currently has 6 waste water pump stations in various states of good repair. In the wastewater collector system there are air relief valves installed in proximity to pumping stations to allow for encaptured air to be released preventing system surges, loss of efficiency and rapid corrosion of the pipe. An inspection of the existing air relief valves currently installed in the waste water collection system indicates the equipment has reached "end of life" and is in need of replacement. Additionally new technology and design improvements will allow for regular and simplified servicing for future installations allowing for better reliability and extended lifespan of the asset.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>The ongoing maintenance/repair of the Towns Sewer Pump Stations and associated waste water collection system is critical to minimize break down events and the associated costs and negative impacts. It is imperative that the stations and associated appurtenances are maintained in a proactive manner reducing unplanned shut downs/failures. Additionally the replacement of these assets once completed will move towards standardization of parts, allowing the Town to stock identified items to quickly and efficiently deal with a break down should it occur as well as minimizing operator training.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
<p>Replacement of these critical assets is key to ensure the continued uninterrupted service of the Sewage Pumping Stations and associated waste water collection system, ensure efficiency in related operations & maintenance, reduce repair costs, mitigate potential environmental and customer service impact of a pumping station or pipe network failure.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>The replacement of the air relief valves is required to maintain a state of good repair minimizing service disruption to the Town wide residents and potential spills to the environment.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts	Within 1 year
<p>The replacement of the air relief valves is required to maintain a state of good repair minimizing service disruption to the Towns customers and potential spills to the environment.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	75,000							\$ 75,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:	Reviewed By:		Commissioner:				
Rob Gillis	Mark Agnoletto, Director		Peter Noehammer				

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Stormwater Management Pond Cleanout Program					
Project Cost	\$ 1,830,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 40
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Engineering Services	
Legislative Requirement (select one):	Yes	Quote Legislation:	Condition of the ECA issued under Section 53 of the Ontario Water Resources Act			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>Stormwater ponds or 'Wet ponds' are designed to remove sediment from the stormwater entering them. By removing the sediment, the ponds help reduce the amount of phosphorus the Town releases into the environment. Phosphorus in large amounts has a negative environmental impact to downstream waters by increasing algae growth. As the ponds accumulate sediment, they reach a point where they are no longer able to efficiently remove sediment from the stormwater, and can actually release collected sediment into the environment. Typically the threshold for cleanout is when the pond becomes 50% full of sediment. The Town is legislated to ensure all sewage facilities (including stormwater management ponds) are functioning and operating as designed. Eleven ponds are past this 50% threshold and require cleanouts; and an additional 7 are anticipated to require cleanout between 2027 and 2031. This program will hire a term consultant and contractor to return all 18 ponds to their original design between 2023 and 2031 by removing the accumulated sediment. 2023 request includes the design/tender/Contract Administration/Contract Inspection (by a consultant) for 5 ponds - pond 39, behind the Gorham firehall; pond 44 in George Richardson Park; Pond 73, off of Best Circle, south of Stonehaven, across from Best Family Park; pond 98, directly south of the Operations Centre; Pond 69, off of Sydor Crt, directly west of Audri Sanderson Park and the seiment removal for ponds 39, 44, and 73. Cleanout work for ponds 98 and 69 will be performed in 2024. This will allow the Town to achieve compliance with the Water Resources Act and applicable associated Environmental Compliance Approval.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>The Town is required to ensure all sewage facilities (including stormwater) are functioning properly as per the Ontario Water Resources Act and the Stormwater Consolidated Linear Infrastructure Environmental Compliance Approval issued by the Ministry of Environment, Conservation and Parks.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
<p>By completing this project the Wet Ponds will be in compliance with the Ontario Water Resources Act and associated Environmental Compliance Approvals, moving the Town's stormwater management ponds closer to complete compliance of all ponds below the 50% sediment threshold. Completing this project will also ensure these two ponds are not polluting the receiving watercourses with excess phosphorus and sediment for our downstream neighbours and ultimately Lake Simcoe.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Significant Impact - Town Wide
<p>Completing this project will improve water quality locally in the ponds themselves, and downstream for other areas currently impacted by these ponds. It will also improve The Town of Newmarket's corporate image by maintaining our infrastructure and reducing our environmental impact.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Environment
	Timelines for Potential Risk Impacts	Within 3 years
<p>Eleven ponds this project will address are currently not working as designed and are not in compliance with applicable legislation. An additional seven will not be function as designed within the next nine years.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023						1,830,000		\$ 1,830,000
2024	1,550,000							\$ 1,550,000
Future Phases	5,090,000							\$ 5,090,000
TOTAL	\$ 6,640,000	\$ -	\$ -	\$ -	\$ -	\$ 1,830,000	\$ -	\$ 8,470,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:	Reviewed By:			Commissioner:				
Craig Schritt	Rachel Prudhomme			Peter Noehammer				

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Alternative Service Delivery Study					
Project Cost	\$ 50,000.00	Project Resources Requirements		Operating DP		Decision Package # 41
Commission/Area:	Newmarket Public Library			Division/ Departments:		
Legislative Requirement (select one):		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Community Planning
<p>Newmarket Public Library is looking to match our service offerings to the expectations of the residents of Newmarket. Since the expansion to the 438 Park Avenue property in 1996, the Town of Newmarket has seen a 35 percent increase in population (Stats Canada: 1996=57,125, 2021=87,942). During this same timeframe, the Library has tried many unique and innovative ways to reach the expanding population and has recognized for several years the need to determine alternative service methods that most effectively serve the needs and expectations of Newmarket residents.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Approved Strategic Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p>	
<p>Newmarket Public Library conducted a Strategic Planning process through 2021. This plan was approved in early 2022 with the primary pillars of: empowering our community; ensuring welcoming and accessible places and spaces, and; providing engaging and relevant services.</p> <p>Conducting the alternative service delivery study will help the Library achieve all three of these pillars by directly engaging with the people of Newmarket to inform the development of services available in a way that is most convenient to them. This study will enable the Library to be more responsive to the community and fully utilize the existing infrastructure while identifying ways to reach beyond our walls to offer services throughout the community. Additionally, as the Library and Town continue to enhance our partnership, any service initiative that moves beyond the 438 Park Avenue location will also bring with them many of the services offered by the Town of Newmarket's Customer Service Kiosks.</p> <p>As a part of this process the study will also be recommending funding that may be available through Provincial or Federal grants as well as private partnership</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
<p>The service recommendations from the study will enhance the overall effectiveness of Library property by ensuring that the building is being maximally utilized with minimal down time. By becoming increasingly efficient with the use of the infrastructure currently in place, the Library is doing its part to minimize the infrastructure gap that has developed due to the rapid population growth Newmarket has experienced over the last 28 years.</p> <p>As a community planning initiative, the service delivery study will also assist in identifying ways that the Library can further reduce the infrastructure gap in unique ways. These service recommendations will ensure that we are able to continue to grow with the community in a measured way. This planning will ensure that any future capital plans are needed and demanded by Newmarket residents.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>Libraries are often described as the place outside of home and outside of school/work where the community is able to freely gather. The 2022-2025 Strategic Plan puts an emphasis on ensuring that the Library is offering welcoming and accessible places no matter where we are gathering. As such, the alternative service delivery study will be instrumental in helping to identify physical and virtual spaces to meet the needs of our customers now and into the future.</p> <p>As the Library continues to enhance partnerships with the Town Customer Service and Recreation teams, expanding Library services will also provide benefits to other Town departments through expanded kiosk sales and registration support. As an essential community resource, this study will ensure that the residents of Newmarket are able to access the services they expect of a modern municipal amenity.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Corporate Image
	Timelines for Potential Risk Impacts: Within 1 year
<p>The popularity of social media tools and consumer sourced ratings such as google maps has created an image risk for the Library and the Town if we are unable to deliver services in the manner that consumers have come accustomed to. Innovative service offerings are being developed by neighboring municipal libraries and this alternative service delivery study will help the Library to determine the relevance and requirements for adopting service innovations here in Newmarket. Failure to take these actions will lead to the public losing faith that the municipality is acting as a faithful steward of the residents interestest.</p>	

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		50,000						\$ 50,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With		Reviewed By:		Commissioner:	
Prepared By:							

2023 BUDGET
Capital Decision Package Form

Project / Initiative Name	Municipal Infrastructure Projects					
Project Cost	\$ 6,800,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 42
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Engineering Services	
Legislative Requirement (select one):	No	Quote Legislation:	Ont. Reg. 588/17			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Replacements, Rehabilitation and/or Maintenance

This request is for the Town's Annual Capital program to replace, repair or rehabilitate existing Municipal Infrastructure (Sewers, Watermains, Roads, Sidewalks, Lighting, Signals & Parks) and related infrastructure. The program includes design, utility relocation, construction, contract administration and overall project management by Town staff, consultants and contractors. This also includes upsizing of water and wastewater mains as per the Water & Wastewater Master Plan. The costs for increasing capacity will be funded by Development Charges.

This budget request includes funding for design and construction, which will include, but is not limited to the following projects:
Lorne Avenue Phase 3, Newmarket Heights CIPP Lining, 2023 Road Resurfacing, Millard Pedestrian Refuge Island, Prospect Sanitary Upgrade, Penn-Amelia Sanitary Upgrade & Hillview Watermain Replacement and Millard-Church-Elm projects.

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Approved Strategic Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Timely replacement/rehabilitation of the municipal infrastructure ensures effective & efficient service delivery and proper management of the assets. Upsizing the water and wastewater mains are necessary for development as indicated by the Water & Wastewater Management Master Plan. Future results from the completion of the Asset Management Plan is anticipated to indicate that investment in this program will need to grow substantially, year over year.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** Secures Existing Service Levels & Addresses Infrastructure Gap

The related projects will move towards a sustainable asset replacement program for the Town. These projects will reduce/eliminate the amount of staff time spent on repairing broken watermains, responding to blocked sanitary sewers, patching potholes, repairing trip hazards, paying third party claims, etc. Future programs will need to grow substantially to meet acceptable levels of services.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Significant Impact - Town Wide

The Town's existing assets require replacement or rehabilitation to provide an adequate service level and reduce the likelihood and consequences of failure (e.g. Watermain breaks, sewer backups and road failures). For projects that include upgrading water or wastewater systems, the portion of upgrade is classified as Growth. This portion is therefore funded through Development Charges.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Operational

Timelines for Potential Risk Impacts: Within 1 year

Some of the risks mitigated are unplanned service interruptions as a result of watermains breaks, blocked sewers, road repairs/sinkholes. The major risks are financial that would result from the ineffective management of the Town municipal infrastructure.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	2,049,650	2,250,350		2,500,000				\$ 6,800,000
2024	8,000,000	1,400,000		2,500,000				\$ 11,900,000
Future Phases								\$ -
TOTAL	\$ 10,049,650	\$ 3,650,350	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ 18,700,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:		Reviewed By:			Commissioner:		
Rob Grech		Rachel Prudhomme			Peter Noehammer		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Residential Parking Study					
Project Cost	\$ 75,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 43
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Planning	
Legislative Requirement (select one):	No	Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Community Planning

The Residential Parking Study will involve reviewing and providing recommendations (where required) on:

1. Current residential parking requirements for specific built forms;
2. Parking requirements in relation to on-street parking availability with/without bike lanes, front yard parking opportunities and limitations, and driveway widths;
3. Use of garages as parking and garage size requirements;
4. Innovative residential parking options;
5. Condo road design standards and criteria;
6. Effects of changing household composition on parking, and
7. Effects of the 'new normal' work patterns on parking.

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Council Priority

• Increase downtown parking availability through additional spaces and by leveraging Smart City solutions and other innovative options.

Council, at its meeting on November 13, 2017, authorized staff to recruit an external consultant to conduct a Residential Parking Study following a Council Workshop to seek Council's direction on the scope of the study. The Council Workshop was held in June 2019; however, due to the COVID-19 pandemic and other priorities, this project was put on hold. Recent planning applications to vary parking standards and the increase of condo townhouse developments have necessitated the study to be conducted now to inform decision-making related to residential parking, condominium road standards, driveway standards, use of garages as parking, and how the changing demographics may/may not impact residential parking needs in Newmarket.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** No Impact

The recommendations of the Residential Parking Study are intended to provide guidance on residential parking and related matters in development review. The analysis of the Study is also intended to provide insights to residents, staff, and Council on what are the appropriate parking and condo road requirements for Newmarket.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Minor Impact - Local Benefit

Parking affects residents' day-to-day lives. It may include challenges to park their vehicles on their own properties, overflow parking on residential streets that may cause nuisance and/or safety issues for residents, and negative impact on streetscape of residential neighbourhoods if too much front yard parking is allowed. The outcome of this Residential Parking Study is intended to address current and future residential parking needs that will support Newmarket's growth within the higher level governments' policy context in reducing automobile dependency. The recommendations from the Study are also intended to address Newmarket's residential parking challenges and inform recommendations on parking and condo road design requirements.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Operational

Timelines for Potential Risk Impacts: Beyond 5 years

As Newmarket grows, it has and will continue to face an increase amount of parking related concerns and site-specific amendment requests. It is important for staff and Council to understand the current and future parking needs from a data-driven perspective and consider options to address the matter from a technical perspective that can be defensible at the Ontario Land Tribunal. The risk of not conducting the Study would be staff do not have a recent, Newmarket-specific analysis to justify the Town's requirements to developers and/or the Ontario Land Tribunal. In the case of condo road developments, there is currently no design standard for Newmarket when reviewing these types of developments.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			75,000					\$ 75,000
2024			225,000					\$ 225,000
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Engineering Services			
Prepared By:	Reviewed By:		Commissioner:			
Phoebe Chow	Adrian Cammaert, Jason Unger, Rachel Prudhomme		Peter Noehammer			

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Main St. Walkway Revitalization					
Project Cost	\$ 150,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 44
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Engineering Services	
Legislative Requirement (select one):	No		Quote Legislation:			

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Enhance
<p>This program includes the design and construction of the revitalization of the stairway and path connecting Main Street South to the parking area at Riverwalk Commons, located directly across from the proposed clock tower development property, located between 171 and 179 Main St. South.</p>	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE	
<p>Extraordinary Places and Spaces. This project delivers on the Council Priority to improve pedestrian access in downtown Newmarket, as the project will serve to address an existing walkway that is non-compliant with accessibility requirements, as well as in need of maintenance, repair and beautification.</p>	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
<p>The project will serve to retrofit an existing walkway that is non-compliant with service levels to provide accessible access from the parking area at Riverwalk Commons to Main Street.</p>	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Moderate Impact - Moderate utilization
<p>The existing walkway is widely used by residents in the Town of Newmarket as one of the primary connections between parking and the downtown core. The project allows the walkway area to be beautified and made accessible to more members of the public.</p>	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Operational
	Timelines for Potential Risk Impacts: Within 1 year
<p>The program allows the Town to address maintenance issues associated with the existing walkway that could result in slips, trips and falls if not addressed on a regular basis.</p> <p>The construction of the walkway will result in the temporary closure of the walkway which will result in increased usage of other access ways between the parking area and downtown core, which are less than ideal for pedestrian traffic.</p>	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		75,000	75,000					\$ 150,000
2024		352,500	352,500					\$ 705,000
Future Phases								
TOTAL	\$ -	\$ 427,500	\$ 427,500	\$ -	\$ -	\$ -	\$ -	\$ 855,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With			
Prepared By:		Reviewed By:		Commissioner:	
Rob Grech		Rachel Prudhomme		Peter Noehammer	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Replacement of Firefighting Equipment						
Project Cost	\$ 50,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	45
Commission/Area:	Central York Fire Services			Division/ Departments:			
Legislative Requirement (select one):	No		Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one): Replacements, Rehabilitation and/or Maintenance
End of life replacement of Fire Hose, Appliances, and Equipment - Firefighting, Vehicle Extrication, Hazardous Materials, Rope Rescue, Water Rescue, and Ice Rescue	

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE	
Replacement of equipment prior to the equipment reaching the end of serviceable life will reduce the occurrences of equipment failure while operating at an incident or during training.	

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one): Secures Existing Service Levels
Maintain our current service levels and operational capabilities. Aid in the prevention of injuries to firefighters due to equipment failure.	

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one): Minor Impact - Local Benefit
By replacing aging equipment prior to the end of serviceable life or failure will aid in maintaining our service levels and operational capabilities throughout the community, while ensuring a proactive approach to firefighter health and safety.	

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area): Health and Safety
	Timelines for Potential Risk Impacts: Within 1 year
Equipment failure during an incident can result in reduced service levels and operational capabilities, resulting in additional property loss, injuries to residents, and/or injuries to firefighters.	

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	50,000							\$ 50,000
2024	50,000							\$ 50,000
Future Phases	50,000							\$ 50,000
TOTAL	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	No	Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Deputy Fire Chief Jeremy Inglis								

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Mobile technology for replacement bylaw vehicles						
Project Cost	\$ 120,000.00	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package #	46
Commission/Area:	Corporate Services Commission			Division/ Departments:	Legislative Services		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Enhance
<p>The Town's Regulatory Services Division is seeking financial approval to proceed with sourcing a file management software system for daily operational needs of Municipal Enforcement Officers ("MEOs"). The total cost for implementation is estimated at approximately \$150,000. Town MEOs have historically relied on CityView (for file management) and AIMS (for ticket issuance) to perform their daily duties. MEOs also rely on the Town's CRM software system for complaints received by residents through Customer Services. In late 2019, CityView was discontinued for use by MEOs, as several malfunctions began occurring without resolve and plans to transition to Accela were in discussion. By Q1 2020, MEOs had neither CityView nor Accela to rely on, resulting in staff pivoting to use Microsoft Word and Excel spreadsheets for file tracking, enforcement, and note-taking purposes. Regulatory Services has continued to rely on T-Drive, word documents, and spreadsheets to complete their regular daily duties for nearly three years. Staff are now requesting approval to obtain the necessary software to digitalize and automate existing administrative processes that are causing significant inefficiencies and redundancies in the department. By digitalizing daily MEO processes via software, this request would align with the consultant's review completed in 2019 by StrategyCorp, who identified a number of areas where paper-based and manual processes are inhibiting productivity of staff. As part of this request, Town staff is also looking forward by seeking to incorporate several other departmental needs/software gaps and future opportunities into one software system. For example, staff is seeking a software system that will not only resolve existing manual file management practices, but will also include: 1) ticket issuance and tracking capabilities, which will replace the need for a second contract with AIMS (set to expire in April 2023); 2) connectivity to all existing Town software programs to streamline and enhance overall efficiency across the organization (i.e. CRM, GIS, VTax, etc.); 3) AMPS capabilities to manage ticket disputes and adjudication processes, which also aligns with the consultant's review in 2019 via StrategyCorp to prioritize AMPS for enhanced revenues and overall cost recovery; 4) digitalize business licensing practices (i.e. to allow online applications, renewals, payments, etc.); 5) special permit processing (any type of permit can be incorporated, not restrictive to this department - road occupancy, tree removal, special events, film, parking exemptions, etc.); 6) online functionality: creating accessible opportunities for residents to check the status of their complaints/applications without having to phone into Customer Services. In addition to these components, Town staff also recommends using this RFP process as an opportunity for future planning by ensuring any software obtained is equipped to manage automated speed enforcement, paid parking options, or any future bylaw-related initiatives that may be explored over the next five years.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Software technology plays a critical role in any bylaw department. MEOs are required to respond to complaints, open investigative files, issue tickets, and prepare disclosure packages for court or adjudication purposes. Their roles heavily rely on technology and record-keeping practices when preparing files and adhering to strict timelines re: compliance dates or statutory requirements enacted. As a result of not having any file management software available for daily use, MEOs are currently being restricted from achieving higher productivity outcomes: they are currently required to duplicate an absorbant amount of their paperwork manually and with significant redundancy due to a lack of software. As MEOs often collaborate and communicate cross-departmentally or externally to residents, the information being stored using Microsoft Word documents (for investigative files) is also required to be duplicated in the Town's CRM system or via email to be shared elsewhere. By implementing a file management software system that connects existing Town systems, MEOs will experience significant efficiencies throughout the course of their daily duties. This includes: 1) the ability to input file notes in one central location, which will correspond with other systems (like CRM) to automatically upload officer notes, pictures, and generate automatic letters/notices; 2) the ability to automate existing manual processes via technology - i.e. connectivity to GIS, Outlook, building or planning records, property owner information via tax roll, etc.; 3) the ability to amalgamate all Regulatory Services functions into one software system - i.e. business licencing, parking, ticketing, and investigative file management in property standards; and 4) the ability to schedule inspections, set reminders, and be automatically notified when compliance dates have lapsed for enforcement action purposes. For reference, this request also aligns with the RevitUp recommendations received re: business licencing and automating/digitalizing existing manual processes. Additionally, by digitalizing and automating daily work processes, staff anticipates an increase in ticket revenues, as processes will be streamlined and higher productivity and oversight of files can be achieved.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels
<p>MEOs have very recently transitioned 'how they work' from historical practices at the Town. MEOs have transitioned from an in-office environment to an in-field environment, where they now work primarily from their assigned vehicles throughout their shifts and no longer have individual desks at the office. While this initiative has enhanced overall productivity for the department, a significant gap re: software technology still exists, as staff do not have any form of software to rely on for file management purposes. MEOs require some form of software to ensure records are maintained (and not lost) for future enforcement-related purposes. The ability to maintain enforcement records securely and in one central location is important, as bylaw matters often implicates other departments, and overall organization is crucial in preparing evidence and tracking a file's past history. The benefits of approving this request will result in significant efficiencies to staff's daily workloads, which will further impact response rates to residents and overall resident satisfaction rates in resolving complaints. This proposed system will also enable MEOs to issue electronic tickets under AMPS versus manual/hardcopy tickets currently being written. Providing adequate software that meets the unique requirements of an enforcement division will further empower MEOs in their roles to be able to maintain the workload expectations placed upon them. Finally, enhancing overall data and KPI tracking is another desired benefit/outcome in order to make data-driven decisions in the future re: staff resources and project planning. By implementing a software system that automatically generates reports and tracks relevant data, Town staff will be further empowered to rely on this data when bringing new requests forward or making operational decisions.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>The ability to use automated software versus manual and paper-based processes will have significant positive impacts to the organization as a whole. Regulatory Services staff interacts with various departments throughout the course of their duties. The benefits of properly equipping MEOs in their existing roles will only further enhance response and satisfaction rates both internally and externally. Resident concerns will be responded to faster and with enhanced customer service levels. Customer Services Associates and other Town staff involved with enforcement files will receive updates to CRM in real-time, as the MEO makes relevant notes while in-the-field and do not need to spend time duplicating notes to other locations/systems. In addition to the expedited timelines anticipated to close and resolve complaints, automating MEO daily tasks will also enhance overall revenues received by the Town: compliance dates can be more closely monitored through automation; tickets can be issued using electronically versus manually/hardcopy, etc.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts	Within 1 year
<p>The negative risks associated with not proceeding with this request includes: 1) reduced productivity of MEOs; 2) continuation of manual/paper-based processes; 3) reduced connectivity/accessibility to residents for services via online platforms; 3) slower or reduced response/compliance rates to complaint calls as a result of inefficient and duplicated practices; 3) potential loss of revenue as a result of manual processes occurring both internally and externally. In addition to these risks, there are also positive future considerations to explore in this request: should Council adopt any framework to support automated speed enforcement or paid parking programs in the next 5 years, Town staff will be required to source the appropriate software systems for those programs at that time. By sourcing an all-encompassing software system through this request, the Town will be set up for success in the future by already having the software needed for future programs currently under consideration.</p>		

Section 2 : Financials

Financing of Capital Costs								
Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			120,000					\$ 120,000
2024			30,000					\$ 30,000
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Incremental Operating Impact of Capital Project								
Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023					30,000	-50,000	12,000	\$ 8,000
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	No	Consulted With	Financial Services Information Technology
Prepared By:	Reviewed By:		Commissioner:
Flynn Scott	Flynn Scott		Esther Armchuk

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Recruit Program - Attrition (Recruit Firefighter Uniforms, PPE, and Equipment)					
Project Cost	\$ 65,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 48
Commission/Area:	Central York Fire Services		Division/ Departments:			
Legislative Requirement (select one):	No	Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Replacements, Rehabilitation and/or Maintenance

CYFS is required to supply each new recruit with the appropriate personal protective equipment (PPE) as per the National Fire Protection Association (NFPA) 1971. There will be two sets of bunker gear, two pairs of fire gloves, two balaclavas, one pair of structural firefighting boots, firefighting helmet, station wear, station boots, and a complete dress uniform for each new recruit. Total order will include 10 sets of bunker gear, 10 sets of station wear, 10 sets of firefighter gloves, 10 balaclavas, 5 helmets, 5 pairs of structural firefighting boots, 5 pairs of station boots, and 5 sets of dress uniforms.

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Commission or Departmental Business Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

To ensure that our PPE procurement continues to match the growth of the department and meets the requirements established in NFPA 1971. Without the purchase of the new PPE our new recruits will be unable to respond to incidents upon graduation.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** Secures Existing Service Levels

The purchase of the new PPE will equip the 2023 recruit class who will be filling recent vacancies created through attrition.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Minor Impact - Local Benefit

Failure to procure the required PPE will reduce the response capabilities across the department.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Operational

Timelines for Potential Risk Impacts: Within 1 year

The procurement of the PPE will ensure that our new recruits have the required allotment of Station Wear to ensure a uniform appearance across the department, and provide a superior level of protection over other clothing/uniform options. The two sets of bunker gear, gloves, and balaclavas will ensure that our recruits are reducing their exposure to potential carcinogens and being able to return to service immediately after an incident rather than having to wait until their bunker gear has been washed and dried.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	65,000							\$ 65,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
J. Inglis, Deputy Fire Chief						I. Laing, Fire Chief		

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Tennis Club Demolition and New Parking Lot Construction					
Project Cost	\$ 150,000	Project Resources Requirements	No New Resources	Operating DP	No	Decision Package # 49
Commission/Area:	Development and Infrastructure Services Commission			Division/ Departments:	Engineering Services	
Legislative Requirement (select one):	No	Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request **Classification (select one):** Enhance

This project involves the demolition of the existing tennis club and replacement with an expansion of the existing Riverwalk Commons Parking Lot. Project costing is based on design completion in 2022 and construction in 2023.

1.2 - Project Alignment and Justification

Outline justification for need of project request **Corporate Alignment & Opportunity (select one):** Council Priority

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Extraordinary Places and Spaces. This project delivers on the Council Priority to increase the number of available parking spaces in downtown Newmarket.

1.3 - Levels of Service

Outline the desired outcome and/or benefits **Levels of Service & Infrastructure Impact (select one):** Increases Service Levels

The project will serve to increase the amount of parking available within the Riverwalk Commons area for large events, etc.

1.4 - Community Impact

Outline Community Impact (if applicable) **Community Impact (select one):** Significant Impact - Town Wide

This project will increase the total available parking spaces in the down town core, which is very popular to the Newmarket residents all year round especially during large events.

1.5 - Risk

Outline the risks associated with the project both positive and negative **Risk Category (select highest risk area):** Operational

Timelines for Potential Risk Impacts: Within 1 year

The parking lot works are tied to the Shining Hill development, and cannot occur until a new facility is built for the existing Tennis Club by the developer.

The project is located within the floodplain, and is subject to approvals from the Lake Simcoe Conservation Authority.

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		75,000	75,000					\$ 150,000
2024		1,000,000	1,000,000					\$ 2,000,000
Future Phases								\$ -
TOTAL	\$ -	\$ 1,075,000	\$ 1,075,000	\$ -	\$ -	\$ -	\$ -	\$ 2,150,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023								\$ -
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:			Reviewed By:			Commissioner:		
Rob Grech			Rachel Prudhomme			Peter Noehammer		

2023 Deferred Capital Decision Packages

DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Future Operating Impact	2024 Capital Commitments	2025 & Beyond Capital Commitments
1. Capital DP Requests - Deferred												
2	Deferred	Vehicle for Fire Prevention Inspector	CYFS	Enhance / Growth	2	52,000			52,000	1,000		
12	Deferred	Town Marquee Signs	IT	Replacements, Rehabilitation and/or Maintenance	3	100,000	100,000			75,000	100,000	
16	Deferred	Truck/Equipment for General Parks Response Crew	Parks	Enhance / Growth	3	85,000		85,000		15,000		
Total 2023 New Requests (DPs) - Deferred						\$ 237,000	\$ 100,000	\$ 85,000	\$ 52,000	\$ 91,000	\$ 100,000	\$ -

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Vehicle for Fire Prevention Inspector						
Project Cost	\$ 52,000.00	Project Resources Requirements	No New Resources	Operating DP	Yes	Decision Package #	2
Commission/Area:	Central York Fire Services		Division/ Departments:				
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Enhance / Growth
Pending the approval for the additional Fire Prevention Inspector, CYFS will require an additional vehicle assigned to the Fire Prevention division to ensure adequate resources to ensure enough vehicles are available for day to day operations.		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE		
With the addition of an Inspector, the Prevention team will require an additional vehicle to ensure an adequate fleet size to accommodate all Inspectors.		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Increases Service Levels
The purchase of the additional vehicle for the prevention team will ensure all inspectors are able to operate at maximum efficiency to schedule inspections, investigations, and public education events.		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
The additional capacity created by the new inspector will provide the opportunity to increase our proactive inspections and increase our ability to deliver public education programs throughout Newmarket and Aurora. The additional Inspector will also increase our capacity and capability to conduct fire investigations, creating more detailed incident statistics, which will drive our fire safety messaging and public education to aid in the reduction of fires and fire related events.		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts	Within 1 year
The addition of a vehicle for the prevention team will maintain our current ratio of one vehicle per inspector. This creates the ability to be flexible with the scheduling of inspections and provides the team with additional vehicle capacity during summer months when CYFS employs Co-op students for the Stay Fire Smart Smoke Alarm campaign. Lacking the ratio of one vehicle per inspector will reduce the division flexibility and result in inspections requiring to be rescheduled in the event a vehicle is unavailable.		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023			52,000					\$ 52,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ -	\$ 52,000	\$ -	\$ -	\$ -	\$ -	\$ 52,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023		500	500					\$ 1,000
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration	Yes	Consulted With	Procurement Services	Facilities			
----------------------	-----	-----------------------	----------------------	------------	--	--	--

Prepared By:	Reviewed By:	Commissioner:
Deputy Fire Chief Jeremy Inglis	Fire Chief Ian Laing	

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Town Marquee Signs						
Project Cost	\$ 100,000.00	Project Resources Requirements	New Resources	Operating DP	Yes	Decision Package #	12
Commission/Area:	Corporate Services Commission			Division/ Departments:	Information Technology		
Legislative Requirement (select one):	Quote Legislation:						

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>The Town's Marquee signs located at Ray Twinney and other locations have reached their end of life and require replacement. At over 10 years old, the aging signs are either not working or in need of repair and the original supplier no longer provides support. Staff rely on the signs to provide information to the public and user groups on a continuous basis and frequent disruption in service impacts daily business for the Town as well as its business partners. A portion of these funds will be dedicated to review other marquee signs and provided recommendations (and possible the purchase of) solution to standardize the hardware and software along with a centralized platform to manage and administer all Town facility signs.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Marquee signs at various facilities are in need of replacement as they have reached their useful lifecycle.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
<p>This item maintains an existing level of service as the signs are well entrenched in the operations at various facilities.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>Vibrancy on Yonge, Davis and Mulock - Leverage Smart City technologies and municipally owned broadband (ENVI) to support corridor development strategies and business retention and expansion efforts. Adopting Smart City Technologies and providing the latest innovation in signage along the corridors will feed into the overall Council Priority. The signs can be connected to both the Town's data network and the internet using ENVI</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Operational
	Timelines for Potential Risk Impacts	Within 1 year
<p>Major Service Distruption, major service loss potential to Town programs, Sports Groups and businesses if important information cannot be displayed to customers in a timely manner. This has considerable value to our sponsors and helps the retail. Another important risk to consider is in the event of a disaster or emergency the Town may not be able to use these signs to communicate very important, key messaging to the community on a Town wide situation (whether we are an emergency centre, a heat escape centre, a natural disaster recovery centre at any / all of our Town facilities). The additional Town Signage Review portion of this decision package will make way for the integrated emergency messaging for all Town facilities.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023	100,000							\$ 100,000
2024	100,000							\$ 100,000
Future Phases								\$ -
TOTAL	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023							25,000	\$ 25,000
2024							25,000	\$ 25,000
Future Phases							25,000	\$ 25,000

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:	Reviewed By:		Commissioner:				
Karthik Venkataraman	Karthik Venkataraman		Esther Armchuk				

**2023 BUDGET
Capital Decision Package Form**

Project / Initiative Name	Truck/Equipment for General Parks Response Crew						
Project Cost	\$ 85,000	Project Resources Requirements	New Resources	Operating DP	Yes	Decision Package #	16
Commission/Area:	Community Services Commission			Division/ Departments:	Parks		
Legislative Requirement (select one):	No	Quote Legislation:					

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Enhance / Growth
<p>This request is to purchase a pickup truck and a trailer. In operating decision packages, there is one for General Parks Response Crew(GRC). The GRC would be the primary resolution of the simple day to day tickets that arise in Parks such as garbage removal, litter pick up, grass cutting complaints, walkway maintenance, trails and other simple repairs to park amenities as examples. Parks would require casual contract staff to work on crew and support other parks staff members to allow a senior staff to lead this crew. The GRC would help reduce some of contractor expenses that they currently complete for us. If the GRC is approved, a pickup truck and trailer are needed for GRC to perform daily duties.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>The GRC is being proposed in response to the increasing needs for park services with our growth in Newmarket and the increasing number, and popularity, of our existing park inventory and is an opportunity identified by senior management and staff through meetings held to identify how Parks & Property Services could better serve the Community today and into our future.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels
<p>This position will provide general parks related maintenance to areas such as walkways, trails, and also provide quick response to tickets such as garbage, graffiti, broken glass and other seasonal issues. This will also help address service requirements for new areas due to growth, while maintaining service level requirements.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>The GRC is needed to better maintain our current level of service within the parks division along with response to Customer Service tickets and/or complaints. Having a dedicated resource for response allows the existing crews to maintain the service levels at their designated locations. Currently staff are pulled from existing jobs/locations to address the concerns which results in delays in area completion or a requirement to reschedule future planned site visits.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Health and Safety
	Timelines for Potential Risk Impacts:	Within 3 months
<p>Risk exposure could include resident dissatisfaction with delays in response to complaints or service requests. Examples may include garbage cans that have been reported full(residents dumping household garbage) but not scheduled for another few days, or animals (bees/wasps) making a mess, and damaged equipment or amenities. Positive outcomes could see an increase in resident satisfaction resulting from quicker responses and action to identified issues.</p>		

Section 2 : Financials

Financing of Capital Costs

Year	Asset Replacement Fund	Development Charges	Reserves and Reserve Funds	Gas Tax	Operating Fund	Grant	Other	TOTAL
2023		85,000						\$ 85,000
2024								\$ -
Future Phases								\$ -
TOTAL	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000

Incremental Operating Impact of Capital Project

Year	Salaries & Benefits	Materials & Supplies	Utilities	Consulting	Contracted Services	Revenue	Other	TOTAL
2023							15,000	\$ 15,000
2024								\$ -
Future Phases								\$ -

Section 3 : Sign-off

Collaboration		Consulted With						
Prepared By:	Reviewed By:			Commissioner:				
Jeff Bond	Kristi Carlen			Jeff Payne				