



Town of Newmarket
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2023 Draft Operating and Capital Budgets Staff Report to Council

Report Number: 2023-21

Department(s): Financial Services

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

Meeting Date: March 27, 2023

Recommendations

1. That the report entitled Draft 2023 Operating and Capital Budgets dated March 27, 2023 be received; and,
2. That the Draft 2023 Operating Budget with expenditures of \$147,368,530 be approved, which is comprised of the following components:
 - a. \$ 72,873,205 for Town purposes
 - b. \$ 18,165,424 for Central York Fire Services (Newmarket's share)
 - c. \$ 3,864,412 for the Newmarket Public Library
 - d. \$ 30,000 for the Main Street District Business Improvement Area (BIA)
 - e. \$ 21,640,991 for the Water Rate Group
 - f. \$ 24,914,938 for the Wastewater Rate Group
 - g. \$ 3,036,520 for the Stormwater Rate Group
 - h. \$ 2,843,040 for the Building Permit Rate Group
3. That a Capital Spending Authority of \$154,284,700 be established, being \$63,078,700 for 2023 and \$64,326,000 for 2024 and \$26,880,000 for 2025; and,
4. That the draft 2023 Operating and Capital Budgets be forwarded to the Council meeting of April 3, 2023 for final approval; and
5. That Council authorize the Director of Financial Services/Treasurer to:
 - a. Make any necessary adjustments within the total approved budget to reflect organizational changes and any other reallocation of costs; and
 - b. Accept and adjust the budget for new provincial and/or federal funding provided there is no tax levy impact; and,

6. That staff be authorized and directed to do all things necessary to give effect to this resolution.

Executive Summary

The 2023 Budget process has been challenged with higher inflationary pressure than in other years. Despite the budgetary challenges, the Town continues to strive for maintaining its high levels of services while delivering a sustainable and fiscally responsible budget.

The proposed 2023 budget includes a 5.50% increase in property taxes. Council had previously approved a 3.8% increase in the combined water and wastewater rates, and a 9.0% increase in the stormwater charge in December 2022. New rates were effective as of January 1, 2023.

Purpose

The purpose of the report is to obtain approval from Committee of the Whole (CoW) on the 2023 Operating and Capital Budgets, followed by Council decision on April 3, 2023 for adoption.

Background

The 2023 Budget deliberation process commenced on January 30, 2023 with the report to Special CoW entitled [“2023 Preliminary Draft Budget”](#). The process started later than usual due to the municipal election in October 2022.

Three Special CoW meetings were scheduled with the following reports to further discuss the budgets: [Preliminary Draft Capital Rate-Supported Operating Budgets](#) on February 13, 2023, [Service Level Reduction Options](#) on March 6, 2023 and [Preliminary Draft Tax-Supported Operating Budget](#) on March 20, 2023.

Discussion

The Town’s 2023 Budget totals \$210.4 million with the following breakdown:

Components	\$ in millions
Tax-supported operating budget	\$94.9
Rate-supported operating budgets	\$52.4
Total Operating Budgets	\$147.3
Capital Budget	\$63.1
2023 Total Budget	\$210.4

Operating Budgets

Based on the high inflationary pressures and the projected expenditures to deliver services, the required tax rate increase would be 13.0%. Every 1% tax rate increase in the 2023 budget will generate an additional \$687,000 in property tax revenues.

Over the course of internal budget review, sustainable savings totaling \$3.7 million were identified to lower the tax rate increase from the initial 13.0% to 7.67%. Budget deliberations brought down the tax rate increase further to 5.5%.

Operating Budgets support the day-to-day operations to deliver services to the Town's residents and businesses. There are two sets of operating budgets defined by their funding sources: tax-supported operating budget and rate-supported operating budget.

The tax-supported and rate-supported operating budgets include the following expenditures:

Area	Expenses based on PSAB	Principal Repayment on Long-term Debt	Capital Financing	Transfer to Reserves/ Reserve	Total Expenditures
Town	\$60,125,614	\$3,980,725	\$736,781	\$8,030,085	\$72,873,205
Downtown BIA	\$30,000	\$0	\$0	\$0	\$30,000
Library	\$3,615,378	\$0	\$0	\$249,034	\$3,864,412
CYFS	\$16,694,959	\$0	\$0	\$1,470,465	\$18,165,424
Tax-supported	\$80,465,951	\$3,980,725	\$736,781	\$9,749,584	\$94,933,041
Water	\$17,693,871	\$47,120	\$0	\$3,900,000	\$21,640,991
Wastewater	\$19,733,609	\$47,120	\$0	\$5,134,209	\$24,914,938
Stormwater	\$1,649,033	\$0	\$0	\$1,387,487	\$3,036,520
Building	\$2,843,040	\$0	\$0	\$0	\$2,843,040
Rate-supported	\$41,919,553	\$94,240	\$0	\$10,421,696	\$52,435,489
Total	\$122,385,504	\$4,074,965	\$736,781	\$20,171,280	\$147,368,530

Expenses based on PSAB are used for financial statement reporting as regulated by the Public Sector Accounting Board (PSAB), but do not include amortization (also known as depreciation).

Principal Repayment on Long-term Debt excludes interest which is included in Expenses.

Capital Financing is the amount transferred from the Operating to the Capital Budget. It does not include the operating and maintenance costs of infrastructure, which are included in Expenses.

Transfer to Reserves/Reserve Funds includes contributions to the Asset Replacement Fund.

Total Expenditures are accounted for as an expanded fund-based approach for budgeting and management purposes.

Recognizing the budgetary pressures, there is only one growth related operating decision package “Denison Synthetic Turf Maintenance” recommended for inclusion in the operating budget at this time (refer to Appendix A for more details). This request will be funded from growth revenues that will not have any tax impact. Unallocated growth revenues will be transferred to the Growth Reserve. This is consistent with our fiscally prudent guiding principle to fund growth expenditures with growth revenues only.

As illustrated in the table below, 78.2% of the funding (equivalent to \$74.2 million) for tax-supported operating expenditures is from property taxes.

	Town	CYFS	Library	Total
\$ in millions				
Expenses	\$64.1	\$16.7	\$3.6	\$84.4
Reserve Transfers	\$8.7	\$1.5	\$0.3	\$10.5
Total Expenses & Transfers	\$72.8	\$18.2	\$3.9	\$94.9
Non-Tax Revenues	(\$20.1)	(\$0.4)	(\$0.2)	(\$20.7)
Tax Levy	\$52.7	\$17.8	\$3.7	\$74.2

99.8% of funding for Rate-supported Operating expenditures is from rates (water, wastewater, stormwater and building).

	Water	Wastewater	Stormwater	Building
Expenses	\$17.7	\$19.7	\$1.6	\$2.8
Reserve Transfers	\$3.9	\$5.2	\$1.4	\$0.0
Total Expenses & Transfers	\$21.6	\$24.9	\$3.0	\$2.8
Non-Rate Revenues	(\$0.02)	(\$0.02)	(\$0.1)	(\$0.0)
Rate Levy	\$21.6	\$24.9	\$2.9	\$2.8

Capital Budget

The Capital Spending Authority is the total of all capital expenditures approved by Council and may span more than one year. Due to the resource capacity and timelines for design and project delivery, some capital projects take longer than one year to be completed. The Capital Spending authority for future years would ensure continuity and financial stability to complete projects that span more than one year. This differs from the Capital Budget which is the annual component and includes the required funding. The Capital Program is the list of projects to be delivered by the Capital Budget.

Based on the report [Preliminary Q4 2022 Financial Summary](#), the proposed 2023 capital spending authority is \$63,078,700 after inclusion of the 2022 capital carryover requests. The 2024 and 2025 capital spending authority will be \$64,326,000 and \$26,880,000 respectively. Appendix B “2023, 2024 and 2025 Capital Spending Authority Summary” outlines the 2023 capital program and future years’ funding requirements, as well as the individual capital decision packages are included for reference.

2023 Capital Program Funding by Category

Category	ARF (\$)	DC (\$)	Other Reserve & Reserve Funds (\$)	Grants / Other (\$)	Unallocated Provision (\$)	Total (\$)
Replacement	9,497,350			4,388,000		13,885,350
Growth		25,540,350				25,540,350
Other			3,535,000	1,300,000		4,835,000
Unallocated					518,000	518,000
2022 Projects	3,274,000	4,415,414	10,457,000	153,586		18,300,000
Subtotal	12,771,350	29,955,764	13,992,000	5,841,586	518,000	63,078,700

The Development Charges (DC) (\$30.0 million or 47.5%) is the primary funding source for growth projects, followed by Asset Replacement Fund (ARF) (\$12.7 million or 20.2%) for asset replacements.

Other funding sources include:

- \$14.0 million from other reserves and reserve funds; and
- \$4.0 million from the 2023 Canada Community Building Fund allocation; and
- \$1.8 million from the 2023 Ontario Community Infrastructure Fund (OCIF).

The requested Capital Spending Authority of \$154.3 million includes the following funding requirements by year:

Year	\$
2023	63.1
2024	64.3
2025	26.9
Total	154.3

The Capital Program has been prepared, reviewed and prioritized with consideration for both operational and financial capacity to deliver the recommended 2023 Capital Program. The Asset Management Plan and Development Charge (DC) Background Study have been considered when developing the 2023 Capital Program.

Conclusion

CoW has been presented with the draft 2023 operating and capital budgets. The direction provided with respect to the staff recommendations on the 2023 Operating and Capital Budgets will be tabled at the April 3, 2023 Council meeting for adoption.

To complete the budget process in 2023:

- The Reserves and Reserve Funds Budget will be presented to Council. It is based on the approved operating and Capital Budgets;
- The Budget will be presented in the Financial Statement format;
- There will be quarterly Financial Updates on the operating results and delivery of the Capital Program.

In summary, the 2023 Budget achieves a balance between community needs and fiscal responsibility.

Business Plan and Strategic Plan Linkages

The 2023 budget achieves long term sustainability by continuing to:

- utilize assessment growth revenues to fund growth related expenditures only;
- increase contribution to ARF;
- align rate increases for the rate-supported operating budgets based on the respective financial plans;
- invest in capital infrastructure; and
- replace assets to keep the Town's assets in a state of good repair.

Consultation

All members of Operational Leadership Team (OLT) and Strategic Leadership Team (SLT) and their staff participated in the preparation and review of the 2023 draft budgets. Members of Council provided valuable feedback and direction throughout the budget deliberation process.

Joint Council Committee (JCC)

A Joint Council Committee (JCC) meeting was held on January 10, 2023 to review and make a recommendation on the 2023 Central York Fire Services (CYFS) budget. Aurora Council reviewed the budget on January 16, 2023 and had no formal comments.

Newmarket Public Library Board

Newmarket Library Board reviewed and recommended the capital and operating decision packages at their board meeting on May 11, 2022.

Other Boards and Committees

There have been no budget requests from any of the boards or committees, including the Newmarket Downtown BIA.

Human Resource Considerations

No new staffing request in the 2023 Budget.

Budget Impact

Based on the proposed tax rate increase of 5.5%, the annual increase will be \$125 for a residential property with current value assessment (CVA) of \$706,000 by the Municipal Property Assessment Corporation (MPAC) and annual increase of \$159 with CVA of \$900,000.

Council had previously approved the water and wastewater increase of 3.8% and stormwater increase of 9.0% in December 2022. The rate increases were effective as of January 1, 2023. The annual increase for water and wastewater will be \$50 based on an average consumption of 200m³, and \$4.58 for stormwater based on 465 square metre lot.

Attachments

Appendix A – Tax-Supported Growth Operating Budget Decision Package

Appendix B – 2023, 2024 and 2025 Capital Spending Authority Summary

Approval

Mike Mayes, CPA, CGA, DPA

Director of Financial Services

Esther Armchuk, LL.B

Commissioner, Corporate Services

Contact

Andrea Tang, CPA, CA

Manager, Finance & Accounting / Deputy Treasurer, atang@newmarket.ca (ext. 2104)

2023 Capital Decision Packages

DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Building Canada Fund	Grants	Other Funding	Unallocated	Operating Impact 2023	2024 Capital Commitments	2025 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					50,000	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					30,000		
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						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	

DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Building Canada Fund	Grants	Other Funding	Unallocated	Operating Impact 2023	2024 Capital Commitments	2025 Capital Commitments
38	Recommend	Sewer Maintenance CCTV Tool	Public Works - Water/Wastewater	Improved Efficiency	3	50,000			50,000							
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	5,700,000	949,650	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						\$ 17,090,000	\$ 5,781,650	\$ 4,785,350	\$ 2,135,000	\$ 2,500,000	\$ 1,888,000	\$ -	\$ -	\$ 75,700	\$ 29,095,000	\$ 8,280,000
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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	Engineering	Growth	-	-									175,000	
	Approved	Harry Walker Parkway East Sidewalk	Engineering	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
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1c. Standard Program 2022 Carryover - Capital Programs to 2023, 2024																
	2022 Carryover	Trail Lighting at Parks	Parks	Growth	-	247,000		247,000								
	2022 Carryover	Goose Management	Parks	Community Planning	-	25,000			25,000							

DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Building Canada Fund	Grants	Other Funding	Unallocated	Operating Impact 2023	2024 Capital Commitments	2025 Capital Commitments
	2022 Carryover	Town Light Standard & Strategy	Facilities	Community Planning	-	50,000		50,000								
	2022 Carryover	Story Pod Replacement	Facilities	Replacements, Rehabilitation and/or Maintenance	-	68,000	68,000									
	2022 Carryover	Computer Hardware & Software	Library	Replacements, Rehabilitation and/or Maintenance	-	180,000	180,000									
	2022 Carryover	Library Rehab./Maintenance	Library	Replacements, Rehabilitation and/or Maintenance	-	88,000	88,000									
	2022 Carryover	Replace Tax Billing System	IT	Replacements, Rehabilitation and/or Maintenance	-	100,000	100,000									
	2022 Carryover	Enhance Technology Needs	IT	Improved Efficiency	-	210,000			210,000							
	2022 Carryover	Enhanced Cyber Security	IT	Mandatory/Legal/Critical	-	94,000			94,000							
	2022 Carryover	Town Marquee Signs	IT	Replacements, Rehabilitation and/or Maintenance	-	120,000	120,000									
	2022 Carryover	Website Refresh	IT	Mandatory/Legal/Critical	-	250,000	250,000									
	2022 Carryover	Replace/Upgrade ERP Systems	IT	Improved Efficiency	-	211,000	61,000		150,000							
	2022 Carryover	CYFS Master Fire Plan	CYFS	Growth	-	23,000		13,414				9,586				
	2022 Carryover	Asst. Deputy, & Deputy Vehicle	CYFS	Replacements, Rehabilitation and/or Maintenance	-	229,000	179,000		50,000							
	2022 Carryover	Firefighter PPE Washing Sys.	CYFS	Enhance/Growth	-	39,000			39,000							
	2022 Carryover	Fire Prevent/Invest. Vehicle	CYFS	Replacements, Rehabilitation and/or Maintenance	-	90,000	70,000		20,000							
	2022 Carryover	Old Main St. Tertiary Plan	Engineering	Growth	-	8,000		8,000								
	2022 Carryover	Bridges and Culverts Program	Engineering	Replacements, Rehabilitation and/or Maintenance	-	429,000	429,000									
	2022 Carryover	Stormwater Asset Management	Engineering	Mandatory/Legal/Critical	-	60,000	60,000									
	2022 Carryover	Sewage Pump Station Maint.	Public Works	Replacements, Rehabilitation and/or Maintenance	-	150,000	150,000									
	2022 Carryover	Water & Wastewater Master Pln	Engineering	Enhance/Growth	-	120,000		120,000								
	2022 Carryover	New Infrastructure Inspector	Public Works	Enhance/Growth	-	70,000		70,000								
	2022 Carryover	NW Quadrant Trails	Engineering	Enhance/Growth	-	350,000		350,000								
	2022 Carryover	Parkette & Sports Pad	Engineering and Parks	Replacements, Rehabilitation and/or Maintenance	-	40,000		40,000								
	2022 Carryover	Mulock GO Stn Secondary Plan	Planning & Bldg	Growth	-	90,000		90,000								
	2022 Carryover	Community Energy Plan Implemn.	Planning & Bldg	Community Planning	-	9,000			9,000							
	2022 Carryover	Urban Design Guidelines	Planning & Bldg	Growth	-	21,000		21,000								
	2022 Carryover	Official Plan Review & Update	Planning & Bldg	Growth	-	11,000		11,000								
	2022 Carryover	Mulock Dr. Multi Use Path (MUP)	Engineering	Enhance/Growth	-	-									235,000	
Subtotal - Standard Program Carryover						\$ 3,382,000	\$ 1,755,000	\$ 1,020,414	\$ 597,000	\$ -	\$ -	\$ 9,586	\$ -	\$ -	\$ 235,000	\$ -
1d. Standard Program - Remaining unallocated provision						518,000							518,000			
Total - Standard Program						\$ 29,010,700	\$ 10,602,350	\$ 10,360,764	\$ 3,132,000	\$ 2,500,000	\$ 1,888,000	\$ 9,586	\$ 518,000	\$ 75,700	\$ 35,614,000	\$ 8,580,000
2a. Major Program - Previously committed/approved projects:																
	Approved	Recreation Playbook Implementation (RJT Rink)	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			1,000,000	1,300,000					5,200,000	4,800,000

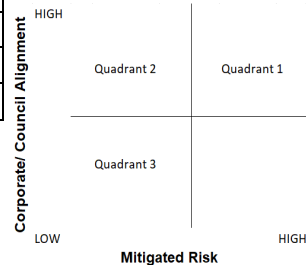
DP #	Status	Project Name	Department	Category	Quadrant Ranking	Total Requested	ARF	DC's	Reserves	Building Canada Fund	Grants	Other Funding	Unallocated	Operating Impact 2023	2024 Capital Commitments	2025 Capital Commitments
Subtotal - Major Program - Previously committed/approved projects						\$ 19,150,000	\$ 650,000	\$ 16,200,000	\$ 1,000,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ 26,100,000	\$ 18,300,000
2b. Major Program - 2022 Carryover Capital Programs to 2023, 2024																
	2022 Carryover	Advanced Metering	Public Works	Replacements, Rehabilitation and/or Maintenance	-	7,159,000			7,159,000							
	2022 Carryover	Outdoor Rink - Ray Twinney	Public Works	Growth	-	-									2,612,000	
	2022 Carryover	Station 4-5 Design&Construction	CYFS	Growth	-	150,000	150,000									
	2022 Carryover	Replacement of HazMat Truck	CYFS	Replacements, Rehabilitation and/or Maintenance	-	377,000	377,000									
	2022 Carryover	Fleet Replacements	Engineering	Replacements, Rehabilitation and/or Maintenance	-	992,000	992,000									
	2022 Carryover	Mulock House Repair	Engineering	Growth	-	2,701,000			2,701,000							
	2022 Carryover	Mulock Est- Design & Construct	Engineering	Growth	-	3,367,000		3,367,000								
	2022 Carryover	Mulock Park Parking Lot	Engineering	Growth	-	28,000		28,000								
	2022 Carryover	Mulock House Adaptive Re-Use	Engineering	Growth	-	144,000				144,000						
Subtotal - Major Program Carryover						\$ 14,918,000	\$ 1,519,000	\$ 3,395,000	\$ 9,860,000	\$ 144,000	\$ -	\$ -	\$ -	\$ -	\$ 2,612,000	\$ -
Total - Major Program						\$ 34,068,000	\$ 2,169,000	\$ 19,595,000	\$ 10,860,000	\$ 1,444,000	\$ -	\$ -	\$ -	\$ -	\$ 28,712,000	\$ 18,300,000
Total 2023 Capital Spending Authority						\$ 63,078,700	\$ 12,771,350	\$ 29,955,764	\$ 13,992,000	\$ 3,944,000	\$ 1,888,000	\$ 9,586	\$ 518,000	\$ 75,700	\$ 64,326,000	\$ 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
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.		

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		
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.		

1.3 - Levels of Service

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

1.4 - Community Impact

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

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 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.		

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			
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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					
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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			
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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					
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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

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.

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 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.

1.3 - Levels of Service

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

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.

1.4 - Community Impact

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

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.

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

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.

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		
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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
<p>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.</p> <p>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).</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>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.</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 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.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>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.</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>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.</p> <p>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.</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	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 Extraordinary Places and Spaces.</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
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		

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 Level Maintenance will ensure desktop equipment is kept up to date and current with the latest in hardware and software as required.		

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 future of work requires that staff have adequate technology to support their operations and support new innovations with hybrid work environments.		

1.4 - Community Impact

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

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
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		

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		Reviewed By:		Commissioner:	
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 Fairy 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 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						
Prepared By:	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. 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>Facility Security 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
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE		
<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					
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Prepared By:	Reviewed By:	Commissioner:
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Andrea Cafissi	Kristi Carlen	Jeff Payne
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**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					
Prepared By:	Reviewed By:		Commissioner:				
Andrea Cafissi	Kristi Carlen		Jeff Payne				

**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

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.

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

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.

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

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.

1.4 - Community Impact

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

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.

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

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.

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						
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Prepared By:	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 uprades to achieve accessibility for Ontarians with disability by 2025 as prescribed by the AODA. This is a legislated request and although it has not be 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 accross Town owed 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:	
Andrea Cafissi		Kristi Carlen	
Commissioner:			
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

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).

1.2 - Project Alignment and Justification

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

- Develop a new Cultural and Placemaking Master Plan that integrates and reflects inclusivity and diversity within our growing community.

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.

1.3 - Levels of Service

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

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.

1.4 - Community Impact

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

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.

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

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.

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:			Commissioner:			
Jeff Payne							

**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
ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE	
<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 of 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
<p>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.</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>Aged system requires updating. Required to maintain current service levels</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>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.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	No Impact
<p>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.</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>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.</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	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
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <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		
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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 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	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
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <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						
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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
<p>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.</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>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.</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>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.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>Pedestrians are provided with a safe usable walkway and the adjacent property owner's are not impacted from storm drainage draining onto their property.</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>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.</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						
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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						
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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						
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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					
Prepared By:		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=57125, 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 deliver 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						
Prepared By:		Reviewed By:		Commissioner:				

**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
<p>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.</p> <p>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.</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>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.</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 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.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Significant Impact - Town Wide
<p>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.</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>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.</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	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					
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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
<p>The Residential Parking Study will involve reviewing and providing recommendations (where required) on:</p> <ol style="list-style-type: none"> 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
<ul style="list-style-type: none"> • Increase downtown parking availability through additional spaces and by leveraging Smart City solutions and other innovative options. <p>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.</p>		

1.3 - Levels of Service

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

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>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.</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	Beyond 5 years
<p>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.</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			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
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.		

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		
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.		

1.3 - Levels of Service

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

1.4 - Community Impact

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

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 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.		
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.		

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					
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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 Regular 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 licensing, 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 licensing 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
<p>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.</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>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.</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 purchase of the new PPE will equip the 2023 recruit class who will be filling recent vacancies created through attrition.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Minor Impact - Local Benefit
<p>Failure to procure the required PPE will reduce the response capabilities across the department.</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 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.</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								\$ -
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		
<u>Extraordinary Places and Spaces.</u> 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				



Town of Newmarket
395 Mulock Drive P.O. Box 328,
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Film By-law Staff Report to Council

Report Number: 2023-20

Department(s): Legislative Services

Author(s): John Comeau, Supervisor of Licensing and Property Standards

Meeting Date: March 27, 2023

Recommendations

1. That the report entitled Film By-law Staff Report dated March 27, 2023 be received; and,
2. That Council approve the draft Film By-law; and,
3. That Council amend AMPS By-law 2019-52, Fees and Charges By-law 2022-61, and,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Executive Summary

The Town currently has a Film Policy in place that regulates filming in Newmarket. Through Staff Report 2022-38, gaps in the current policy were identified and Council provided direction to explore revisions to the policy that will both address outstanding issues and utilize a tiered permitting structure rather than the current one size fits all model.

The purpose of this report is to present to Council a proposed Filming By-law that updates our permitting process, and allows for better enforcement of filming that is conducted without proper approvals.

Purpose

The purpose of this report is to present Council with a proposed by-law to licence and permit filming throughout Town.

Background

The Town of Newmarket's current [Film Policy](#) was originally adopted in 2008, and was revised most recently in July of 2016. The Film Policy provides guidelines for how a film permit may be obtained in Newmarket, and speaks to:

- Issuance of permits
- Fees
- Insurance requirements
- Restrictions and limitations
- Considerations to Residents/Businesses
- Considerations to Traffic and Parking
- Special Effects
- Code of conduct

The Town of Newmarket's Licensing Division has issued 13 film permits since 2019, 5 of which took place in 2022. Over the years, gaps have presented themselves in our current Film Policy as identified in [Staff Report 2022-38](#). On June 6, 2022, at a Committee of the Whole meeting, Town Council directed staff to review Film Policy CORP 1-04 and bring forward new proposed updates to the policy using a model that included tiered classifications, rather than the current one size fits all model.

Discussion

Municipal Review

Prior to proposing new regulations, Regulatory Services conducted a review of filming regulations and policies currently in place within a number of larger Canadian municipalities including Toronto, Ottawa, Hamilton, Victoria, Edmonton and Calgary. Larger municipalities often have a higher demand for filming than smaller municipalities, and as a result have significantly more robust regulations and policies. Town Staff have utilized information identified during this review that has been incorporated into the proposed regulations in an effort to create a more modernized permitting process.

Film By-law vs. Film Policy

Historically the Town has regulated the issuance of permits through a Film Permit Policy. Though this process works well to outline conditions in which Permits may be issued and procedures that must be followed, it leaves Regulatory Services Staff with minimal tools for enforcement should individuals violate the policy.

Section 10(2) of the Municipal Act, S.O. 2001, c25, as amended, establishes that a municipality may pass by-laws for the economic and social well-being of the

municipality, the health, safety and well-being of persons, and the protection of persons and property, including consumer protection. By utilizing our authority under the Municipal Act to pass a Film By-law that regulates filming within the Town, Council can establish administrative monetary penalties and empower Town Staff to address any persons found filming contrary to the regulations established. A municipal scan has found that Toronto, Hamilton and Ottawa all utilize a Film By-law.

As a result of the enforcement benefits found in establishing a Film By-law, Town Staff are recommending and have drafted a proposed By-law for Council consideration.

Classifying Film Permits

A significant gap identified in our current Film Policy is that it utilizes a one size fits all approach to permitting films within Town. In an effort to fill that gap, the proposed regulations allows for a tailored approached based on three factors:

1) Location

The proposed regulations classify film events to be occurring in either the Special Film Zone (SFZ) of the General Film Zone (GFZ). Any filming that takes place within the Business Improvement Area (BIA), is considered to be taking place in the SFZ. Filming anywhere else in Newmarket would fall under the GFZ. Film permit requirements have been tailored depending on the zone. The differences can be seen below:

	Special Film Zone (BIA)	General Film Zone
Days of the week filming is permitted	Sunday - Thursday	Any day
Required notice for Notice of Intent	21 days notice – Standard Film 10 days notice - Local Film Company	14 days – Standard Film 10 days notice – Local Film Company
Required notice for Public Notification	72 hours	
Special Parking Considerations	Consultation with specific business owners is required to permit on street parking of large vehicles	None
Additional Circulation	BIA Board of Management included on initial circulation to provide feedback on any potential concerns.	None

2) Size of Production

Another factor that has been considered with the proposed regulations is the size of the production. The Town's current policy applies the same requirements for productions regardless of the size of crew working on the production. The Town has seen many different sized productions come to Town and it is clear that the level of disruption and work required for larger scale productions requires special attention. With that, the proposed regulations add additional requirements for productions of 100 or more crew.

These additional requirements include:

- A dedicated Licensing Officer be assigned as the point of contact on behalf of the Town and available throughout the duration of the filming. This Licensing Officer will be paid for by the applicant, as outlined in the proposed amendments to the Town's Fees and Charges By-law.
- A dedicated Film Permit Hotline be opened by the Town during the entirety of the Film Permit, monitored by the Town's Licensing Division. This will allow businesses and residents a direct line to Licensing Staff so that any questions or concerns regarding the filming can be addressed in a timely manner.

Additionally, Staff have proposed that film productions with a crew size of 100 or more be charged a "Impact Fee" and film productions with a crew size of 200 or more will be charged a "High Impact Fee" as outlined in the proposed amendments to the Fees and Charges By-law.

3) Local Companies

The third factor addressed with the proposed regulations is regarding the presence of local film companies who regularly utilize the Town of Newmarket for filming in comparison to outside companies who source Newmarket for one off film events. Local film companies are often required to complete multiple Film Permit Applications within a given year, and a streamlined process will help support local businesses.

The proposed regulations establishes a Local Film Licence that may be obtained by any film production company located and registered within the Town of Newmarket. This Film Licence will be a yearly requirement for local film companies who wish to film in Newmarket. As a requirement for the Licence, businesses will be required to submit an application, proof of insurance, and a list of known shoots scheduled to take place within Newmarket for the calendar year.

As a benefit for local filming companies, any holder of a Local Film Licence will not be required to pay an Administration Fee, or a Film Permit Application fee for each film event. Instead, they will be charged a yearly licence fee. Licensed Film Companies will still be required to pay for expenses incurred by the Town for services offered (for

example, road closure permits), and will be subject to Special Film Zone Impact fees (for filming within the BIA).

Film Permit Application

Staff are proposing significant changes to the application process. Our current Film Policy requires only 48 hours' notice for a film permit application to be submitted, or 7 business days for any permits that require road closures or the use of Town Parks. Town Staff have experienced significant issues in circulating Film Permit applications appropriately using these timelines. Conversely, consultation with a local film company has indicated that due to the nature of the film industry providing very specific details regarding a film project can be difficult until close to the actual film date. Concerns were also raised by companies previously permitted to film in Newmarket regarding the complicated nature of the current application process in general.

In response to this issue, Town Staff are proposing new streamlined process that will help allow the Town to prepare for any proposed filming, while also allowing film companies a better chance to be successful in the application process. The proposed application process will be broken down to a two parts:

Part 1 – Notice of Intent

The proposed By-law requires that an applicant for a Film Permit submits a Notice of Intent 10-21 days prior to the proposed film date depending on the location of the filming. The Notice of Intent will provide high level details regarding the proposed film project, including the following information:

- Date, time and location of filming
- Size of film crew
- Nature of project
- Resources required from the Town

Upon receipt of the Notice of Intent, the Town's Licensing Division will circulate the document to a number of parties as outlined in the proposed By-law. This circulation process will allow for any conflicts to be raised and addressed, and resources needed can be discussed. The circulation of a Notice of Intent will be sent to:

- Senior Leadership Team;
- The Director of any effected Department;
- The Mayor, Deputy Mayor, and Regional Councilor of the ward that the filming is taking place in; and
- Any external agencies that we require comment from or wish to provide notification to

In addition to the above parties, Staff note the importance of consulting the BIA. The BIA is disproportionately affected by Film Permits as a result of the lure that the Main Street area has for filming. Recognizing this, Staff are recommending that the BIA Board of Management be included on the initial circulation for any Notice of Intents received that identify filming located within the Special Film Zone (BIA). By including the BIA in the earliest stages of processing the application, Staff believe this will allow the BIA to assist in minimizing any impact that filming might have on the businesses and residents in the area, and flag any significant concerns that are present.

Part 2 – Application

Following the circulation of the Notice of Intent, the Regulatory Services will compile comments received, and follow up with the applicant to advise what can and cannot be approved. Staff will provide the applicant with a list of conditions that must be met to proceed with the Permit, and a breakdown of any costs associated with the request (including road occupancy permits, rental fees, as well as the cost of staff used to assist with the film permit).

Following this information being communicated to the applicant, a finalized application will be required to be completed to confirm the details of the production. The completed application and payments are to be received 72 hours prior to the beginning of any filming event.

Public Notification

An important requirement of the proposed regulations is for an applicant to ensure they have notified any business or resident that may be effected by the filming. In consultation with a local film company, it was advised that our current requirements for an applicant to notify the public is not overly onerous, and as a result our proposed regulations take a similar approach of requiring applicants to provide proof of notification to any property within a 200 meter radius of the film location. The requirement to provide 48 hours notice has been increased to 72 hours notice to ensure the community has the appropriate notice of any impacts that might be experienced as a result of filming.

Further consultation has provided insight that smaller or newer film companies may have difficulties knowing what is expected to be provided in terms of notice to surrounding properties. As a result, the Town's Licensing Division will be creating a notification template that can be used by an applicant for a film permit to highlight pertinent information.

Authority to Issue a Permit

Through the proposed Film By-law, Council would delegate authority to the Manager of Regulatory Services to approve or deny applications for Filming within the Town. The decision to deny or approve a Film Permit will be largely based on the information gathered through the circulation of the Notice of Intent. Criteria that will also be considered in deciding to approve or deny a permit may include:

- Past conduct of the applicant;
- Conflicts with previously scheduled activities;
- Excessive disruption of any Town work, traffic, residents or businesses; or
- Risk of damage to Town assets

Enforcement

Moving from a Film Permit Policy to a Film By-law allows Council to adopt regulations that are easily enforced by Regulatory Services. The proposed regulations include violations for:

- Filming without a permit
- Participating in a filming event that does not have a film permit
- Interfering with traffic unless approved
- Failing to comply with federal, provincial or municipal regulations

The proposed By-law and amendments to our Administrative Monetary Penalty System By-law provides Staff the tools necessary to ensure compliance with Town Regulations.

Fees and Charges

As a result of this review, Staff are recommending significant changes to our fee structure for Film Permits. Understanding the level of work and Staff resources needed to coordinate film events, it is important that the costs to the Town are captured through increased fees related to filming. There is also significant impacts to the community when filming occurs, and it is important that the Town is properly compensated for that impact. Below is a chart of proposed fees, outlining fees that apply to out of Town companies and local film licence holders:

Out of Town Companies	Local Film Licence Holders	Both
<ul style="list-style-type: none"> - Administration Fee - Permit Fee 	<ul style="list-style-type: none"> - Local Film Licence Fee 	<ul style="list-style-type: none"> - Road Occupancy Permit - Road/Sidewalk Closure - SFZ Impact Fee - (High) Impact Fee

		<ul style="list-style-type: none"> - Fees to cover cost of Staffing costs if needed - Security Deposits for special effects
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Filming Handbook

The logistics of obtaining a film permit and coordinating a film project can appear complicated. As a result, Town Staff have created a Film Handbook to assist prospective film producers with information regarding filming within Newmarket. This handbook outlines the application process, fees associated with filming, responsibilities of producers, and requirements that all must comply with when filming in Newmarket. A copy of the Town’s Film Handbook can be found in **Attachment #4**.

Conclusion

Staff have drafted a proposed Film By-law for Council consideration. Should Council adopt the new By-law, Staff will be prepared to transition to the new processes upon adoption.

Business Plan and Strategic Plan Linkages

This report supports the Town’s vision of a community Well Beyond the Ordinary and mission of Making Newmarket Even Better.

Consultation

Town Staff circulated a survey to the BIA from August 8th – August 18th in an effort to better understand the impacts filming has on the area. The results of the survey can be found in **Attachment #5**. Informal comments have been received from members of the BIA during the circulation and implementation of previous film permits.

Film companies Brain Power and Gilead 5 Productions Inc. were consulted during this review.

Copies of this Report and the proposed Film By-law were circulated to SLT, Legal Services, Public Works Services, Parks and Facilities, and Recreation and Culture, and Economic Development.

Human Resource Considerations

None.

Budget Impact

The issuance of Film Permits does generate revenue for the Town.

Attachments

Attachment #1 – Proposed Film By-law 2022-XX

Attachment #2 – Amended AMPS By-law 2019-62, Schedule A

Attachment #3 – Amended Fees and Charges By-law

Attachment #4 – Film Handbook

Attachment #5 – Results of BIA Survey

Approval

Lisa Lyons, Director, Legislative Services

Esther Armchuk, Commissioner, Corporate Services

Contact

John Comeau, Supervisor of Licensing and Property Standards,
jcomeau@newmarket.ca

Corporation of the Town of Newmarket

By-law 2023-XX

A By-law respecting the permitting, licensing, regulating of Filming within the Town of Newmarket.

Whereas Section 10(2) of the Municipal Act 2001, S.O. 2001, c25, as amended, establishes that a municipality may pass by-laws for the economic and social well-being of the municipality, the health, safety and well-being of Persons, and the protection of Persons and property, including consumer protection;

And whereas Section 151 of the Municipal Act 2001, S.O. 2001, c25, as amended, establishes that a municipality may provide for a system of licences with respect to a business;

And whereas the Council of the Town of Newmarket deems it advisable to pass such by-law;

Therefore be it enacted by the Council of the Corporation of the Town of Newmarket as follows:

1. Title

This By-law may be known and cited for all purposes as the “Film By-law 2023-XX”.

2. Definitions

In this By-law:

“**BIA**” means any Business Improvement Area located in the **Town**.

“**Director**” means the **Director** of any department for the **Town** or their designate.

“**Fees and Charges By-law**” means the **Town’s Fees and Charges By-law 2019-52**, as amended.

“**Film**” or “**Filming**” means **Filming**, videotaping, or any other form of visual recording for a feature **Film**, television **Film** or series, television program, documentary, commercial, music video, educational **Film**, or other purpose outside of a studio or **Film** laboratory, but does not include street interviews, newscasts, press conferences, or visual recordings for Personal purposes only.

“**Film Permit**” means a permit issued under this By-law for **Filming** purposes.

“**Film Permit Applicant**” means any **Person** who does not hold a valid **Local Film Licence** and intends to conduct **Filming** in **Town**.

“Film Permit Application” means a formal application to conduct **Filming**, and prepared on the application forms provided by the **Town**.

“Film Permit Hotline” means a contact number that is operated by the **Town** that is designed to address any concerns related to **Filming**.

“General Film Zone” or **“GFZ”** means any area in Town that has not been identified as a **“Special Film Zone”** identified in Schedule “A” of this By-law;

“Licensing Officer” means a **Town** municipal enforcement officer duly appointed to carry out the terms of this By-law.

“Local Film Licence” means an annual business licence issued under this By-law to any **Film** production company located and registered in the **Town**.

“Location Supervisor” means the **Person** identified through the application process to have care, control, and responsibility of **Filming** throughout the duration of the issued **Film Permit**.

“Major Special Effects” means effects such as fireworks, explosions and pyrotechnics that are used in the production of **Filming** and may impact the **Filming** location and surrounding areas.

“Manager” means the **Manager** of Regulatory Services for the **Town** or their designate;

“Minor Special Effects” means effects such as water, snow and other materials that are used in the production of **Filming** and may impact the **Filming** location and surrounding areas.

“Notice of Intent” means a written notice provided to the **Town** outlining specific requests for proposed **Filming** in **Town**. For clarity, a **Notice of Intent** should include dates, times, locations, size and scope of **Filming**, any parking needs, and any other pertinent details

“Person” includes a natural **Person**, corporation, partnership or party, and the Personal or other legal representatives or a **Person** to whom the context can apply according to law.

“Public Notice” means a letter that is to be circulated by the applicant to notify residents and businesses of **Filming**.

“Public Notice Template” means a template letter that is prepared by the **Town** and circulated by the applicant to provide **Public Notice** to the community.

“Special Film Zone” or **“SFZ”** means the geographical area identified in Schedule “A” and forming part of this By-law;

“Town” means the Corporation of the **Town** of Newmarket in the Regional Municipality of York.

3. Fees

3(1) **Film Permits** and **Local Film Licences** are subject to all applicable fees, as outlined in this By-law and the **Town’s Fees and Charges By-law**.

3(2) **Filming** requests that do not meet the timelines established in this By-law shall:

- (a) incur an additional 20% surcharge added to total fees imposed if the application is approved; and
 - (b) be at the discretion of the **Manager** to consider.
- 3(3) Any intention to use **Minor Special Effects** or **Major Special Effects** requires a security deposit, as outlined in the **Town's Fees and Charges By-law**.

4. Application

- 4(1) Any **Person** who intends to undertake any **Filming** shall first complete and submit a **Notice of Intent** to the **Manager**:
- (a) 21 days prior to **Filming** in the **SFZ**;
 - (b) 14 days prior to **Filming** in the **GFZ**;
- 4(2) A **Notice of Intent** shall be accompanied by a non-refundable administrative fee, as outlined in the **Town's Fees and Charges By-law**.
- 4(3) Notwithstanding Section 4(2) above, **Local Film Licence** holders are not required to submit a non-refundable administrative fee with any **Notice of Intent**.
- 4(4) Upon receipt of a **Notice of Intent** the **Manager** will circulate the request to and receive comments from:
- (a) the **Town's** Senior Leadership Team;
 - (b) the **Director** of any potentially impacted department within the **Town**;
 - (c) the Mayor, Deputy Mayor and Regional Councillor;
 - (d) the Business Improvement Area Board of Management for any **Filming** in the **BIA**;
 - (e) the Economic Development Office;
 - (f) the Regional Municipality of York for any **Filming** on **Town** roads that intersect regional roads, or that has the potential to impact regional roads; and
 - (g) any external agencies the **Manager** deems necessary.
- 4(5) After comments have been received following the circulation of a **Notice of Intent**, the **Manager** shall provide the applicant with:
- (a) a summary of the feedback received from the circulation process, as outlined in Section 4(4);
 - (b) a list of conditions to be met and applied to the **Film Permit**; and
 - (c) a breakdown of the fees associated with the **Film Permit Application** which may include any fees identified in this By-law and the **Town's Fees and Charges By-law**.
- 4(6) Following the **Notice of Intent** period, the applicant must complete and submit a **Film Permit Application** at least 72 hours prior to **Filming**.

4(7) The following items may be required by the **Manager** as part of the **Film Permit Application**:

- (a) a certificate of comprehensive general liability insurance, with the **Town** listed as an additional insured, in the amount of \$3 million dollars per occurrence, or such higher limits as the **Town** of Newmarket reasonably requires depending on the nature of **Filming**;
- (b) proof of **Public Notice** to all affected residents or businesses within a 200 meter radius of any locations proposed for **Filming** and using the provided **Public Notice Template**;
- (c) a signed release, satisfactory to the **Manager**, releasing the **Town** from responsibility or liability in conjunction with death or Personal injury of any **Person** or any damage or loss of property caused in relation to **Filming** or the **Film Permit** or **Local Film Licence**;
- (d) a signed indemnity, satisfactory to the **Manager** indemnifying and saving harmless the **Town** from all claims of any type which may be brought against the **Town** as a result of or in connection with the use of **Town** premises or a **Town** road by the applicant and the individual or organization undertaking the **Filming** event specifically acknowledging that the **Town** will not be responsible for any liability arising from the use with respect to advertising or any copyright or trademark infringements;
- (e) any licence, permit, approval, agreement, or other type of permission required in relation to the **Film Permit**; and
- (f) any other documents required at the discretion of the **Manager**.

Local Film Licences

4(8) Any **Person** wishing to obtain a **Local Film Licence** shall first submit to the **Town**:

- (a) a **Local Film Licence** application;
- (b) a list of known or upcoming projects proposed to occur throughout **Town** in the calendar year;
- (c) a certificate of comprehensive general liability insurance for the business in the amount of \$1 million dollars; vehicle registration and insurance for all vehicles identified as part of the **Local Film Licence**; and
- (d) any other documentation or information the **Manager** deems necessary.

4(9) The terms of a **Local Film Licence** issued under this By-law are for a period commencing January 1st and ending December 31st of the year for which the Licence is issued

5. General Regulations

5(1) No **Person** shall:

- (a) **Film** or participate in **Filming** without a valid **Film Permit**;
- (b) **Film** or participate in **Filming** without a valid **Local Film Licence**;
- (c) represent to the public that there is a valid **Film Permit** or **Local Film Licence** issued under this By-law where no such permit has been issued;
- (d) alter, damage, or remove any signage or materials placed by the **Town** or other authority unless authorized to do so by the **Film Permit** or **Local Film Licence**; or
- (e) contravene or fail to comply with any term or condition imposed on the **Film Permit** or **Local Film Licence**, where each term or condition constitutes one offence.

5(2) Every **Person** shall comply with all federal, provincial, and municipal laws and regulations enacted.

5(3) No materials intended for production are permitted on any roadway, sidewalk, and public or private properties unless authorized to do so by the **Film Permit** or through a private property agreement.

5(4) No **Person** shall interfere with any pedestrian or vehicular traffic unless granted as a condition of the **Film Permit** or **Local Film Licence**.

5(5) Every **Film Permit** or **Local Film Licence** holder shall ensure a **Location Supervisor** is assigned and available at all times throughout the duration of the **Film Permit**.

Large Production Requirements

5(6) Any **Film Permit** issued involving 100 or more crew, talent, staff, or contractors retained for **Filming** purposes shall:

- (a) require a dedicated **Licensing Officer** be assigned as, and paid for by the applicant as outlined in the **Town's Fees and Charges By-law**, the point of contact on behalf of the **Town** and available throughout the duration of actual **Filming**;
- (b) identify to the **Town** the name and contact information of the **Location Supervisor** responsible for any matters arising as a result of **Filming**; and
- (c) activate the **Town's Film Permit Hotline** throughout the duration of the **Film Permit**.

5(7) The **Location Supervisor** shall:

- (a) be present and available at all times throughout the duration of the **Film Permit**;
- (b) immediately respond to any concerns raised by the **Town**, members of the **BIA**, or general public; and
- (c) produce the **Film Permit** upon request to any **Town** employee or other authority.

6. Filming Zones

Special Film Zone (SFZ): Main Street Business Improvement Area

- 6(1) Every **Person** who intends to **Film** in the **SFZ** shall submit to the **Manager**:
- (a) a **Notice of Intent** at least 21 days in advance of the proposed **Filming** dates; and
 - (b) a **Film Permit Application** at least 72 hours in advance of the proposed **Filming** dates.
- 6(2) Every **Local Film Licence** holder who intends to **Film** in the **SFZ** shall submit a **Notice of Intent** to the **Licensing Officer** at least 10 days in advance of the proposed **Filming** dates.
- 6(3) No **Person** shall park on-street in the **SFZ** at anytime unless authorized to do so as a condition of the **Film Permit**.
- 6(4) No crew or personal vehicles are permitted to park in the **SFZ** at any time, unless granted as a condition of the **Film Permit** or **Local Film Licence**.
- 6(5) No large vehicles or trucks shall be parked on-street or in front of any merchant or business within the **SFZ** unless proof of consultation with the business owner has been provided.
- 6(6) Unless special authorization is granted as a condition of the **Film Permit, Filming** in the **SFZ** shall only occur:
- (a) between Sunday to Thursday; and
 - (b) from 9:00am and 11:00pm.
- 6(7) No **Filming** shall occur in the **SFZ** on any statutory holiday, unless granted as a condition of the **Film Permit** or **Local Film Licence**.
- 6(8) The **Manager** shall make the final decision with respect to any conditions placed on a **Film Permit** or **Local Film Licence** issued under this By-law.

General Film Zone (GFZ)

- 6(9) Every **Person** who intends to **Film** in the **GFZ** shall provide to the **Manager**:
- (a) a **Notice of Intent** at least 14 days in advance of the proposed **Filming** dates; and
 - (b) a **Film Permit Application** at least 72 hours in advance of the proposed **Filming** dates.
- 6(10) Every **Local Film Licence** holder who intends to **Film** in the **GFZ** shall provide a **Notice of Intent** to the **Licensing Officer** at least 10 days in advance of the proposed **Filming** dates.
- 6(11) Any **Film Permit Applicant** wishing to **Film** in the **GFZ** shall submit a **Film Permit Application** to the **Town** at least 3 business days in advance of the proposed **Filming** dates.
- 6(12) No crew or Personal vehicles are permitted to park on-street in the **GFZ** at any time, unless granted as a condition of the **Film Permit** or **Local Film Licence**.

6(13) Unless granted as a condition of the **Film Permit** or **Local Film Licence**, **Filming** in the **GFZ** shall only occur from 9:00am and 11:00pm.

6(14) No **Filming** shall occur in the **GFZ** on any **Statutory Holiday**, unless granted as a condition of the **Film Permit** or **Local Film Licence**.

7. Issuance, refusal, or revocation of any Film Permit or Local Film Licence

7(1) The **Manager** is authorized on behalf of the **Town** to receive and consider applications for **Film Permits** or **Local Film Licences**, and to conduct all investigations necessary to ensure that a **Film Permit** is issued in accordance with this By-law and **Town** policies, and to issue the **Film Permit** or **Local Film Licence** in accordance with this By-law.

7(2) In evaluating the issuance, refusal, or any imposed condition(s) of a **Film Permit** or **Local Film Licence**, the **Manager** has the delegated authority to consider:

- (a) whether or not, considering past **Filming** by the applicant, the proposed **Filming** is likely to be carried out in compliance with this By-law or any conditions imposed;
- (b) whether or not a scheduling or location conflict exists with any activity which the **Town** has issued a licence, permit, approval, or other type of permission for;
- (c) the level of disruption to:
 - (i) the community as a whole;
 - (ii) traffic or transit services;
 - (iii) emergency services;
 - (iv) residents or businesses located within a 200m radius of the proposed location(s);
- (d) whether or not any proposed **Filming** may result in physical damage to the **Town's** assets;
- (e) the availability of the **Town** to accommodate any requests made;
- (f) the availability of York Regional Police to support the **Film Permit**, if deemed necessary;
- (g) whether or not the **Filming** event involves anything that:
 - (i) is derogatory to or exploitative, directly or indirectly, of any **person** or groups of **persons**;
 - (ii) may, in light of prevailing community standards, cause offence;
 - (iii) has violent or sexual content;
- (h) whether or not the proposed **Filming** is likely to cause a threat to public safety or conflict with **Town** by-laws or policies; and

- (i) any other factors that provides the **Manager** reasonable grounds to not issue, refuse, or impose any condition a **Film Permit** or **Local Film Licence**.

7(3) The **Manager** shall provide notice, in-writing, for their decision to not issue, revoke, refuse, or impose any conditions on a **Film Permit**. For clarity, electronic mail is deemed as an acceptable form of notice delivery.

7(4) The **Manager** may impose reasonable conditions on any **Film Permit** or **Local Film Licence**.

7(5) All fees are required to be paid prior to the issuance of any **Film Permit** or **Local Film Licence**.

7(6) At any time following the issuance of any **Film Permit** or **Local Film Licence**, the **Manager** may revoke or impose a condition on the **Film Permit** or **Local Film Licence** with reasonable grounds. Such notice shall be by provided verbally or in-writing by electronic mail to the applicant or **Location Supervisor**.

8. Exemptions

8(1) This By-law does not apply to street interviews, newscasts, sportscasts, press conferences, visual recordings for personal purposes only, or any other **Filming** as determined by the **Town**.

8(2) The **Town** is exempt from any provisions of this By-law.

8(3) Students **Filming** may be exempt from provisions of this By-law at the discretion of the **Manager**.

8(4) Emergency services, upper-tier municipalities, and provincial or federal government agencies are exempt from any provision of this By-law where **Filming** occurs for work-related purposes.

8(5) Notwithstanding Section 8(1) above, the **Town** retains the final authority to prohibit any form of **Filming** in **Town** in the interest of public safety, trespassing, freedom of information and privacy concerns, or any other purposes the **Town** deems necessary.

9. Offences

9(1) Every **Person** who contravenes any provision of this By-law is liable to the fines and administrative fees set out under the **Town's** Administrative Monetary Penalty System By-law 2019-62, as amended.

9(2) Every **Person** who contravenes any provision of this By-law may request a review of the matter in accordance with the **Town's** Administrative Monetary Penalty System By-law-2019- 62, as amended.

9(3) Any **Person** who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine as provided for by the Provincial Offences Act, R.S.O. 1990, Chapter P.33, as amended.

9(4) Any **Person** whose **Local Film Licence** is denied or revoked may appeal the decision within 14 days as provided for by the **Town's**

Business Licence By-law 2020-31, as amended.

10. Severability

10(1) Where a court of competent jurisdiction declares any section of this By-law to be invalid, or to be not in force, or without effect, it is the intention of Council in enacting this By-law that the remainder of this By-law shall continue in force and applied and enforced in accordance with its terms to the fullest extent possible according to law.

Enacted this xxx day of xxx, 2023.

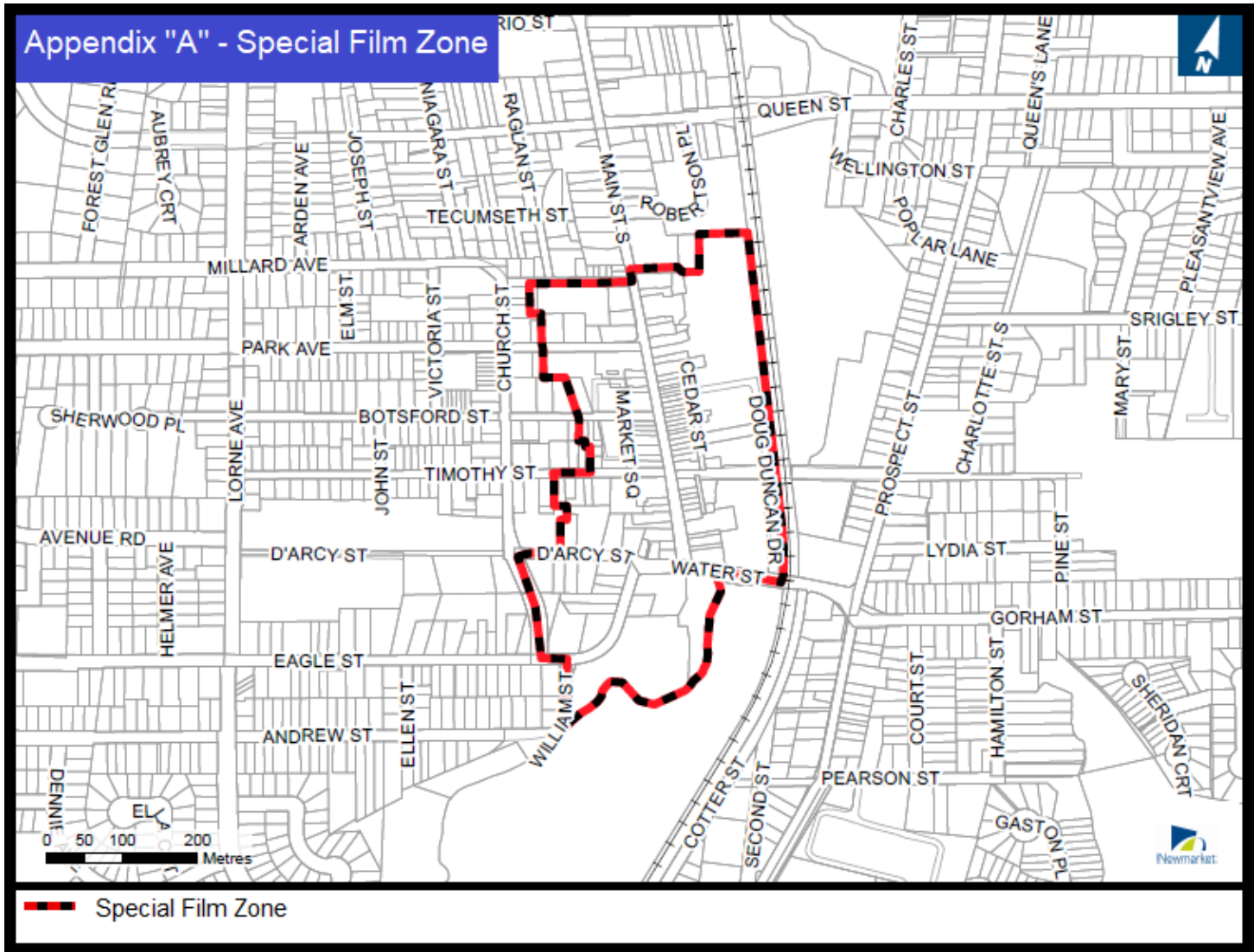


Mayor's Full Name, Mayor



Clerk's Full Name, Town Clerk

Schedule "A" of Film By-law 2023-XX "Special Film Zone"





Corporation of the Town of Newmarket

By-law 2023-20

A By-law to amend By-law 2019-62 being a By-law to implement an Administrative Monetary Penalty System in the Town of Newmarket.

Whereas the Municipal Act, 2001 and Ontario Regulation 333/07 authorizes a municipality to require a Person to pay an Administrative Penalty for a contravention of any By-law respecting the parking, standing or stopping of vehicles; and,

Whereas the Municipal Act, 2001 authorizes a municipality to pass by-laws imposing fees or charges for services or activities provided or done by or on behalf of it; and,

Whereas Council enacted By-law 2019-62 to implement an Administrative Monetary Penalty System in the Town of Newmarket; and,

Whereas it is deemed necessary to amend the Schedule A of By-law 2019-62 as it relates to the Designated By-law Provisions.

Therefore be it enacted by the Municipal Council of the Corporation of the Town of Newmarket as follows:

1. That Schedule A to the By-law 2019-62 be amended to add the following sections:

Film By-law 2023-20						
				1 st offense	2 nd offense	3 rd offense
Film By-law 2023-XX, as amended	1	5 (1)(a)	Film or participate without a Film Permit	1000.00	1250.00	1500.00
	2	5 (1)(b)	Film or participate without a Local Film Permit	1000.00	1250.00	1500.00
	3	5 (1)(d)	Alter, damage, or remove signage or materials	300.00	375.00	450.00
	4	5 (1)(e)	Fail to comply with terms and conditions of a licence	450.00	600.00	750.00
	5	5 (3)	Place production materials without authorization	300.00	375.00	450.00
	6	5 (4)	Obstruct pedestrian or vehicular traffic	300.00	375.00	450.00

Enacted this third day of April, 2023.

John Taylor, Mayor

Lisa Lyons, Town Clerk

Corporation of the Town of Newmarket

By-law 2023-21

A by-law to amend Fees and Charges By-law 2022-61 being a by-law to adopt fees and charges for services or activities provided by the Town of Newmarket, (Legislative Services - Licensing Charges).

Whereas the Municipal Act, 2001 authorizes a municipality to pass by-laws imposing fees or charges for services or activities provided or done by or on behalf of it; and,

Whereas Council enacted By-law 2022-61 to establish Legislative Services - Licensing Fees for the Corporation of the Town of Newmarket; and,

Whereas it is deemed necessary to amend the Schedule of By-law 2022-61.

Therefore be it enacted by the Municipal Council of the Corporation of the Town of Newmarket as follows:

1. That the Schedule to the By-law 2022-61 be amended to remove the following fees:

Service Provided	Unit of Measure	2023 Fee
Administration Fee		\$137.33
Film Permit Fee	Each	\$454.72
Administration Fee – private property		\$155.30
Municipal Property Fee	If applicable	\$283.19
Contribution to Main Street District BIA if filming within designated BIA		\$1,015.00

2. That the Schedule to the By-law 2019-52 be amended to add the following fees:

Enacted this third day of April, 2023.

John Taylor, Mayor

Service Provided	Unit of Measure	2023 Fee
Administrative Fee	each	\$150
Film Permit Fee	each	\$500
Special Film Zone Impact Fee	Per cast/crew	\$50
Impact Fee (size of production between 100-200 personnel)	Each	\$2,000
High Impact Fee (size of production exceeds 200 personnel)	Each	\$4,000
Local Film Licence	Annual	\$500
Operations Support Staff	Per hour, Per person	\$50
By-law Support Staff	Per hour, Per person	\$50
Film Liaison (automatically required for production sizes exceeding 100 personnel)	Each, per day of filming	\$500
Late fee surcharge		20% surcharge added to total fees imposed

Version
1.0

Town of Newmarket Film Handbook

A GUIDE TO FILMING IN NEWMARKET
BEN WORTHINGTON



Film Handbook

Filming in Newmarket is regulated under the Town’s Film By-law 2023-XX. This By-law requires that any person wishing to film within Newmarket obtain a film permit through the Town’s Licensing Division. In addition to the requirement to obtain a film permit, this By-law requires that any person participating in a film project comply with a number of regulations.

The logistics of obtaining a film permit and coordinating a film project can appear complicated. As a result, the Town’s Licensing Division has created a Film Handbook to outline to those looking to film in Newmarket key aspects of our filming regulations. This document will provide the following information regarding Filming in Newmarket:

Applicability	2
Local Film Company Business Licence	2
Film Zones	2
Notice of Intent	3
Application Process	4
Fees	4
Student Filming	5
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Applicability

This policy applies to all commercial filming which takes place on, or impacts Town property in the Town of Newmarket. A production company or individuals who would like to film are required to notify the Town's Licensing Division prior to filming to determine if their project requires a permit.

A Film Permit is not required where filming is located entirely on private property or contained within an individual businesses where Town property or neighbouring properties are not effected in any way. Additionally, the following activities are exempt from obtaining a Film Permit:

- Photography and videography related to weddings and sports teams
- Street interviews
- Newscasts
- Filming by emergency services, upper tier municipalities and provincial or federal agencies
- Filming by the Town of Newmarket

The Town retains the final authority to prohibit any form of filming.

Local Film Company (LFC) Business Licence

A Local Film Licence is an annual Business Licence issued under the Film By-law to any film production company located and registered within the Town of Newmarket. The terms of a Local Film Licence issued under the Film By-law are for a period commencing January 1st and ending December 31st of the year for which the Licence is issued.

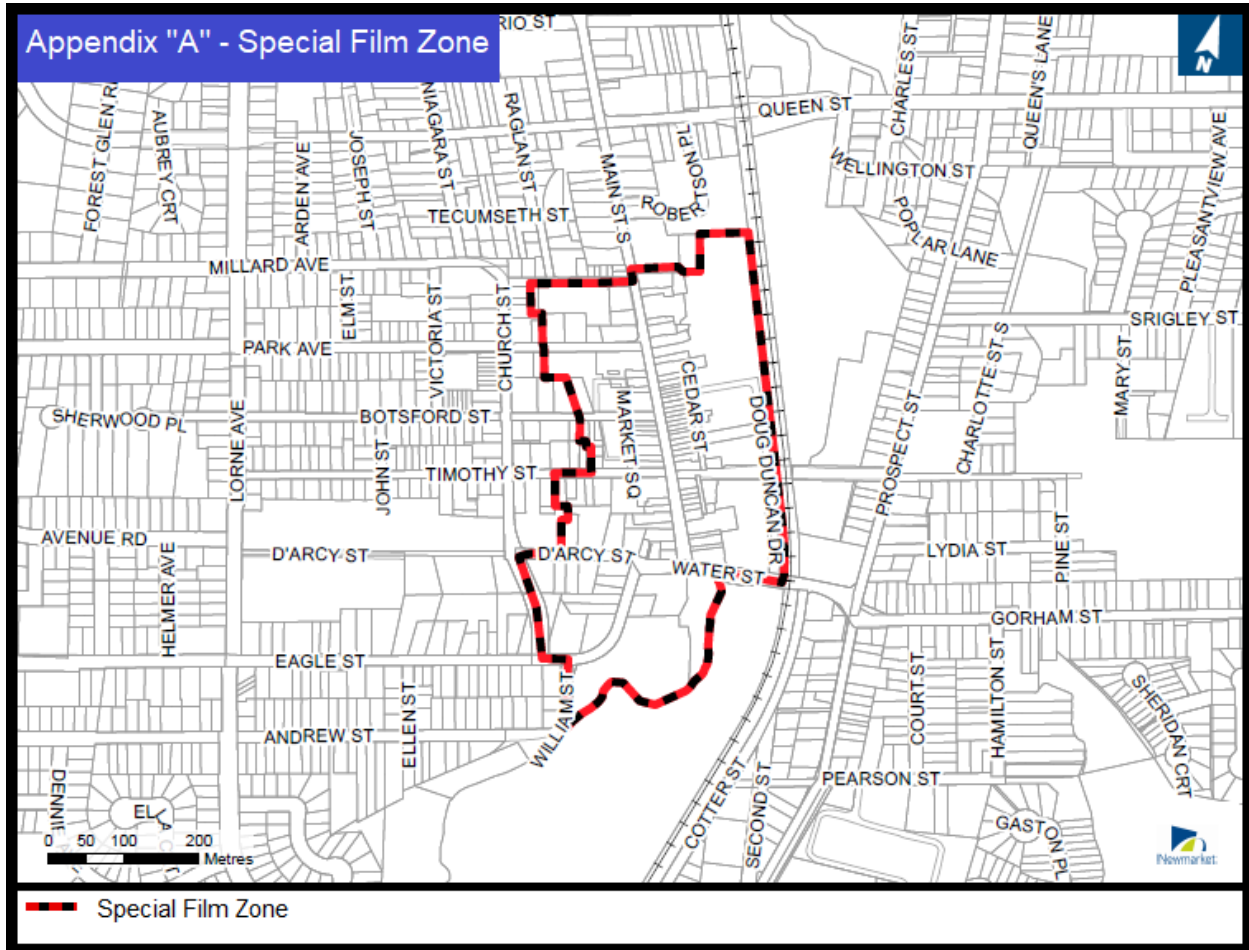
The Town supports Local Film Companies by providing an alternative streamlined application process and lower fees for local businesses wishing to conduct filming within Newmarket. To obtain a Local Film Company Licence please visit www.newmarket.ca/licensing for an application.

Film Zones

The Town of Newmarket's Film By-law separates the Town into two different Film Zones; the Special Film Zone (SFZ) and the General Film Zone (GFZ). The Town has identified the Business Improvement Area (BIA) as a Special Film Zone, recognizing the greater impacts that filming generally has on the area. Filming within the Special Film Zone:

- a) requires earlier notice on applications (21 days for standard film permits, 10 days for Local Film Business Licence holders).
- b) will require applications be circulated to the Business Improvement Area Board of Management for comment
- c) is subject to an additional Special Film Zone Impact Fee
- d) is not permitted on Fridays or Saturdays unless special authorization has been provided

For reference, a copy of “Appendix A” of the Town’s Film By-law has been provided below to illustrate the location of the Special Film Zone:



Notice of Intent

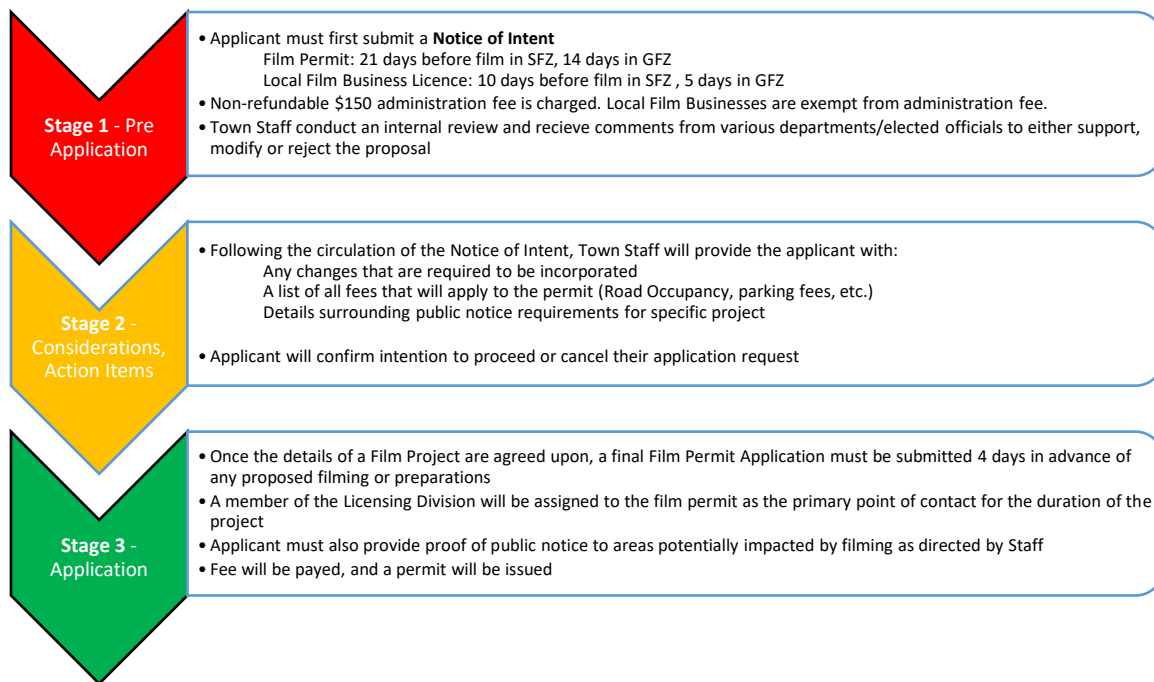
The first step in obtaining a Film Permit with the Town of Newmarket is completing a Notice of Intent and submitting it to the Licensing Division. The Town understands that there are many moving parts when organizing a film project, and it can be difficult to submit a full film permit application weeks in advance of shooting. In order for Town Staff to facilitate a film project, notification time is required.

A Notice of Intent form consists of a number of questions designed to get an early understanding of what the film project will look like, and what impacts it might have on Town resources, residents and businesses. Applicants are asked to provide as much details as possible surrounding the film project. Upon receiving the Notice of Intent, Licensing Staff will circulate the information to various departments

and elected officials to receive comments on whether the project is supported, rejected or requires modification.

For more information, or to obtain a Notice of Intent form, please visit www.newmarket.ca/licensing.

Application Process



Fees

Fees for Film Permits are set by Council through the Town’s Fees and Charges By-law, and are subject to a yearly increase. Currently, fees for filming in Newmarket include:

Application Fee	\$150
Film Permit Fee	\$300
Local Film Licence	\$500
Special Film Zone Impact Fee	\$25 per member of cast and crew
Minor Special Effects Deposit	\$5,000
Major Special Effects Deposit	\$20,000
High Impact Fee (for 100+ cast and crew)	\$2,000
High Impact Fee (for 200+ cast and crew)	\$4,000

Late fee Surcharge (applied to filming requests that do not meet timelines established)	20% surcharge added to total fees imposed if application is approved
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Additionally, fees will be applied for any resources needed of the Town throughout the film project. This may include:

- Road Occupancy Permits
- Road Closure Permits
- Operations Support Staff (to move planters, relocated signage, etc.)
- By-law Support Staff
- Film Liaison (automatically required for production sizes exceeding 100 personnel)

For more information on what the cost of your film in Newmarket might cost, please contact the Town’s Licensing Division.

Student Filming

The Town of Newmarket supports student filming where ever possible. Through the Town’s Filming By-law, the Town’s Licensing Division has the authority to exempt student film projects from aspects of the film permitting process, including fees.

If you are interested in conducting student filming project within Newmarket, please contact the Town’s Licensing Division for more information on how we can support you.

Security Deposit

A security deposit may be required prior to the issuance of a film permit as stipulated on the permit application. This deposit shall not be returned until all invoices, charges and claims have been cleared. Security deposits can be paid by credit card or a certified cheque, made out to the Town of Newmarket. The amount required for the security deposit is determined based on the nature of the project and the amount of special effects used during production (see Film Permit Application Package).

Insurance Requirements

All companies filming in the Town of Newmarket must submit prior to permit issuance, a certificate of comprehensive general liability insurance in the amount of \$3 Million per occurrence or such higher limits as the Town of Newmarket reasonably requires depending on the nature of filming.

In addition, Standard Form Automobile Liability Insurance must be submitted for any vehicles owned, operated or associated with the Production Company with a liability limit of not less than \$2 million dollars per accident or occurrence.

All such policies shall add the Town of Newmarket as an additional insured and contain a cross liability clause, a severability of interest's clause and shall not call into contribution any other insurance available to the Town of Newmarket. In addition, such policies may not be cancelled or amended without the prior written consent of the Town of Newmarket.

Public Notification

The onus of notifying potentially affected businesses and residents of a film project belongs with the applicant of a film permit. The Town requires that an applicant for a film permit circulates public notice using the Town's Public Notice Template to any affected businesses and residents within 200 meters of the filming. Proof of public notification is required to be submitted to the Town 72 hours prior to the first day that the film permit is active.

Traffic

No interference with pedestrian or vehicular traffic is to occur without being noted on the permit. Every opportunity is to be taken to ensure that access, either vehicular or pedestrian, is not restricted to persons with disabilities. Production vehicles must comply with appropriate traffic regulations unless stated otherwise on the permit. All moving vehicles must comply with regulations governing traffic in Town parks/properties unless otherwise noted on the permit. Except where a road is closed for filming, where a moving vehicle is involved, the applicant shall adhere to the posted speed limits and to lawful conditions unless directed otherwise by a Paid Duty Police Officer.

Intermittent traffic stoppages to a maximum of 5 minutes, unless stated otherwise, shall be under the supervision of a Paid Duty Police Officer. The Film Liaison will arrange for the Public Works Services Department to cover, alter, remove and/or reinstall traffic or street signs as may be necessary at the cost of the applicant.

Parking

Production vehicles must be parked in compliance with [Town of Newmarket Parking By-law 2019-63](#). Any vehicles associated with the production must not:

- block fire hydrants
- be parked in fire routes
- park within 9 metres of an intersecting street
- impede any emergency response vehicles
- block driveways or other access/egress ramps

- leave two feet clearance on either side of a driveway, ramps or other accesses/egresses/ingresses
- Park within 30 meters of a bus stop, pedestrian crossover or signalized intersection

Vehicles must also adhere to any other requirements specified on the permit. Should a production company receive permission from a property owner to block a driveway, notification shall be provided to the Town. Relocating vehicles by towing to accommodate filming or parking is not permitted.

A production company may be able to reserve parking in Municipal Parking lots for a fee. For more information about parking rates and availability, please contact the Town's Licensing Division.

All vehicles carrying equipment involved in the production will be issued a copy of the film permit to display on their dashboard. It is the responsibility of the production company to determine in advance the number of production vehicles requiring such a permit

Filming Activities and Relationship to Fire/Police/Ambulance

Paid Duty Police Officer are required as determined by the Licensing Division for such things as permit compliance, use of prop guns, intermittent traffic stoppages and traffic control and/or when required to direct pedestrian or vehicular traffic including those instances involving Town parks/properties. A copy of the permit is to be supplied to the Paid Duty Officer on duty. All costs associated with these requirements are the expense of the applicant.

It is the responsibility of the Film Production Company to notify the Central York Fire Services in advance (in writing) when the use of flammable liquids/materials is being planned. The notice must provide details of how the materials will be used. Central York Fire Services may require a permit application from an authorized Pyro technique Technician and may impose conditions regarding the use of these materials. Any conditions will be included as part of the Film Permit.

When applying for a Film Permit, the production company must indicate any special effects and pyrotechnics being used. Appropriate Paid Duty Police Officers are required for the detonation of pyrotechnic special effects. A blast analysis may be required and additional time is needed to arrange for this activity. Qualified Emergency Medical Services personnel (paramedics) must be on site during the filming of dangerous situations such as special effects, stunts, and /or detonation of pyrotechnics, as determined by the Film Liaison.

Monitoring and Behavior

The Production Company must comply with Town of Newmarket Filming By-law 2023-XX. A copy of the Film Permit must be kept on site at all times. At the commencement of the scheduled shoot, the Film

Liaison (if deemed necessary) will oversee the activities of the Production Company and will act as the Town's contact person. The Film Liaison is responsible for monitoring the Production Company on site, and has the authority to revoke the Film Permit if the Production Company does not adhere to the Film Permit, or to grant last minute on-site requests. The Production Company must place signs in public access areas or in heavily trafficked areas to inform the public that the area is being used for filming and delays may occur. Any such delays must not exceed five (5) minutes unless prior approval has been arranged.

Clean up

Production crews must clean the location at the end of the day with a minimum amount of noise and disruption and ensure that the area is returned to its original condition, unless otherwise approved by the Film Liaison or other arrangements are made with an operating Division of the Town and noted on the permit, in which case the production company will be billed accordingly. Materials and debris are not to be washed into catch basins.

Safety

It is the responsibility of the applicant to ensure that the production crew operates in a safe and professional manner in the course of their duties. This applies to filming on public and private property. The production company must adhere to all applicable laws, regulations, rules and by-laws of the federal, provincial and municipal governments including but not limited to:

- The Ontario Ministry of Labour Safety Guidelines for the Film & Television Industry in Ontario
- The Ontario Ministry of Transportation Traffic Manual, in particular as Book #7 relates to temporary conditions of roadway operations
- The Ontario Fire Code, and may be subjected to a fire safety inspection and be asked to produce a fire safety plan to the satisfaction of the municipality.
- The Ontario Electrical Safety Code, in particular all electrical work and electrical equipment must be inspected and/or approved by the Electrical Safety Authority's Inspection and interior signs on buildings must not be covered (i.e. fire exit signs) unless agreed upon prior to filming. Covering of fire exits is permitted only if all people in the area have been advised of location exits in case of emergency.

Freedom of Information

Submissions received by the municipality are confidential because they contain third party information. However, the Municipal Freedom of Information and Protection of Privacy Act applies to municipalities and sets out certain rules regarding the release of third-party information held by the municipality. This is not a guarantee that information submitted to the Town will not be released. To assist the municipality in maintaining applications as confidential documents, it is the responsibility of the

applicant to include a written notice within the application as to which specific components of the filming project are submitted in confidence. The notice must also include the nature of the confidential information and what harm(s) would result from the release of this information. Reasons for confidentiality under the Act include trade secrets, scientific, technical, commercial, financial, and/or labour relations/human resources information.

Under no circumstances can the entire application be identified as confidential by the applicant, unless identified in advance by the municipality for security reasons. Once an application process has been closed, information related to the permit may be made available to the public upon request. Requests for information may be subject to a fee as per the Fees and Charges By-law.

Indemnification

The Production Company shall indemnify and save harmless the Town from and against all claims, actions, 'damages, injuries, costs, expenses or losses whatsoever, which may arise or be brought against the Town as a result of or in connection with the operations of the Production Company and the said use of location(s) by the Production Company, including its employees, contractors, agents or representatives; and specifically, the Town will not be responsible for any liability arising from these activities with respect to the advertising or any copyright or trademark infringements.

Compliance

All Filming Activities must be done in compliance with Film By-law 2023-XX. Any person found in violation of the Town's Filming By-law may be subject to Administrative Monetary Penalties, as set out in the Town's Administrative Monetary Penalty (AMPS) By-law 2019-62.

Despite the issuance of a permit, a Production Company shall ensure that it and its staff and agents comply with all applicable legislation and by-laws in addition to the conditions provided on the Film Permit. Failure to comply with such requirements may result in the revocation of the Film Permit, even if no specific terms on the Film Permit are breached.

Filming at Town Facilities

Filming at a Town Facilities is permitted, subject to availability and the approval of the Town's Recreation and Culture Department. Fees will be applied to the film permit for any rentals that are required.

If you would like to schedule a tour of a Town Facility to see if it is right for your film project, please contact the Town's Licensing Division.

Acknowledgment

The Town of Newmarket wishes to enhance its ability to attract commercial, video and film production. In an effort to promote our filming within Newmarket, we ask for:

- Confirmation that the municipality will be mentioned in the credits
- Confirmation to use the film title and production company in any promotional information used by the Town of Newmarket.

Disclaimer

The municipality reserves the right to refuse to allow filming or issuance of a Permit to an applicant that does not comply with and/or satisfy the criteria outlined in these guidelines, or to terminate the Permit. Decisions will be made on an individual basis.

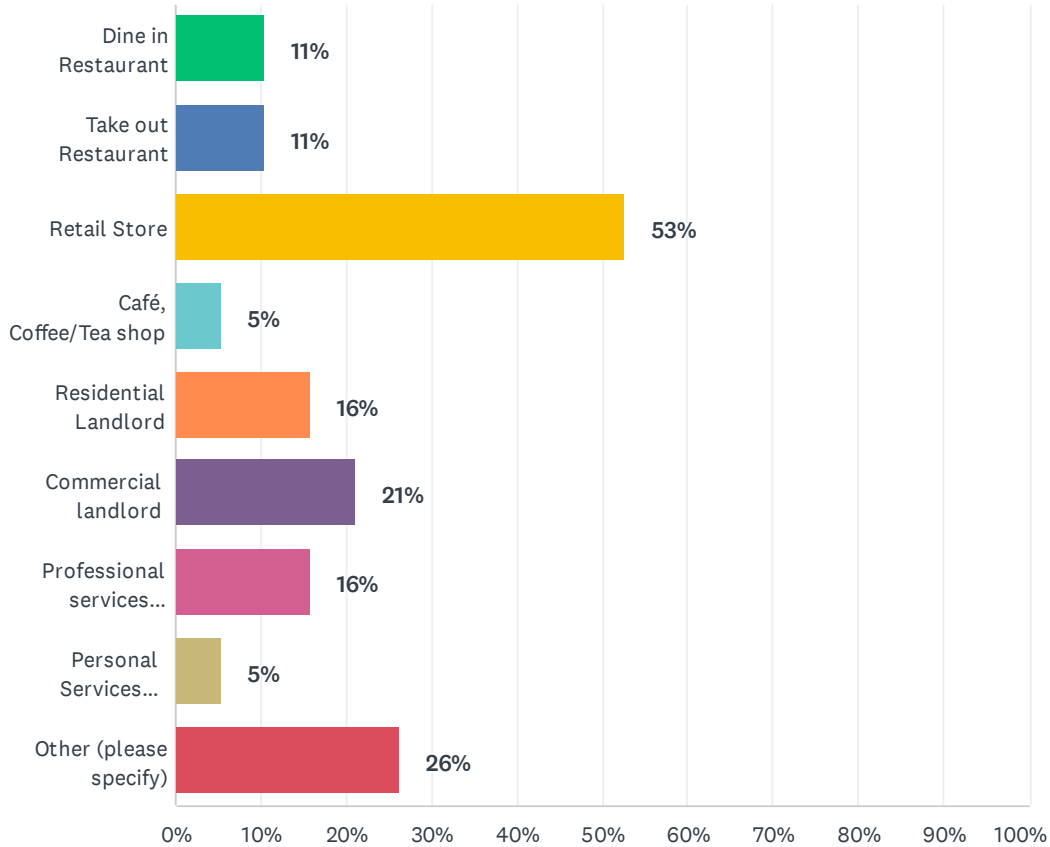
Contact

For more information on the filming within the Town of Newmarket, please utilize the below contact information:

Town of Newmarket Licensing Division
905-953-5300 ext. 2221
licensing@newmarket.ca
www.newmarket.ca/licensing

Q1 Business Type: If your business offers multiple services, please select all relevant services.

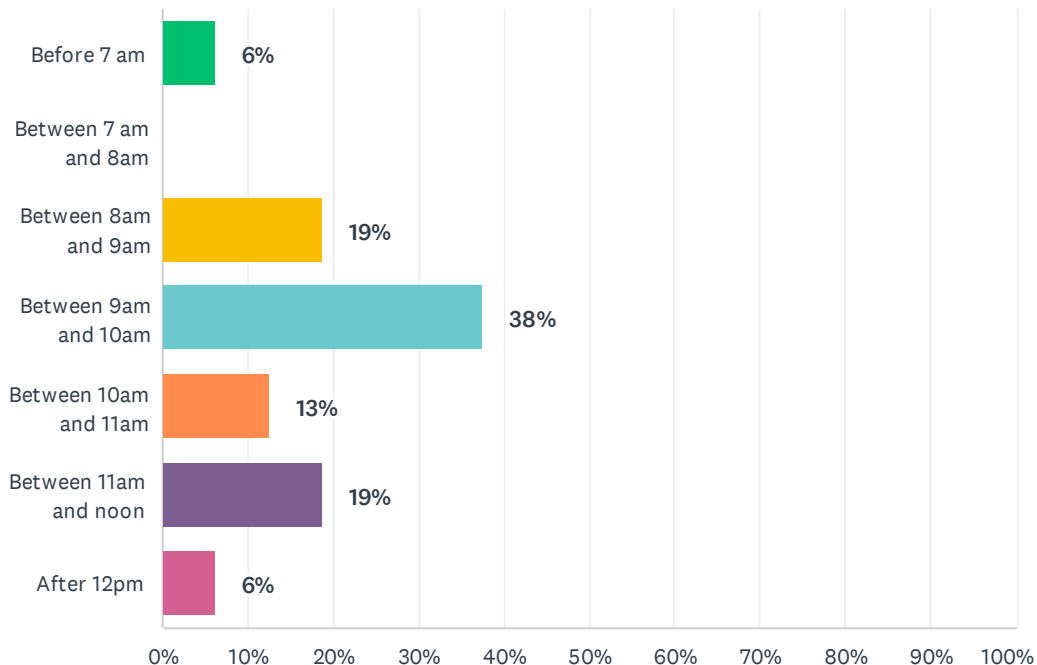
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Dine in Restaurant	11%	2
Take out Restaurant	11%	2
Retail Store	53%	10
Café, Coffee/Tea shop	5%	1
Residential Landlord	16%	3
Commercial landlord	21%	4
Professional services (lawyer, accounting, real estate, insurance etc.)	16%	3
Personal Services (hair/nail salon, spa etc.)	5%	1
Other (please specify)	26%	5
Total Respondents: 19		

Q2 What is your current opening time? If your opening time varies, please select the earliest time that you open in a week.

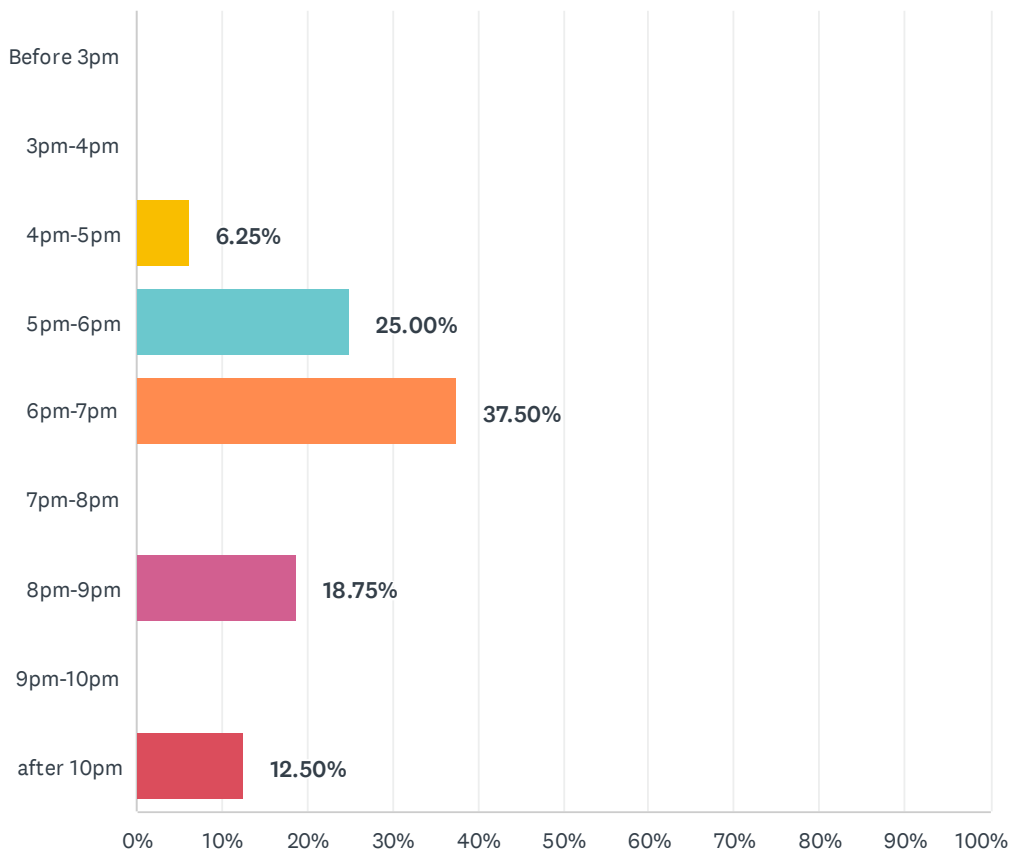
Answered: 16 Skipped: 3



ANSWER CHOICES	RESPONSES	
Before 7 am	6%	1
Between 7 am and 8 am	0%	0
Between 8 am and 9 am	19%	3
Between 9 am and 10 am	38%	6
Between 10 am and 11 am	13%	2
Between 11 am and noon	19%	3
After 12 pm	6%	1
TOTAL		16

Q3 What is your current closing time? If it varies based on day of the week, please select the latest time that you close.

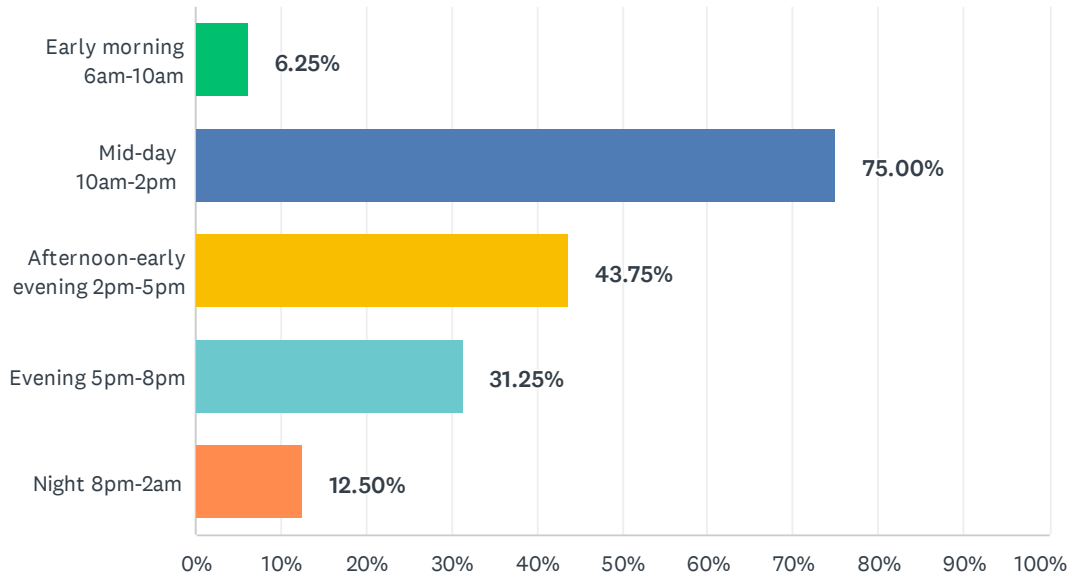
Answered: 16 Skipped: 3



ANSWER CHOICES	RESPONSES	
Before 3pm	0.00%	0
3pm-4pm	0.00%	0
4pm-5pm	6.25%	1
5pm-6pm	25.00%	4
6pm-7pm	37.50%	6
7pm-8pm	0.00%	0
8pm-9pm	18.75%	3
9pm-10pm	0.00%	0
after 10pm	12.50%	2
TOTAL		16

Q4 At what time of day is your business most busy?

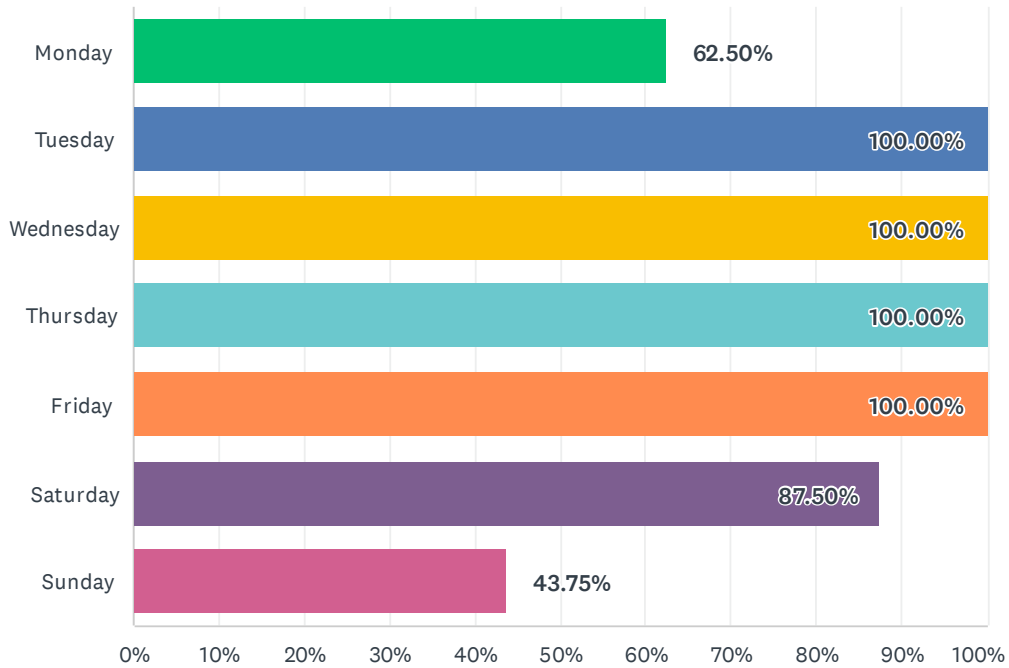
Answered: 16 Skipped: 3



ANSWER CHOICES	RESPONSES	
Early morning 6am-10am	6.25%	1
Mid-day 10am-2pm	75.00%	12
Afternoon-early evening 2pm-5pm	43.75%	7
Evening 5pm-8pm	31.25%	5
Night 8pm-2am	12.50%	2
Total Respondents: 16		

Q5 What days of the week is your business open?

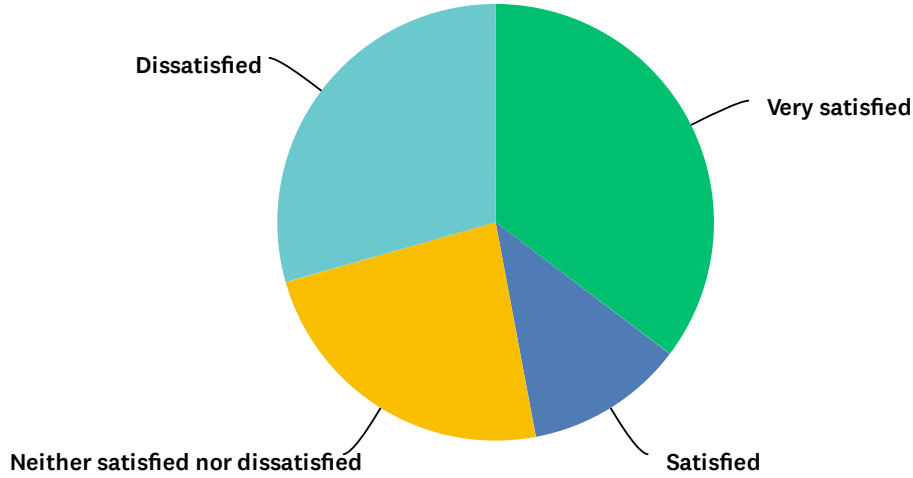
Answered: 16 Skipped: 3



ANSWER CHOICES	RESPONSES	
Monday	62.50%	10
Tuesday	100.00%	16
Wednesday	100.00%	16
Thursday	100.00%	16
Friday	100.00%	16
Saturday	87.50%	14
Sunday	43.75%	7
Total Respondents: 16		

Q6 What is your level of satisfaction with the recent film permits (2022) issued in the Main Street BIA?

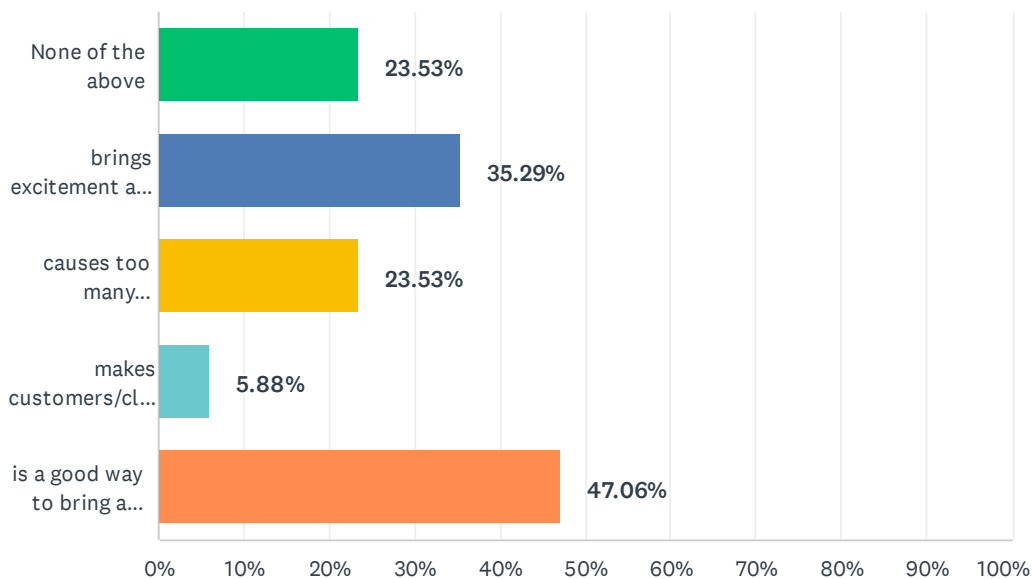
Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very satisfied	35.29%	6
Satisfied	11.76%	2
Neither satisfied nor dissatisfied	23.53%	4
Dissatisfied	29.41%	5
Very dissatisfied	0.00%	0
TOTAL		17

Q7 Filming in the Main Street BIA district:

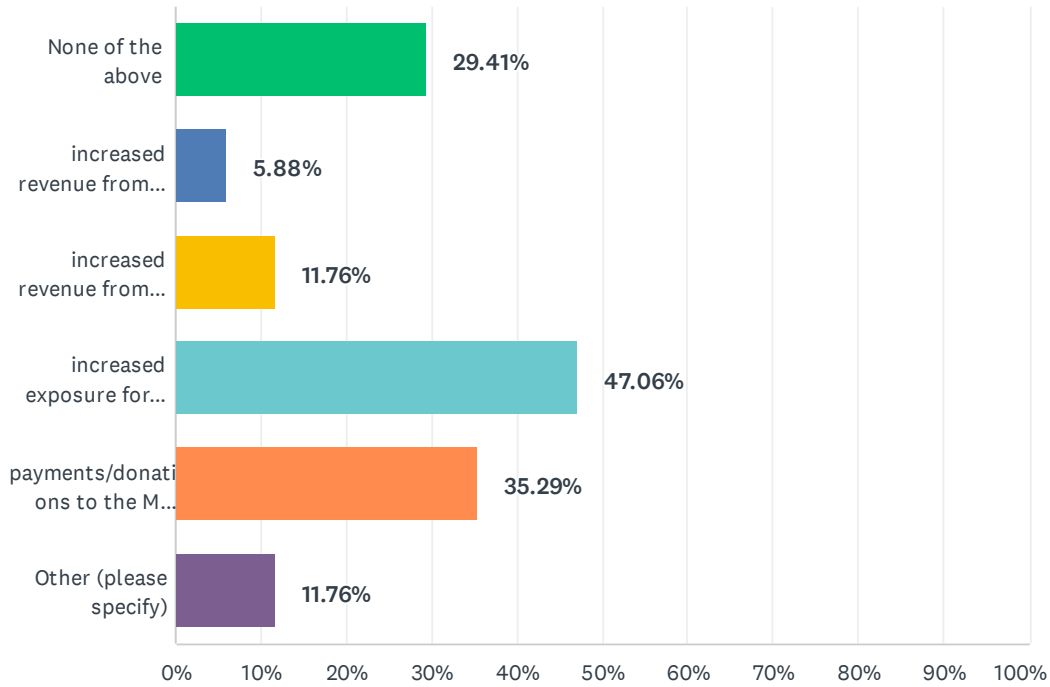
Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
None of the above	23.53%	4
brings excitement and vibrancy to the street	35.29%	6
causes too many inconveniences to be worth while	23.53%	4
makes customers/clients happy	5.88%	1
is a good way to bring a higher profile to the street	47.06%	8
Total Respondents: 17		

Q8 What are the biggest benefits to your business and the Main Street BIA from filming?

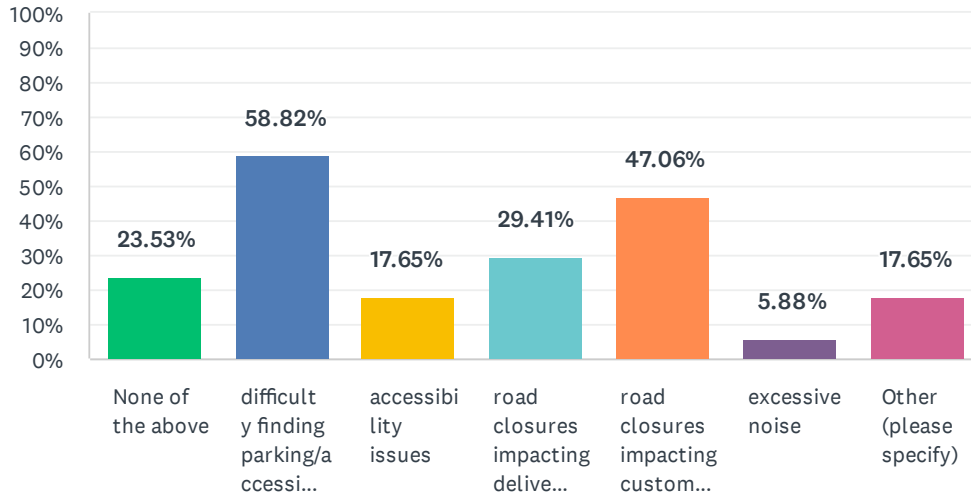
Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
None of the above	29.41%	5
increased revenue from staff/actors/production coming into businesses	5.88%	1
increased revenue from rental/production agreements with businesses	11.76%	2
increased exposure for Main Street BIA area to general public	47.06%	8
payments/donations to the Main Street BIA through permit process	35.29%	6
Other (please specify)	11.76%	2
Total Respondents: 17		

Q9 What are the biggest challenges for businesses and your clients when it comes to film permits being issued in the Main Street BIA?

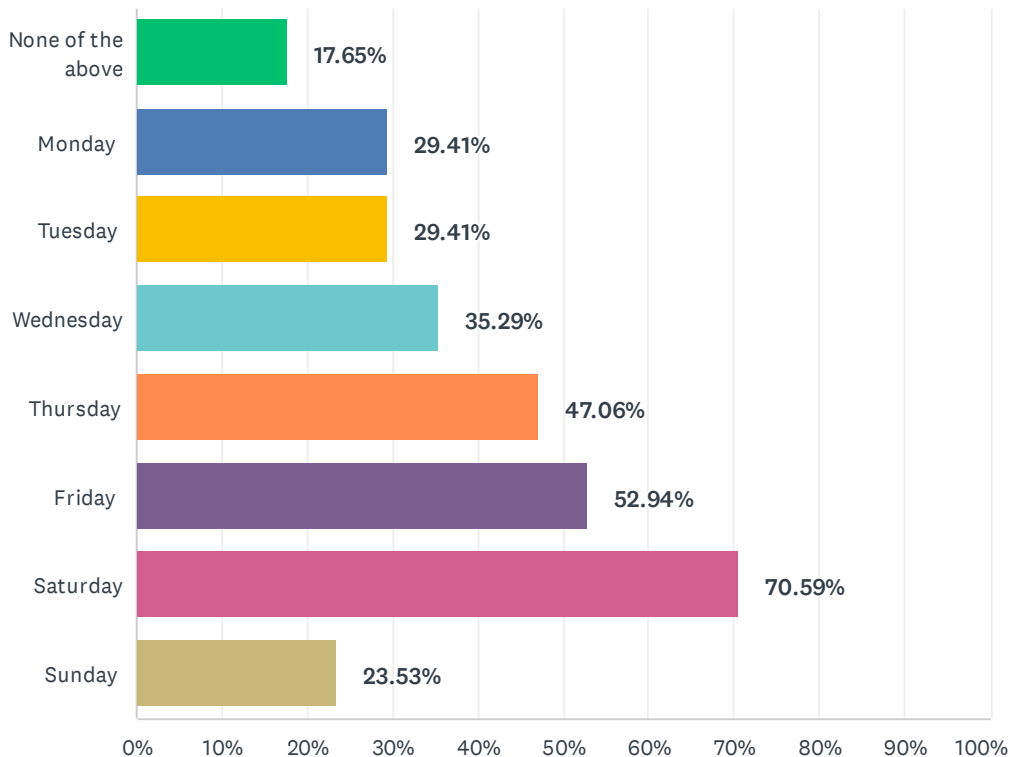
Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
None of the above	23.53%	4
difficulty finding parking/accessing appropriate parking	58.82%	10
accessibility issues	17.65%	3
road closures impacting deliveries/movement of goods	29.41%	5
road closures impacting customer flow/traffic to businesses	47.06%	8
excessive noise	5.88%	1
Other (please specify)	17.65%	3
Total Respondents: 17		

Q10 Which, if any of the following days can the most significant inconvenience to have filming in the Main Street BIA?

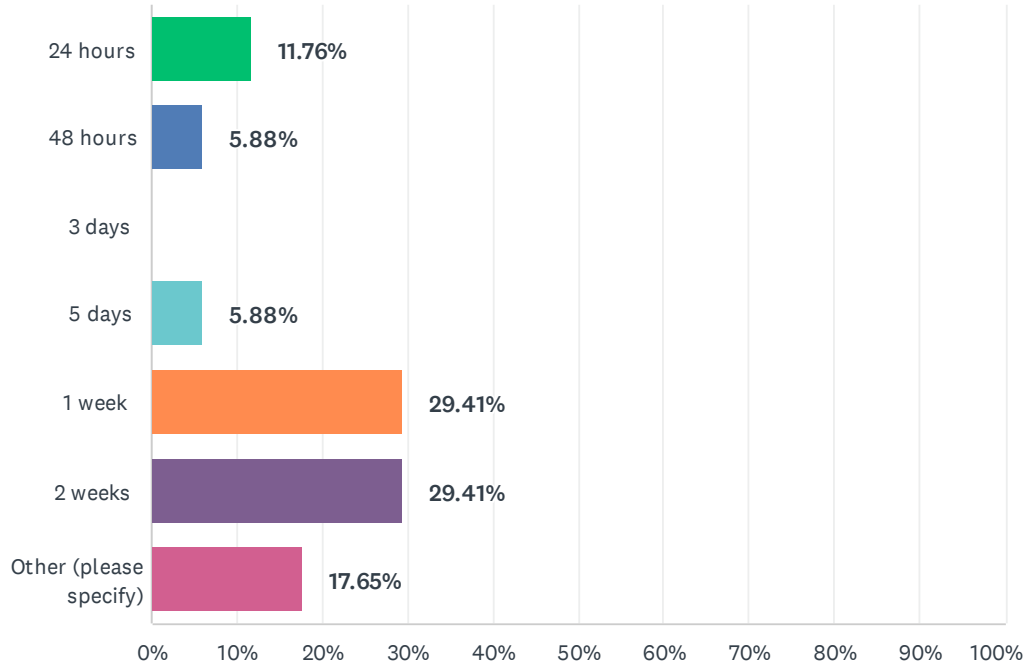
Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
None of the above	17.65%	3
Monday	29.41%	5
Tuesday	29.41%	5
Wednesday	35.29%	6
Thursday	47.06%	8
Friday	52.94%	9
Saturday	70.59%	12
Sunday	23.53%	4
Total Respondents: 17		

Q11 What amount of notice is most appropriate for businesses to be advised of an upcoming permit or closure?

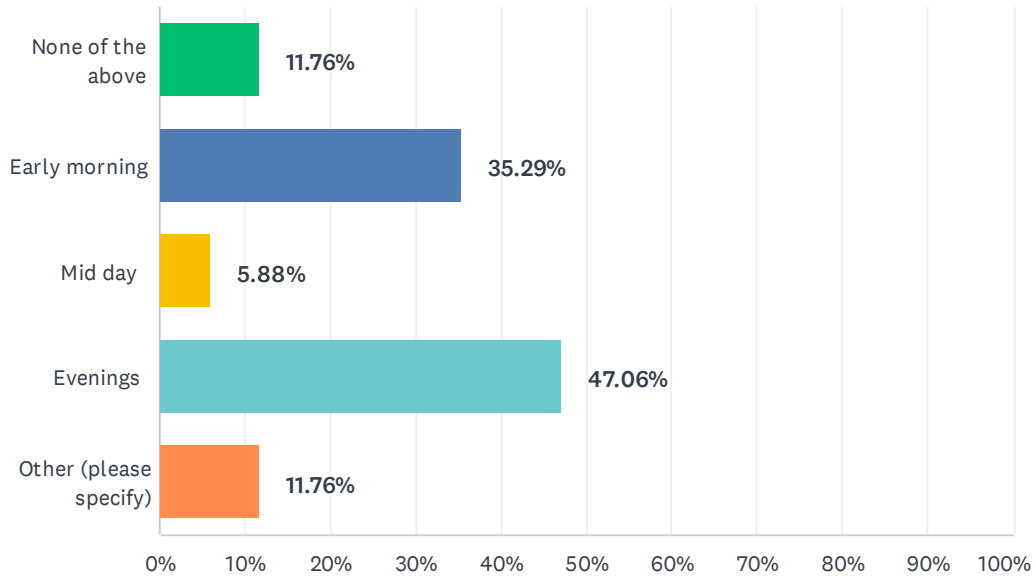
Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
24 hours	11.76%	2
48 hours	5.88%	1
3 days	0.00%	0
5 days	5.88%	1
1 week	29.41%	5
2 weeks	29.41%	5
Other (please specify)	17.65%	3
TOTAL		17

Q12 Filming permits cause the least disturbance to businesses during what time of day?

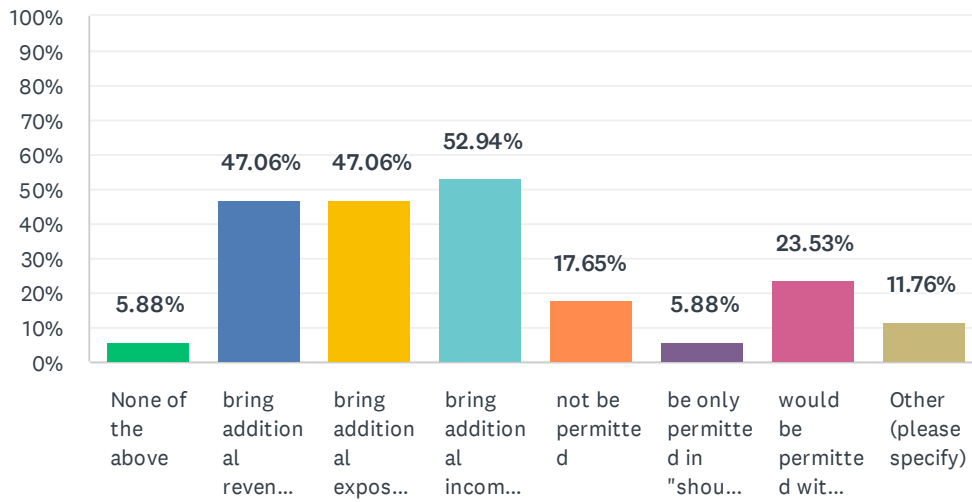
Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
None of the above	11.76%	2
Early morning	35.29%	6
Mid day	5.88%	1
Evenings	47.06%	8
Other (please specify)	11.76%	2
Total Respondents: 17		

Q13 Ideally filming on Main Street would:

Answered: 17 Skipped: 2



ANSWER CHOICES	RESPONSES	
None of the above	5.88%	1
bring additional revenue to businesses	47.06%	8
bring additional exposure to Main Street businesses	47.06%	8
bring additional income to the BIA for marketing/advocacy	52.94%	9
not be permitted	17.65%	3
be only permitted in "shoulder seasons"	5.88%	1
would be permitted with significant consideration for business hours of operations	23.53%	4
Other (please specify)	11.76%	2
Total Respondents: 17		

Q14 Please share any suggestions you have for how filming in the Main Street BIA could work better for businesses and their customers.

Answered: 5 Skipped: 14

Q14 Please share any suggestions you have for how filming in the Main Street BIA could work better for businesses and their customers.

Answered: 5 Skipped: 14

#	RESPONSES	DATE
1	If our clients cant park and we have to explain noise and closures I feel we should be compensated. We pay higher rent than ever and I for one expect to be able to get to my job without any problems and to be able to work with a degree of peace and quiet. This is taken away when filming is happening. This is the same reason I avoid working when there are events either on main or at riverwalk, filming just adds more days I feel I cannot work.	8/10/2022 3:12 PM
2	1 hour of meeting and greeting patrons of BIA business customers by movie performers per day of permit should be added as a requirement of the permit to allow businesses attract more customers.	8/10/2022 3:11 PM
3	Those who apply for a filming permit should leave a substantial deposit with the town. If they close the street, take more parking then their original application the deposit should not be refunded. The last commercial filmed Aug. 7 2022, closed the street without having permission. The filming crew encroached on to the road and the paid duty YRP that they hired closed the street for safety reasons. This allowed them to close the street, circumventing the town street closure application at no consequences to them.	8/10/2022 2:58 PM
4	I'd prefer to see filming only allowed on Sunday or Monday when many shops are closed. Zero allowance for film or crew to utilize any customer parking spaces. Their vehicles should be ticketed and towed if infraction. All filming revenues should be divided equally and paid back to BIA business.	8/10/2022 2:43 PM
5	I fully support this. My only suggestion would be to push local restaurants for catering opportunities to the staff that are coming in.	8/10/2022 2:15 PM



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Supporting the Growth of Pickleball Staff Report to Council

Report Number: 2023-18

Department(s): Recreation & Culture, Parks & Facilities Services

Author(s): Colin Service, Director, Recreation & Culture

Meeting Date: March 27, 2023

Recommendations

1. That the report entitled Supporting the Growth of Pickleball dated March 27, 2023 be received; and,
2. That the funding provided through the Shining Hill Municipal Capital Facilities Agreement for two additional tennis courts be used to construct a dedicated 12 to 14 court pickleball facility, utilizing the Lions Park Tennis Courts be approved; and,
3. That the operation of this new summer outdoor pickleball facility in partnership with a not for profit Newmarket Pickleball Club (similar to Newmarket Tennis Club) be approved; and,
4. That the resurfacing and relining strategy as outlined within the report be approved; and,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Purpose

The purpose of this report is to develop a long term strategy that addresses and supports the exponential growth in participation in the sport of pickleball.

Background

When the Recreation Playbook was adopted in 2015, pickleball was an emerging sport that showed signs of growth. As such, the two tennis courts at Quaker Park were converted into one of York Region's first dedicated pickleball facilities, accommodating 6 pickleball courts.

Since that time, the sport has grown exponentially. It emerged as a sport predominantly played by older adults. While the majority of players are older, the sport has grown dramatically within all age ranges. In an effort to continue responding to the demand, pickleball lines for six courts were painted on the Joe Persicini Park tennis courts, dual lining the courts for tennis and pickleball. In this model, tennis nets remain fixed and pickleball play is accommodated with the use of temporary nets that are stored at the side of the courts when not in use.

During the winter months, pickleball play has been accommodated in two manners. Pickleball lines are almost the same as badminton lines. So pickleball is regularly played in gymnasiums that are lined for badminton. This is the case in Newmarket – though it should be noted that the demand for pickleball far exceeds the time available (Newmarket only has two gymnasiums, Youth Centre and Magna Centre, in its’ inventory of programmable spaces and the Youth Centre gym is too small to affectively accommodate the sport). In addition to the indoor gymnasium space, pickleball play outdoors during the winter has also become quite popular. During the pandemic, the Town left nets in place during the winter months and volunteers emerged to keep the courts shoveled and safe for use. This has continued post pandemic.

On January 31st, a public meeting was held with the pickleball community. Feedback was gathered at the meeting, through emails, surveys and a dedicated Hey Newmarket web page post meeting. The most common piece of feedback received is that Newmarket has not kept pace with the growth of the sport and more facilities are needed. Following closely behind that feedback was that the current surface standard of courts is very low and needs upgrading.

Discussion

In order to address the growth of pickleball, a multipronged approach is necessary. When adopting an approach that is multifaceted, it is imperative that strong foundational principles are in place. Based on research and experience with the sport, and from a holistic sport development approach, the following are key principles guiding the strategy:

- There are individuals who are not interested in playing as part of an organized group or club – there will be opportunities available for these individuals to play
- Any club or organization that forms must be open and cannot refuse or restrict memberships

A Dedicated 12 to 14 Court Facility

As part of the Municipal Capital Facilities Agreement between the Town of Newmarket and Shining Hill Developments, a 12 court tennis facility was to be constructed. Due to site limitations, only 10 courts can be accommodated at the Tennis Centre at Shining Hill. Shining Hill Developments has indicated that they will provide the remaining two

courts at a location of the Town's choosing. It should be noted that two tennis courts can accommodate 6 to 8 pickleball courts.

Staff are recommending that the funding from Shining Hill Developments be allocated to conversion of Lions Park Tennis Courts to 12 to 14 court facility. It is believed that conversion of this existing space and addition of a grade beam to facilitate a bubble in future could be done more economically than construction of two new tennis courts in an undeveloped location.

Staff are recommending the Lions Park location for a variety of reasons: the facility is already lit; the Gorman Pool facility could easily be utilized as a shared clubhouse facility and includes washrooms, changerooms and a meeting room; it is located close to downtown and provides potential economic spinoffs, while creating a vibrant core that balances recreational and cultural experiences; the location is really part of a campus that includes an underutilized lawn bowling facility – there are natural synergies between the sports with capacity to further enhance both sports; there is parking on site; preliminary reviews indicate a potential bubbling of the facility in the future could be permitted.

There are two issues with Lions Courts that will need to be addressed. Staff will need to work with residents in the area should a bubble be erected in the future. As well, the community run outdoor rink would no longer be able to occupy this area – staff can work with the volunteers to further develop opportunities in Lions Park for a rink to continue operation in the future.

A Newmarket Pickleball Club

It is common for not for profit clubs to emerge to foster growth and participation in all sports. Currently the Town works with numerous organizations who offer membership based programming in Town facilities. The Newmarket Tennis Club, Newmarket Soccer Club, and various ice sport organizations have operated successfully in Newmarket, at Town of Newmarket facilities for decades. As pickleball continues to grow, a similar model of not for profit club management will serve to help the sport continue its forward trajectory.

A Newmarket Pickleball Club has recently formed in the Town of Newmarket. This club has been formed independently of the Town. Staff are recommending that the Town works collaboratively with this new club to form an inclusive and welcoming model that would then operate a newly constructed pickleball facility. This would follow the model of the Newmarket Tennis Club (summer club), a not for profit club operating a membership based club on town owned lands. Should a bubble be added in future, similar to the approach with tennis, staff would report back with a recommendation on operating the bubble or partnering with a private provider.

Post construction of a new site, all other pickleball courts would then be open access courts, again similar to our current model of tennis where there are public courts that are open access for those who want to play independent of a club system.

Court Resurfacing and Lining Strategy

The current court surface standard in Newmarket is considered to be quite low. Tennis and pickleball are generally played on a hard court surface with an asphalt or concrete base and an acrylic overlay. There are varying levels of acrylic overlay that will impact the longevity of the courts and will impact the speed in which the court plays – a light overlay will play faster than a heavier overlay. While initially more expensive, an acrylic overlay can preserve the longevity of a court, increasing the length of time between resurfacing.

In Newmarket, the majority of courts are the asphalt/concrete base with no acrylic overlay. The base with no acrylic overlay is adequate for recreational play. However, the court breaks down a bit more quickly creating small divots that can dramatically impact play, particularly in pickleball. Specifically, all tennis and pickleball courts in Newmarket are an asphalt or concrete base (less the acrylic overlay) with the exception of the Keith Davis Tennis Centre, Art Ferguson Tennis Courts and Lions Park Tennis Court. The Keith Davis Tennis Centre and the Art Ferguson Tennis courts are asphalt/concrete based with a lite acrylic overlay. The tennis courts at Lions Park are a concrete base with a plastic tile application over the concrete base. This surface was installed as a trial in new technology. It has not been popular as a surface as it plays exceptionally fast and balls skid through the court.

Moving forward, staff are recommending a surfacing strategy based on three different levels of surface: Level one – asphalt/concrete base with a medium level of acrylic overlay; Level two – asphalt/concrete base with a light level of acrylic overlay; Level three – asphalt/concrete base with no acrylic overlay. Level one would be reserved for premiere facilities: the Tennis Centre at Shining Hill and Art Ferguson Tennis Courts; and the new to be built Pickleball Centre and the Quaker Park Pickleball Courts. This would ensure that club operated tennis and pickleball centres are surfaced at top level as well as a public access site for each sport. The remaining courts will be resurfaced at level 2 or 3 with an even mix of surfaces and distribution of those surfaces across the Town. Outdoor winter pickleball will only be able to be accommodated on a level 3 surface as shoveling and salting is very hard on an acrylic overlay.

With respect to lining, the feedback was overwhelmingly conclusive – for high level play in both pickleball and tennis, dual lining courts is less desirable. As such, staff are recommending that the new pickleball facility and Quaker Park remain singularly lined for pickleball; and the Tennis Centre at Shining Hill and Art Ferguson tennis courts remain singularly lined for tennis (temporary lines can be added to indoor tennis facilities to accommodate pickleball play at specific times relatively easily). Staff are further recommending that all other public courts be dual lined for both pickleball and tennis.

There are two models of dual lining – imbedding a pickleball court within a tennis court and using the same net for both sports or painting pickleball courts on one side of a tennis court and using temporary nets for pickleball. Staff are suggesting that the vast majority of courts will be painted with pickleball lines imbedded within a tennis court and utilizing the same net for both. Joe Persicini park can continue to be lined as it is currently, with six pickleball courts and use of temporary nets. Winter pickleball can continue on one of these dual lined sites that is surfaced at a level 3 surfacing.

Staff are able to proceed with resurfacing the Quaker Park pickleball courts at a level 1 surfacing this year.

Conclusion

The sport of pickleball is experiencing exponential growth and is showing no signs of slowing down. The multifaceted approach that is proposed recognizes our real financial constraints while also creating a best in class pickleball experience.

Business Plan and Strategic Plan Linkages

This approach aligns with our fiscal strategy while demonstrating a well managed and balanced approach. This approach will put Newmarket at the forefront in creating extraordinary spaces for physical activity and specifically the sport of pickleball.

Consultation

There has been extensive public consultation on this strategy as outlined in the report.

Human Resource Considerations

There are not additional human resource considerations.

Budget Impact

All recommendations around resurfacing and lining can be accomplished within the existing resurfacing programs over a period of the next few years. Development of a new pickleball facility is quite feasible with the anticipated contributions of Shining Hill Developments. However, staff will report back after further investigation.

Attachments

None

Approval

Colin Service, Director, Recreation & Culture

Rob Braid, Director, Parks & Facilities

Jeff Payne, Commissioner, Community Services

Contact

For further information, please contact Colin Service at cservice@newmarket.ca



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Tennis Centre at Shining Hill Staff Report to Council

Report Number: 2023-17

Department(s): Recreation & Culture, Parks & Facilities

Author(s): Colin Service, Director, Recreation & Culture

Meeting Date: March 27, 2023

Recommendations

1. That the report entitled Tennis Centre at Shining Hill dated March 27, 2023 be received; and,
2. That Option 1 – A Town Run Operating Model as outlined in the report be endorsed; and,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Executive Summary

As part of the Municipal Capital Facilities Agreement between the Town of Newmarket and Shining Hill Developments, a new tennis facility is being constructed in the Shining Hills Development. This will be an outdoor, lit, 10 court facility. Eight courts will be bubbled in the winter months.

The Newmarket Tennis Club (summer club) (NTC) will continue to operate their summer club out of the new facility at Shining Hill.

For winter tennis, with the increase of bubbled courts from three courts to eight courts, a number of private providers have expressed potential interest in operating the Town owned facility as a for-profit business.

Staff are recommending that Council endorse a Town operated operating model which is conservatively projected to generate an annual surplus in excess of \$100,000.

Council direction is being sought regarding the preferred operating model for the facility moving forward.

Purpose

A new tennis facility is being constructed in the Shining Hills Development. The purpose of this report is to determine how a bubbled winter club will be operated.

Background

The Town of Newmarket has had a partnership with two separate entities for the delivery of a membership based tennis club at the Keith Davis Tennis Centre, located on the Community Centre lands.

The summer club (mid April to mid October) is not for profit club known as the Newmarket Tennis Club. It operates currently on six outdoor, lit courts. The not for profit club is incorporated with full oversight by an elected board of members of the tennis club. They have hired a variety of staff and oversee all aspects of staff management.

The winter club (mid October to mid April) has been run by a private provider called Tennis Clubs of Canada and is known as the Newmarket Winter Tennis Club. Three of the courts at the Keith Davis Tennis Centre are bubbled during the winter months for the operation of the winter club. The bubble is owned by Tennis Clubs of Canada and they retain full responsibility of erecting, and then dismantling and storing the bubble during the summer. Tennis Clubs of Canada pays a current lease of \$2,500 per year to the Town of Newmarket. Tennis Clubs of Canada incurs all expenses associated with the maintenance and operation of the bubble and staff resources for the operation of the club.

The new tennis facility in Shining Hill will replace the current Keith Davis Tennis Centre. The new facility will have 10 outdoor, lit courts positioned in two blocks of four courts and one block of two courts (attached is a draft site plan, Appendix 1). The two blocks of four courts (8 total courts) will be bubbled during the winter months (mid October to mid April). This will represent two separate bubbles that will be attached through a connecting pass through area. In order to advance the construction in a timely manner, the Town has had to purchase the bubble and will recover the costs of the bubble either through operating revenues or leased revenues to a private provider.

The Newmarket Tennis Club (summer club) (NTC) will continue to operate their summer club out of the new facility at Shining Hill. NTC is currently the only summer club operating in Newmarket. This operating model of a not for profit community based club is common in communities across Canada.

For winter tennis, with the increase of bubbled courts from three courts to eight courts, a number of private providers have expressed potential interest in operating the Town owned facility as a for-profit business.

A public meeting was held on January 30th with the tennis community. Feedback was gathered following the meeting through email, postcards, surveys and a dedicated Hey Newmarket web page. The majority of feedback received focused on design aspects, namely the amount of space between and behind courts and the type of club house facility supporting the operations. This feedback has been shared with the design team – no decision of Council is required around the design feedback. A separate information report outlining the feedback will be distributed. Feedback around the operation of a winter club will be shared in the context of this report.

Discussion

As has been mentioned, the number of bubbled courts in the winter season will increase from three courts to eight courts. This represents a significant increase in the level of service and profitability of a winter club. There are also a number of bubble operators. Given this, should Council wish to direct staff to secure a private provider to operate the winter bubble, a formal Request for Proposal process must be undertaken. Tennis Clubs of Canada has been notified of this situation. This leaves two options for Council to consider: Option 1 – a Town operated Winter Tennis Club; Option 2 – a partnership with a private provider who is the successful proponent through an RFP Process. Council direction is being sought regarding the preferred operating model for the facility moving forward.

Option 1 – A Town Operated Winter Tennis Club

The Town of Newmarket is well versed in operating and delivering a variety of different services in a variety of different models. Operating models are carefully considered recognizing industry standards and best practices while balancing financial, social and physical accessibility. For example, the Town opened a membership based fitness centre in 2017, a line of business traditionally associated with the private sector. The Town’s fitness centre has proven highly successful, more than doubling anticipated numbers of members while providing a high level of service at a very affordable price. The operating model presented below provides the same level of consideration, rooted in research about and experience with the tennis industry, while considering financial and participant accessibility.

Winter tennis (or indoor tennis) is commonly offered as a membership based experience which includes court rentals, leagues, lessons, clinics, and tournament play. Staff are proposing an operating model including all of these elements.

Membership Pricing Structure

The following chart outlines the types of memberships and proposed fees.

Membership Type	Proposed Annual Fee	Average Competitor Fee

Adult Single	\$300	\$330
Adult Couple	\$550	\$570
Family	\$650	\$700
Junior (under 18)	\$100	\$130
Senior (over 65)	\$175	\$238

This membership pricing structure of a town operated facility would represent a reduction to fees most tennis players are currently paying. As well, those residents who do not even attempt to access a membership for financial reasons could access the CARE (Creating Accessible Recreation for Everyone) program. With the CARE program individuals could obtain discounts ranging from 10% to 50% off the price contingent upon their specific income and the number of dependents supported by that income.

Court Rental Fees

The following chart represents the proposed court rental fees. It is anticipated that the facility would be open 7 days per week from 7 am until 11 pm. Prime time hours are defined as 5 pm to 10 pm daily.

Court Rental Type	Proposed Hourly Fee	Average Competitor Fee
Prime Time	\$20	\$28
Non Prime Time	\$15	\$22

Tennis Lessons

The following chart represents proposed cost for lessons.

Lesson Type	Proposed Fee	Average Competitor Fee
Group Lessons (cost for a 12 week session)	\$300	\$315
Private Lessons	\$75	\$75

Similar to the memberships, the CARE program can also be accessed for lessons ensuring that financial means is not a barrier to participation in lessons.

Leagues & Programs

There are a variety of different types of leagues and one off programs that will be considered and offered. The chart below represents the range of fees.

Leagues/Clinics/Programs	Proposed Fee	Average Competitor Fee
Cost per participant per day	\$10 to \$15	\$12 to \$20

Pickleball Option

The feedback has been very clear that this facility should not be dual lined for both tennis and pickleball. That being said, staff believe that there is an opportunity to include pickleball play during specified afternoon time periods on one of the banks of courts with use of temporary taped lines. There are numerous successful examples of this model throughout Ontario.

Anticipated Annual Operating Surplus

Utilizing the above noted price points, staff have put together a conservative projection of anticipated revenues and expenses. The chart below highlights the anticipated revenues and expenses should the town operate the winter tennis club. Included are some contextual details for your reference:

Anticipated Annual Operating Surplus

Revenue Type	Annual Projected Rev.	Details to Note
Memberships	\$160,000	Approximately 700 members anticipated (mixture of different categories)
Court Rentals	\$255,000	Assumption that courts are booked or programmed 85% of the time
Lessons	\$218,000	Assumes approximately 250 group participants over the course of a full season with additional clinics and private lessons.
Leagues/Programs	\$50,000	Approximately 200 members per week
Pickleball	\$30,000	\$5.00 per participant fee
TOTAL REVENUE	\$713,000	
Expense Type	Annual Projected Exp.	Details to Note

Staffing	\$300,000	Includes 1 full time Programmer (see note below) and a variety of part time staff including instructors, facility workers and front desk
Utilities	\$60,000	\$10,000 per month, six month operation. Based on numbers provided by Tennis Canada
Annual bubble installation/tear down and storage	\$60,000	Quote provided by bubble provider
Bubble Repayment	\$80,000	Based on 20 year life of bubble costing \$1.2 Million
Supplies	\$50,000	Cleaning supplies and program supplies
Annual Repairs & Maintenance	\$50,000	General provision
TOTAL EXPENSES	\$600,000	
TOTAL ANNUAL SURPLUS	\$113,000	

Note: The above chart notes the addition of a full time programmer position. It is anticipated that this role would focus on the operation of the Winter Tennis Club for six months of the year. Additionally, this position would also focus on: provision of winter pickleball; development of the broader sport sector within the community; supporting the growth of pickleball and the development of a summer not for profit club.

As is demonstrated in the conservative operating model, a surplus in excess of \$100,000 annually could realistically be achieved. In essence, this type of surplus is exactly why private operators exist – though private operators often charge higher prices and don't offer a financial subsidy program.

Option 2 – A Partnership with a Private Provider Through an RFP

The Town has had a long standing partnership with Tennis Clubs of Canada for the operation of current Winter Tennis Club. This current partnership puts all risk on to the provider and nets the Town an annual surplus of \$2,500. Please note that the bubble, including capital costs to purchase it in the first place and all annual installation, storage and maintenance costs are the sole responsibility of Tennis Clubs of Canada.

In the context of a new facility, there are some parameters that will have to change for a provider, given that the Town will now be the owner of the bubble. As such, at a

minimum, the Town would require an annual lease fee of \$140,000 (cost of bubble replacement and annual storage costs).

Through an RFP process, providers will be required to provide this minimum amount within their proposals. Proposals would then be evaluated based on total revenues to the Town beyond the minimum \$140,000 threshold. It is reasonable to expect that total revenues will exceed the \$2,500 annually received under the current agreement, but will not achieve the type of surpluses that will be realized by operating the bubble as a Town facility. That being said, this is a new operation and essentially all risks would be borne by the provider.

Through an operating agreement the Town could require the private provider to meet service levels and to provide specified programming. This approach will require Town staff to become more involved in the management of the private operator to ensure the terms of the agreement are achieved for the broader benefit of the community. This would be a service provider model, different from the current club model that operates at arms-length.

Public Feedback on the Operating Model

There has been a considerable amount of feedback provided around the operating model. The majority of the feedback has suggested a preference for a private provider, specifically the current provider. However, there has been a plurality of feedback from those that would prefer a town operated club citing issues around fairness and financial accessibility.

It has been communicated with all who have provided feedback, that should Council opt to partner with a private provider, it would be an open competitive RFP process.

It should also be noted that many who expressed preference for a private provider did so making assumptions that the Town would not operate a membership based facility similar to what they experience now.

Conclusion

Staff recommend Option 1 – Operating the Winter Tennis Club. While this does put the risk for successful operation squarely on the Town, these conservative projections outline a relatively low risk with a potential of significant new revenues.

Business Plan and Strategic Plan Linkages

Well Managed – this facility will provide an optimal tennis experience for our community.

Consultation

There has been detailed public consultation through out this process.

Human Resource Considerations

Human Resource considerations are highlighted in the operating model should Council choose Option 1. Should Council choose Option 2, there are no Human Resource considerations.

Budget Impact

Budget impacts are highlighted in the two options.

Attachments

Appendix 1 – Site Plan

Approval

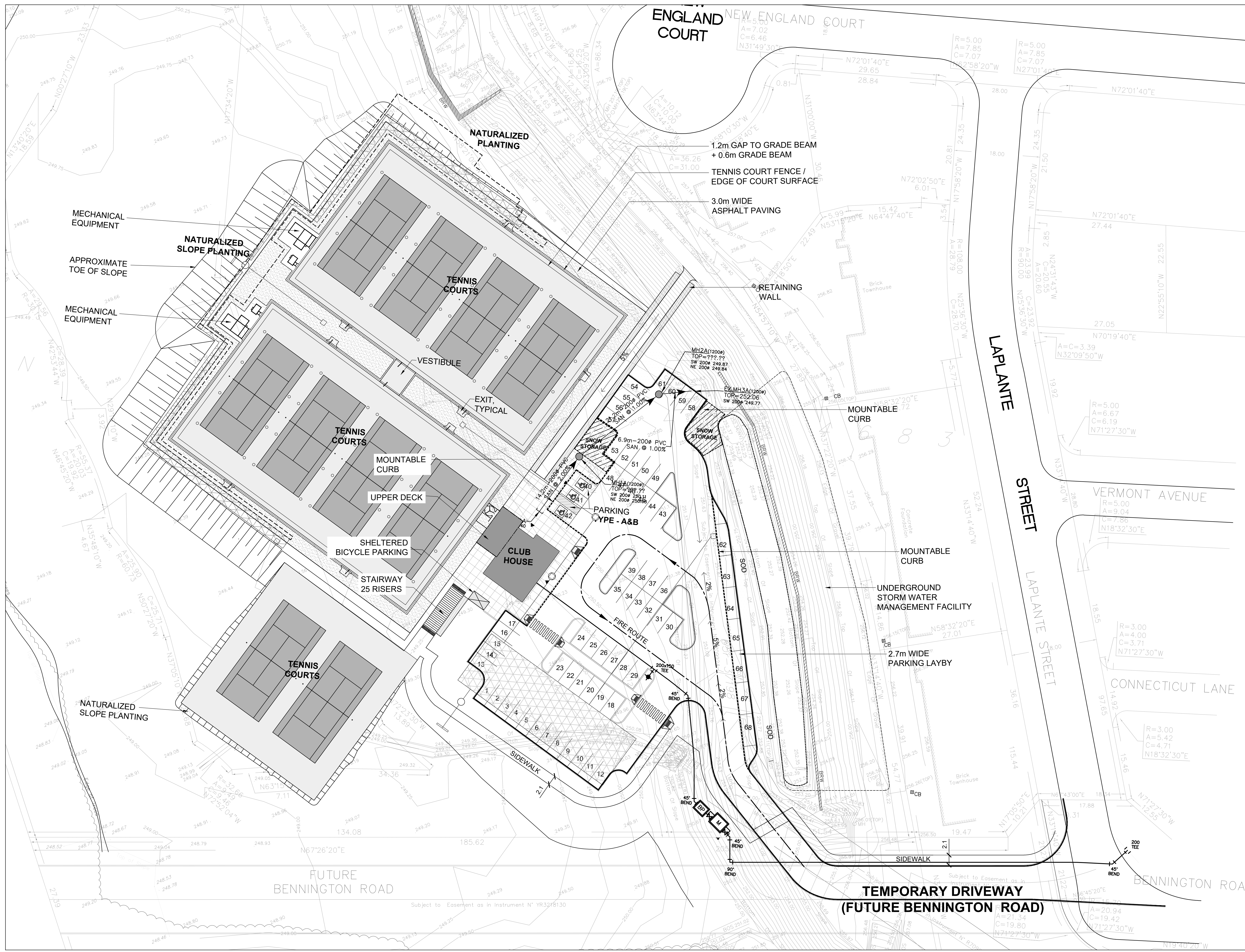
Jeff Payne, Commissioner, Community Services

Colin Service, Director, Recreation & Culture

Rob Braid, Director, Parks & Facilities

Contact

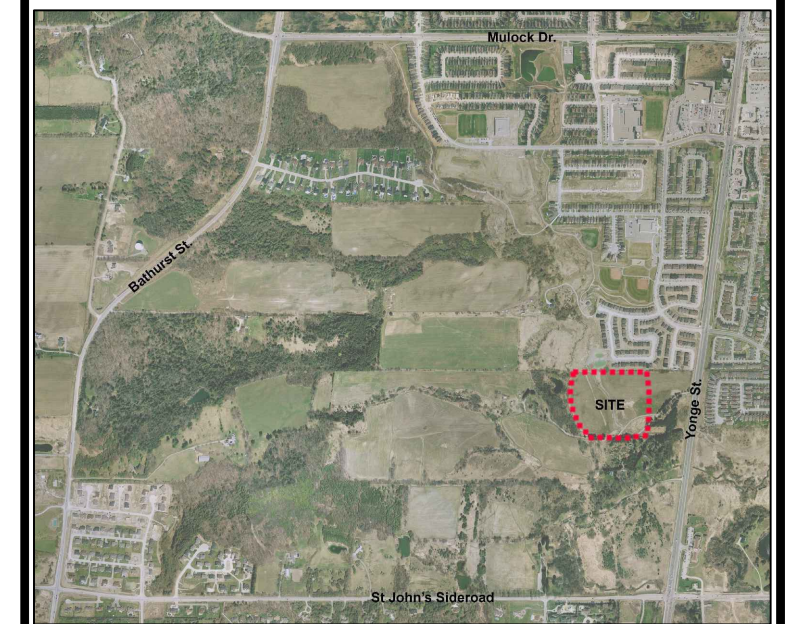
For further information, please contact Colin Service at cservice@newmarket.ca



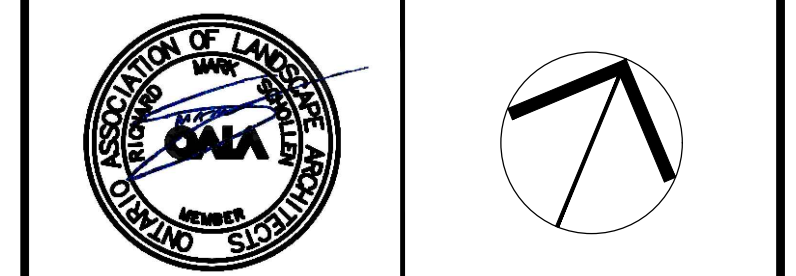
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No.	Revision	Date	By
1	Issued for Construction	2022/11/30	RMS
2	Issued for Client Review	2023/01/23	RMS



KEYPLAN
 N.T.S.



Drawing Prepared By: **SCHOLLEN & Company Inc.**
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Client: **Newmarket Tennis Club**
 Newmarket, Ontario

Drawing Title: **SITE PLAN**

Scale: 1:350	Project No: 2022012	Drawing No.: L-1
Drawn: AK	Checked: RMS	
Date: November 2022	Plot Date: 24/01/2023	

Dear Colin Service and Town Council,

On behalf on the Newmarket Community Tennis Club (NCTC), I would like to say that we are very excited about the new tennis facility. We thank you for allowing us to continue to run our summer tennis program at this new facility, and for giving us the opportunity to expand tennis to our community.

Although we are not involved in the Newmarket winter tennis program, we are aware that there may be a Request For Proposal for prospective candidates. We would highly recommend Tennis Clubs of Canada for this position. We have worked symbiotically with them for decades and have developed a very successful relationship with them. This relationship has allowed us to seamlessly transition back and forth from summer to winter tennis. Sharing some of our core staff and pros also allows Newmarket Tennis as a whole to provide consistency which creates a deeply rooted tennis community.

At the public meeting, there was discussion related to the possibility that the Town of Newmarket may take over the operation of the winter program. Our concerns in regards to this option is the lack of experience the Town may have in running a tennis facility resulting in a possible decrease in program quality and losing that holistic tennis club-like feel.

We will of course work cooperatively with any company you choose for the winter tennis program. However, we hope our input will help you choose the best candidate to keep Newmarket Tennis at the high standard that it is and maintain all the wonderful features makes Newmarket Tennis so special.

*Sincerely,
Lisa Fung
NCTC president*



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

Preliminary 2022 Fourth Quarter Financial Summary Staff Report to Council

Report Number: 2023-14

Department(s): Financial Services

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

Meeting Date: March 27, 2023

Recommendations

1. That the report entitled Preliminary 2022 Fourth Quarter Financial Summary dated March 27, 2023 be received; and,
2. That changes to the 2023, 2024 capital spending authority, 2023 capital program and the corresponding funding be made as detailed in this report; and;
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Executive Summary

The tax-supported operating budget incurred a year-end surplus of \$0.2 million which will be transferred to the Rate Stabilization Reserve.

Building Division incurred a deficit of \$0.6 million which required a draw from reserve. The Building reserve as of December 31, 2022, after the draw, had a balance of \$1.9 million.

The rate-supported operating budgets for water, wastewater and stormwater incurred surpluses of \$0.4 million, \$1.0 million and \$0.5 million respectively. Corresponding transfers to their respective Rate Stabilization Reserves will be made.

The 2022 approved capital spending authority was \$49.5 million against actual expenditures of \$32.0 million, equivalent to 64.6% of budget (standard program 90.5%, major projects 36.2%).

Purpose

The purpose of the report is to advise Council on the preliminary results for the fiscal year ended December 31, 2022 on the following budgets:

- A. Tax-supported operating budget, including an overview on Central York Fire Services (CYFS), Newmarket Public Library (Library) and Business Improvement Area (BIA) operating results
- B. Building Division operating budget
- C. Rate-supported operating budgets (water, wastewater and stormwater)
- D. Capital budget

In addition, to seek Council approval on changes to the 2023 and 2024 capital spending authority, 2023 capital program and the corresponding funding.

Background

Council approved the 2022 Budget totaling \$174.4 million on December 13, 2021 ([Report 2021-93](#)).

Components	\$ in millions
Tax-supported operating budget	92.2
Rate-supported operating budget	49.4
Capital Budget	32.8
Total	174.4

Quarterly Financial Update reports were provided to inform results of the tax-supported operating budget, rate-supported operating budgets and capital budget.

As outlined in the [Q2 Financial Update](#) report, the 2022 capital program and capital spending authority was revised to \$49.5 million.

Discussion

This report outlines the preliminary financial results on each component of the Town's budget for the fiscal year ending December 31, 2022. The audited 2022 financial statements are targeted to be presented to the Audit Committee in June 2023.

Tax-Supported Operating Budget

At the end of the fourth quarter of 2022, revenues were lower than budget by \$1.5 million, and expenditures were lower than budget by \$1.7 million resulting in a net favourable variance of \$0.2 million.

Unfavourable variance in revenues was due to lower recreation and culture revenues totaling \$2.7 million partly due to facility closures resulted from the pandemic at the beginning of the year. As well, participation rates had not returned to the levels prior to the pandemic. The unfavourable revenue variance was partially offset by favourable variances in direct costs such as casual wages and supplies associated with delivering these programs. The unfavourable variance in Recreation revenues included an adjustment of \$0.5 million to properly account for revenue recognition of prepaid punch passes.

Parking infractions were below budget by approximately \$0.3 million. As well, Building incurred a deficit that was less than budget by \$0.5 million; therefore requiring a lesser draw from the Reserve to the operating budget.

Favourable variance of \$1.9 million in bank interest was realized due to rising interest rates. To compensate for the shortfall in the Town's equity investments (per the Q3 2022 Investment Summary Information Report), the favourable variance from bank interest income had been transferred to the Asset Replacement Fund.

Interest and penalty were high than budget by \$0.5 million.

Expenditures were favourable by \$1.7 million. Favourable variances incurred in Recreation and Culture direct program expenditures totaling \$1.5 million.

Utilities were favourable by \$0.4 million resulted from the conversion to LED streetlights of which the corresponding savings were transferred to reserve. Based on the 2022 preliminary results and 2021 actuals, the 2023 tax-supported operating budget will be reduced pending Council approval of the 2023 Budget.

Expenditures were also lower than budget in roads, sidewalks, playground and parks maintenance, repairs and rehabilitation.

As a result of the 2022 Development Charge update, Development Charge funding for Principal Debenture payments for the Youth Centre, Harry Walker Extension and Magna Phases 1 & II were increased; therefore reducing the funding requirements in the tax-supported debenture principal payment contributions. As per the Q3 2022 Financial Update Report, Staff transferred the corresponding favourable variance of \$0.4 million to ARF.

The favourable variances were partially offset by the additional transfers to ARF and reserves.

Central York Fire Services (CYFS)

CYFS incurred a surplus of \$0.4 million before additional transfers. The additional transfers were previously approved by Joint Council Committee (JCC) which included wage gapping for Station 4-5, and a transfer for the unbudgeted Federal National Day for Truth and Reconciliation.

After inclusion of these additional transfers, CYFS incurred a deficit of \$0.1 million.

Net Expenditures before additional transfers	\$ 0.4M
Contribution for Station 4-5, from wage gapping	\$(0.6)M
Truth & Reconciliation Day costs transferred from CYFS reserve	\$0.1M
Net Expenditures after additional transfers	\$ (0.1)M

The year-end deficit will be drawn from the Fire Services Operating Reserve in accordance with JCC policy. After the draw, the CYFS reserve at of December 31, 2022 was \$0.7 million.

The year-end results were presented to JCC on March 6, 2023.

Newmarket Public Library

Library incurred a year-end surplus of \$0.1 million which was transferred to the Library reserve to align with past practice.

Business Improvement Area (BIA)

BIA incurred a nominal surplus at year-end. The surplus was transferred to the BIA reserve to align with past practice.

Building Division Operating Budget

Building Division incurred a net deficit of \$0.6 million which required a draw from the Building reserve in order to fund the deficit. The 2022 budgeted deficit was \$1.1 million, a lesser draw from reserve than budgeted by \$0.5 million. After the draw from reserve, the ending balance in the Building reserve as of December 31, 2022 was \$1.9 million.

Rate-Supported Operating Budgets

The rate-supported operating budgets for water, wastewater and stormwater incurred net surpluses of \$0.4 million, \$1.0 million and \$0.5 million respectively. Transfers to their respective stabilization reserves will be made.

Capital Budget

Capital expenditures of \$32 million (\$22 million in standard program and \$10 million in major projects) were incurred at the end of the 2022 against the revised capital program of \$49.5 million.

Standard program achieved a 91% completion rate.

Major projects are defined as items that have a very high expenditure-to-staff effort ratio (such as Mulock Park) or minimal effort from dedicated capital project staff (such as Fire Station 4-5). Other major projects include Advanced Metering (a multi-year project) and pumper truck replacements that have since been delivered in Q4.

Appendices 4 and 5 outline the 2022 capital projects that have not been completed by year-end; therefore, requesting approval for 2023 spending authority in order to complete the projects in 2023.

There are two 2022 approved standard program projects “Storypod replacements” and “Stormwater Asset Management” that require additional budget of \$68,000 and \$60,000 respectively. There are sufficient unused ARF funds from the completed 2022 capital projects to fund these additional budget requests.

Furthermore, some of the work scope originally planned for in the 2023 Municipal Infrastructure Program was completed in 2022. Therefore, 2022 capital project was over budget by \$1,100,000 (actual \$13,885,000 against budget \$12,785,000). As such, the proposed 2023 Municipal Infrastructure Program will be reduced by \$1,100,000 and the 2023 unallocated provision will be adjusted accordingly.

Upon approval of the proposed changes as summarized in the table below, the proposed 2023 capital spending authority will be increased by \$14,918,000 from \$48,160,700 to \$63,078,700.

These changes will be incorporated in the 2023 Draft Budget.

	Standard Program	Unallocated Provision	Major Projects	Total
2023 Proposed Capital (Feb. 13 Special CoW)	\$26,210,700	\$2,800,000	\$19,150,000	\$48,160,700
Appendix 4 - 2022 Standard Program carryforward	\$3,382,000	(\$3,382,000)		\$0
Appendix 4 - 2022 Major Projects carryforward			\$14,918,000	\$14,918,000
Municipal Infrastructure Project	(\$1,100,000)	\$1,100,000	\$0	\$0
2023 Revised Capital Spending Authority	\$28,492,700	\$518,000	\$34,068,000	\$63,078,700

In-year changes, if any, to the 2023 capital program and capital spending authority will be addressed through 2023 Quarterly Financial Update reports.

Appendix 6 outlines 2022 carryforward requests that require capital funding authority in 2024 based on the estimated project delivery timelines. The 2024 capital spending authority will be increased by \$2,847,000 from \$61,479,000 to \$64,326,000.

The 2025 capital spending authority remains unchanged at \$26,880,000.

Status update on various 2022 approved capital projects is outlined in Appendix 7 – Capital Projects Update.

Conclusion

This report provides a summary on the preliminary 2022 financial results. Audited 2022 financial statements will be tabled to Committee of the Whole (CoW) in June and a final

report on 2022 Operating and Capital Budget Summary report will be tabled at the same time.

Business Plan and Strategic Plan Linkages

This report supports the Council priority under the strategic pillar of Long Term Financial Sustainability.

Consultation

Various Business Units have been consulted.

Human Resource Considerations

Not applicable.

Budget Impact

The 2022 tax-supported and rate-supported operating budget surpluses will be transferred to the corresponding Rate Stabilization Reserves.

The 2023 capital spending authority will be increased by \$14,918,000 from \$48,160,700 to \$63,078,700, and the 2024 capital spending authority will be increased by \$2,847,000 from \$61,479,000 to \$64,326,000. These changes will be incorporated in the 2023 Draft Budget.

Attachments

Appendix 1 – 2022 Fourth Quarter Operating Results

Appendix 2 – 2022 Fourth Quarter Water, Wastewater and Stormwater Operating Results

Appendix 3 – 2022 Fourth Quarter Capital Expenditures

Appendix 4 – 2022 Standard Program Capital Project Carryover Requests to 2023

Appendix 5 - 2022 Major Capital Project Carryover Requests to 2023

Appendix 6 - 2022 Standard Program Capital Project Carryover Requests to 2024

Appendix 7 - 2022 Fourth Quarter Capital Projects Update

Approval

Mike Mayes, CPA, CGA, DPA

Director of Financial Services

Esther Armchuk, LL.B

Commissioner, Corporate Services

Contact

Andrea Tang, CPA, CA

Manager, Finance & Accounting / Deputy Treasurer, atang@newmarket.ca (ext. 2104)

**Town of Newmarket
2022 Fourth Quarter
APPENDIX 1 - OPERATING RESULTS**

Departments	Year-to-Date to December 31, 2022			Full Year
	ACTUAL	BUDGET	VARIANCE	Budget
	\$	\$	\$	\$
Members of Council				
<i>Revenues</i>	11,261	-	11,261	-
<i>Expenditures</i>	1,367,865	1,322,183	(45,681)	1,322,183
Net surplus/(deficit)	(1,356,604)	(1,322,183)	(34,421)	(1,322,183)
C.A.O. - Office				
<i>Revenues</i>	315,738	264,520	51,218	264,520
<i>Expenditures</i>	4,162,604	3,968,850	(193,753)	3,968,850
Net surplus/(deficit)	(3,846,865)	(3,704,330)	(142,535)	(3,704,330)
Corporate Services				
<i>Revenues</i>	2,164,311	2,233,899	(69,588)	2,233,899
<i>Expenditures</i>	15,343,855	14,988,951	(354,905)	14,988,951
Net surplus/(deficit)	(13,179,545)	(12,755,052)	(424,493)	(12,755,052)
Fire Services				
<i>Revenues</i>	535,271	394,503	140,768	394,503
<i>Expenditures</i>	16,518,758	16,313,432	(205,326)	16,313,432
Net surplus/(deficit)	(15,983,487)	(15,918,929)	(64,558)	(15,918,929)
Community Services				
<i>Revenues</i>	6,667,562	9,333,044	(2,665,482)	9,333,044
<i>Expenditures</i>	29,009,967	30,537,604	1,527,637	30,537,604
Net surplus/(deficit)	(22,342,405)	(21,204,560)	(1,137,845)	(21,204,560)
Development & Infra. Services				
<i>Revenues</i>	5,145,438	5,575,920	(430,482)	5,575,920
<i>Expenditures</i>	16,632,396	18,257,567	1,625,171	18,257,567
Net surplus/(deficit)	(11,486,958)	(12,681,647)	1,194,689	(12,681,647)
Library Services				
<i>Revenues</i>	114,242	201,531	(87,289)	201,531
<i>Expenditures</i>	3,670,664	3,757,953	87,289	3,757,953
Net surplus/(deficit)	(3,556,422)	(3,556,422)	-	(3,556,422)
General Government				
<i>Revenues</i>	5,107,362	3,572,000	1,535,362	3,572,000
<i>Expenditures</i>	3,029,624	2,241,572	(788,052)	2,241,572
Net surplus/(deficit)	2,077,738	1,330,428	747,310	1,330,428
Debt Servicing				
<i>Revenues</i>	2,420,745	2,420,745	0	2,420,745
<i>Expenditures</i>	5,175,676	5,175,676	-	5,175,676
Net surplus/(deficit)	(2,754,931)	(2,754,931)	0	(2,754,931)
Property Taxes				
<i>Revenues</i>	70,023,567	69,963,175	60,392	69,963,175
<i>Expenditures</i>	-	-	-	-
Net surplus/(deficit)	70,023,567	69,963,175	60,392	69,963,175
Allocations				
<i>Revenues</i>	-	-	-	-
<i>Expenditures</i>	(2,604,452)	(2,604,452)	-	(2,604,452)
Net surplus/(deficit)	2,604,452	2,604,452	-	2,604,452
GRAND-TOTAL				
<i>Revenues</i>	92,505,497	93,959,337	(1,453,840)	93,959,337
<i>Expenditures</i>	92,306,957	93,959,337	1,652,380	93,959,337
Net surplus/(deficit)	198,539	-	198,539	-

Town of Newmarket

2022 Fourth Quarter

APPENDIX 2 - Water, Wastewater & Stormwater Operating Results

Area	Year-to-date (December 31, 2022)				Full Year Budget
	Actual	Budget	Variance		
	\$	\$	\$	%	
Water Rate Group					
<i>Revenues</i>	20,230,694	20,291,000	(60,306)	-0.3%	20,291,000
<i>Expenditures</i>	18,840,570	19,898,647	1,058,076	5.3%	19,898,647
Net	1,390,123	392,353	997,770		392,353
Wastewater Rate Group					
<i>Revenues</i>	23,318,370	23,684,000	(365,630)	-1.5%	23,684,000
<i>Expenditures</i>	21,201,191	22,687,908	1,486,717	6.6%	22,687,908
Net	2,117,178	996,092	1,121,086		996,092
Storm Water Rate Group					
<i>Revenues</i>	2,769,116	2,644,000	125,116	4.7%	2,644,000
<i>Expenditures</i>	2,091,639	2,315,076	223,437	9.7%	2,315,076
Net	677,477	328,924	348,553		328,924
Allocations					
<i>Revenues</i>	-	-	-	0.0%	-
<i>Expenditures</i>	2,589,601	2,589,601	-	0.0%	2,589,601
Net	(2,589,601)	(2,589,601)	-		(2,589,601)
Transfer To/ From Rate Stabilization Reserves					
<i>Revenues</i>		-	-	0.0%	-
<i>Expenditures</i>	1,595,177	(872,231)	(2,467,409)	282.9%	(872,231)
Net	1,595,177	(872,231)	(2,467,409)		872,231
GRAND-TOTAL					
<i>Revenues</i>	46,318,179	46,619,000	(300,821)	-0.6%	46,619,000
<i>Expenditures</i>	46,318,179	46,619,000	300,821	0.6%	46,619,000
Net	0	-	0		-

Town of Newmarket
2022 Fourth Quarter
APPENDIX 3 - CAPITAL EXPENDITURES

Commission / Department / Area	Actual 2022 (\$)	Budget 2022 (\$)	% of Spending
General Government			
	61,384	89,000	69.0%
Total	61,384	89,000	69.0%
Corporate Services			
Information Technology	785,006	1,594,000	49.2%
Legislative Services	-	27,000	0.0%
Asset Mgmt	258,459	340,400	75.9%
Total	1,043,465	1,961,400	53.2%
Community Services			
Recreation & Culture Services	-	23,000	0.0%
Facilities	2,257,295	2,400,000	94.1%
Parks	30,528	105,000	29.1%
Trails	32,004	280,000	11.4%
Total	2,319,827	2,808,000	82.6%
Development & Infrastructure Services			
Planning & Building	300,913	411,000	73.2%
Roads	15,763,187	16,183,700	97.4%
Water	1,171,042	8,571,800	13.7%
Wastewater	-	150,000	0.0%
Storm Water	795,327	780,000	102.0%
Facilities	-	-	0.0%
Parks	3,705,279	12,804,700	28.9%
Total	21,735,748	38,901,200	55.9%
Library Services			
	276,476	578,550	47.8%
Total	276,476	578,550	47.8%
Central York Fire Services			
	6,202,526	7,115,400	87.2%
Total	6,202,526	7,115,400	87.2%
Capital Provision		(1,976,550)	
GRAND TOTAL	31,639,426	49,477,000	63.9%

SUMMARY

Total Standard Program	21,671,200	23,950,850	90.5%
Total Major Projects	9,968,226	27,502,700	36.2%
Capital Provision		(1,976,550)	
Total	31,639,426	49,477,000	63.9%

Appendix 4 – 2022 Standard Program Capital Project Carryover Requests to 2023

Project	Business Unit	2022 remaining budget (\$)	Proposed changes to 2023 capital program (\$)
5219043 - Trail Lighting at Parks	Facilities & Parks	247,996	247,000
5222001 - Goose Management	Facilities & Parks	25,000	25,000
5222004 Town Light Standard & Strategy	Facilities & Parks	50,000	50,000
5222005 Story Pod Replacement	Facilities & Parks	-528	68,000
9199001 Computer Hardware & Software	Library	180,518	180,000
9122001 Library Rehab./Maintenance	Library	88,207	88,000
1317008 - Replace Tax Billing System	IT	100,000	100,000
1322001 - Enhance Technology Needs	IT	210,954	210,000
1322002 - Enhanced Cyber Security	IT	94,413	94,000
1322003 - Town Marquee Signs	IT	120,000	120,000
1322004 - Website Refresh	IT & Corporate Communications	250,036	250,000
1399002 Replace/Upgrade ERP Systems	IT	211,193	211,000
2119008 - CYFS Master Fire Plan	CYFS	23,456	23,000
2122001 Asst. Deputy, & Deputy Vehicles	CYFS	229,185	229,000
2122003 Firefighter PPE Washing Sys.	CYFS	39,234	39,000

Appendix 4 – 2022 Standard Program Capital Project Carryover Requests to 2023

Project	Business Unit	2022 remaining budget (\$)	Proposed changes to 2023 capital program (\$)
2122004 Fire Prevention Vehicle	CYFS	90,000	90,000
3220001 - Old Main St. Tertiary Plan	Engineering	8,649	8,000
3299004 Bridges and Culverts Program	Engineering	429,495	429,000
4099001 Stormwater Asset Management	Engineering	-15,327	60,000
4422001 Sewage Pump Station Maintenance	Public Works	150,000	150,000
4422002 Water & Wastewater Master Plan	Engineering	120,684	120,000
4422004 New Infrastructure Inspector Vehicle	Public Works	70,000	70,000
5222002 NW Quadrant Trails	Engineering	349,437	350,000
5222003 Parkette & Sports Pad	Engineering and Parks & Facilities	40,395	40,000
6818015 - Mulock GO Station Secondary Plan	Planning	90,000	90,000
6818020 - Community Energy Plan Implementation	Planning	9,265	9,000
6819060 - Urban Design Guidelines	Planning	21,692	21,000
6821001 Official Plan Review & Update	Planning	11,144	11,000
Total – Standard Program to 2023		3,245,098	3,382,000

Appendix 5 – 2022 Major Capital Project Carryover Requests to 2023

Project	Business Unit	2022 remaining budget (\$)	Proposed changes to 2023 capital program (\$)
2116074 - Station 4-5 Design & Construction	CYFS	150,937	150,000
2119006 Replacement of HazMat Truck	CYFS	377,436	377,000
1017100 Mulock House State of Good Repair	Mulock Project	2,701,145	2,701,000
1021003 Mulock House - Design & Construction	Mulock Project	3,367,714	3,367,000
1022001 Mulock Park Parking Lot	Mulock Project	28,024	28,000
1022002 Mulock House Adaptive Re-Use	Mulock Project	144,978	144,000
3299002 Fleet Replacements	Public Works	992,340	992,000
4417024 - Advanced Metering	Public Works	7,159,810	7,159,000
Total – Major Projects to 2023		14,922,384	14,918,000

Appendix 6 – 2022 Capital Project Carryover Requests to 2024

Project	Business Unit	2022 remaining budget (\$)	Proposed changes to 2024 Capital Spending Authority (\$)
3221001 Mulock Dr. Multi Use Path (MUP)	Engineering	235,123	235,000
5221002 Outdoor Rink - Ray Twinney	Engineering	2,612,090	2,612,000
Total – 2022 Projects to 2024		2,847,213	2,847,000

Appendix 7 - 2022 Fourth Quarter Capital Projects Update

Project	Scope	Time Line	Status Update	Estimated Project Cost	Department / Project Lead
William Dunn Parkette (Ward 6)	Small playground with play equipment at William Dunn Crescent	Location selection, consultation, scoping and design in 2022. Construction and Installation in 2023	Location selection and feasibility study underway. Waiting for endorsement of compliance plan with MECP.	TBD	Parks & Facilities
Clifford Perry Parkette (Ward 7)	Small playground with play equipment at Clifford Perry Place	Location selection, consultation, scoping and design in 2022. Construction and Installation in 2023	Location selected (land is owned by Region). Land transfer negotiation is underway.	\$500,000	Parks & Facilities
Glen Cedar Parkette, partner with YRDSB on their lands (Ward 3)	Playground, benches, trail connection	Location selection, consultation, scoping and design in 2022. Construction and Installation in 2023	Location selected.	TBD	Recreation & Culture and Engineering
Basketball/Sports Pad (Ward 4)	Hard level surface for multi-recreation use year round near Rogers Park	Location selection, consultation, scoping and preliminary design in 2022. Design completion and program for construction and installation in 2023.	Location selected after thorough review of all the potential locations.	\$500,000	Engineering
Basketball/Sports Pad (Ward 7)	Hard level surface for multi-recreation use year round near Environmental Park	Location selection, consultation, scoping and preliminary design in 2022. Design completion and program for construction and installation in 2023.	All potential locations are reviewed with a detailed list of Pros and Cons. Ideal site selected.	\$500,000	Engineering
Hollingsworth Park (Ward 3)	Initial design exercise	Scoping elements in 2022.	PIC was held on June 23 to gather public input for future design consideration. Initial design exercise to be launched.	TBD	Recreation & Culture
Skate Park	Construct a skate park outside west of Magna Centre	Design and construction started in 2021, completed in 2022.	Completed	\$1,904,000	Engineering
RJT Outdoor Rink	Construct an outdoor rink outside of RJT Complex	Design started in 2022	Design continues along with value engineering to review options in advance of finalizing the project.	TBD	Engineering
Library Windows	Address windows for birds safety	Identify solution in 2022 and implementation in 2023	Pilot project completed	\$90,000	Library and Parks & Facilities
Geese Management	Develop and implement goose management strategy	Development and implementation in 2023	Project is underway	\$25,000	Parks & Facilities
Mulock Multi-use Path	Construct Multi-use path along Mulock Drive	Design in 2022 and construction starts in 2023, completion anticipated 2024	Phase 1 (Bathurst to Yonge) construction tender will close March 2023; Phase 2 (Yonge to Harry Walker Parkway) design is 60% complete.	\$7.6 million	Engineering
Northwest Quadrant Trails	Design and construction NWQ Trails	Completion of design in summer 2022. Construction to begin 2023.	Tree removals contract awarded. Construction will start after tree removal work.	\$4.3 million	Engineering



Town of Newmarket
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Newmarket, Ontario, L3Y 4X7

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Updates to Procedure By-law, 2024 Meetings Schedule, and Hybrid Meeting Participation Policy Review Staff Report to Council

Report Number: 2023-15

Department(s): Legislative Services

Author(s): Kimiko Huguenin, Legislative Coordinator

Meeting Date: March 27, 2023

Recommendations

1. That the report entitled Updates to Procedure By-law, 2024 Meetings Schedule, and Hybrid Meeting Participation Policy Review dated March 27, 2023 be received; and,
2. That Council approve the attached amendments to Procedure By-law, 2020-12 as amended (**Attachment 1**); and,
3. That the 2024 Meetings Schedule for Council and Committee of the Whole be adopted (**Attachment 2**); and,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Purpose

This report seeks Council's approval to:

- Make housekeeping amendments to the Procedure By-law (**Attachment 1**); and,
- Adopt the 2024 Meetings Schedule for Council and Committee of the Whole (**Attachment 2**).

This report also serves as Staff's review of the Hybrid Meeting Participation Policy, as directed in report [2021-58](#).

Updates to Procedure By-law, 2024 Meetings Schedule, and Hybrid Meeting Participation Policy Review

Background

As part of every new term of Council, a review of the Procedure By-law is undertaken to ensure the By-law supports efficient and effective meetings. This report will seek approval to make housekeeping and best practice updates.

Council adopts their 2024 Meetings Schedule and this reports serves to seek that approval.

On August 30, 2021, Council adopted the [Hybrid Meeting Participation Policy](#) through Report 2021-58, which directed staff to report back in 2023 with a review of the Policy.

Discussion

Proposed Procedure By-law Updates (Attachment 1)

Staff recommend three updates to the Procedure By-law:

1. Remove Open Forum at Council meetings. Historically, this provided an avenue for the public to have informal discussions with Council at its meetings. The manner in which residents engage and access their elected official has changed. Members of the public can now connect with Council using other avenues such as email, social media, and at events.
2. One impact of the More Homes Built Faster Act, 2022 (Bill 23) is a requirement for Council to decide on planning matters quicker than before. As a result of these legislative changes, staff recommend that a Public Hearing Matters order of business be included for Committee of the Whole meetings to allow staff the flexibility to present planning matters to either meeting in order to meet the new legislated timelines.
3. By-laws do not need a first, second, and third reading to be deemed enacted, this language is recommended to be removed from the By-law for clarity.

An additional meeting efficiency process is also being recommended. Since proposed by-laws form part of the public agenda available on the Town's website, and since there is no legislative requirement for the Clerk to read the by-laws aloud it is recommended that the Clerk no longer read aloud by-laws. This will contribute towards making the meetings more efficient.

2024 Meetings Schedule for Council and Committee of the Whole Meetings and Scheduled Start Time (Attachment 2)

Each year, Council approves a draft schedule of meetings for the upcoming year. There may be occasions when additional special meetings are required. These meetings are not included in the schedule and are included on an as-required basis and will be published as part of revised schedule on the Town's website. Special Committee of the Whole meetings for the 2025 budget are expected to be scheduled in the Fall and will be announced at a later date.

Attachment 2 proposes a meeting schedule for 2024. Variations of the regular schedule include:

- There is a two week break in between meeting cycles in May to avoid scheduling a meeting on Tuesday, May 21, 2024 (Monday, May 20 is Victoria Day), which allows for meetings to generally be scheduled on Mondays.
- Special Council meetings have been scheduled on July 15, 2024 and August 26, 2024 as a placeholder for public hearing matters, if required.

Since June 2020, Council and Committee of the Whole meetings have been scheduled to begin at 1:00 PM. Staff support the continued scheduled start time as Newmarket Council and Committee of the Whole meetings are livestreamed and archived on the Town's website which means anyone can watch meetings at their own convenience. If a morning or evening meeting is required, it will be determined in consultation with the Mayor and Chief Administrative Officer and scheduled accordingly.

Review of Hybrid Meeting Participation Policy

Hybrid meetings have worked well and provide the following benefits to participants:

- Supports flexibility for elected officials, staff, members of the public and advisory committees to allow for greater attendance;
- Ensures that participants and members of the public receive the same level of engagement to meetings as the in-person and remote options are similar;
- Provides accessibility and inclusivity to meetings for participants and members of the public as this allows for visual and audio experiences for all individuals.

Staff recommend continued hybrid arrangement which is in line with the rest of the Corporation. Piloting of the Hybrid Meeting Participation Policy has concluded and staff recommend that the policy be adopted on a permanent basis.

Conclusion

This report recommends amendments to the Procedure By-law. Staff supports the continued scheduled start time for Council meetings and the continuation with the hybrid meeting participation.

Business Plan and Strategic Plan Linkages

This report aligns with one of Council's actions of creating an environment for an engaged, accessible and inclusive community through meeting efficiencies. Additionally, this report aligns with Council's Strategic Priority of Long-Term Financial Sustainability as moving to daytime Council meetings would mean fewer overtime hours being incurred by staff having to stay in the evenings to support meetings.

Consultation

The Planning and Building Services, and Legal and Procurement Services departments were consulted as part of this report.

Human Resource Considerations

None.

Budget Impact

None.

Attachments

Attachment 1 – Procedure By-law Amendment

Attachment 2 - 2024 Meetings Schedule for Council and Committee of the Whole Meetings

Approval

Kiran Saini, Acting Director of Legislative Services

Karthik Venkataraman, Acting Commissioner of Corporate Services

Contact

For more information please contact Kiran Saini at ksaini@newmarket.ca

Updates to Procedure By-law, 2024 Meetings Schedule, and Hybrid Meeting Participation Policy Review

Corporation of the Town of Newmarket

By-law 2023-XX

A By-law to amend By-law 2020-12, being a By-law to govern the proceedings of Council and Committee meetings.

Whereas Section 238(2) of the Municipal Act, 2001 provides that every municipality shall pass a procedure by-law for governing the calling, place, and proceedings of Meetings; and,

Therefore be it enacted by the Council of the Corporation of the Town of Newmarket as follows:

1. That subsection 26 (b) of By-law 2020-12 be replaced with the following:
 - a. The order of business for the Committee of the Whole is set out in the agenda as follows, where provided for:
 - i) Notice
 - ii) Additions & Corrections to the Agenda
 - iii) Conflict of Interest Declarations
 - iv) Public Hearing Matter(s)
 - v) Presentations & Recognitions
 - vi) Deputations
 - vii) Consent Items
 - viii) Action Items
 - ix) Notices of Motion
 - x) Motions Where Notice has Already Been Provided
 - xi) New Business
 - xii) Closed Session (if required)
 - xiii) Adjournment
2. That subsection 27 (b) of By-law 2020-12 be replaced with the following:
 - a. The order of business of Council is set out in the agenda as follows, where provided for:
 - i) Notice
 - ii) Additions & Corrections to the Agenda
 - iii) Conflict of Interest Declarations
 - iv) Public Hearing Matter(s)
 - v) Presentations & Recognitions
 - vi) Deputations
 - vii) Minutes
 - viii) Reports by Regional Representatives
 - ix) Consent Items and Recommendations from Committees
 - x) By-laws
 - xi) Notices of Motion
 - xii) Motions Where Notice has Already Been Provided
 - xiii) New Business
 - xiv) Closed Session (if required)
 - xv) Confirmatory By-law
 - xvi) Adjournment

3. That subsection 46 (a) of By-law 2020-12 be removed.

Enacted this 3rd day of April, 2023.

John Taylor, Mayor

Lisa Lyons, Town Clerk



Town of Newmarket 2024 Meetings Schedule

January 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	1 New Year's Day (Observed) Town Offices Closed	2	3	4	5	6
7	8	9	10	11	12	13
14	15 1:00 PM – CoW, Public Hearing Matter(s) with regular CoW items immediately following	16	17	18	19	20
21	22 1:00 PM – Council, Public Hearing Matter(s) with regular Council items immediately following	23	24	25	26	27
28	29	30	31			

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

February 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
				1	2	3
4	5 1:00 PM – CoW, Public Hearing Matter(s) with regular CoW items immediately following	6	7	8	9	10
11	12 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	13	14	15	16	17
18	19 Family Day Town Offices Closed	20	21	22	23	24
25	26 1:00 PM – CoW, Public Hearing Matter(s) with regular CoW items immediately following	27	28	29		

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

March 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
					1	2
3	4 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	5	6	7	8	9
10	11 March Break	12 March Break	13 March Break	14 March Break	15 March Break	16
17	18 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following	19	20	21	22	23
24	25 1:00 PM Council Public Hearing Matter(s) with regular Council items immediately following	26	27	28	29 Good Friday Town Offices Closed	30
31						

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

April 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	1 Easter Monday Town Offices Closed	2	3	4	5	6
7	8 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following	9	10	11	12	13
14	15 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	16	17	18	19	20
21	22	23	24	25	26	27
28	29 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following	30				

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

May 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
			1	2	3	4
5	6 1:00 PM Council Public Hearing Matter(s) with regular Council items immediately following	7	8	9	10	11
12	13	14	15	16	17	18
19	20 Victoria Day Town Offices Closed	21	22	23	24	25
26	27 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following	28	29	30	31	

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

June 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
						1
2	3 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	4	5	6	7	8
9	10	11	12	13	14	15
16	17 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following	18	19	20	21	22
23	24 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	25	26	27	28	29
30						

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

July 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	1 Canada Day Town Offices Closed	2	3	4	5	6
7	8	9	10	11	12	13
14	15 1:00 PM Special Council (placeholder for public hearing matters only)	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

August 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
				1	2	3
4	5 Civic Holiday Town Offices Closed	6	7	8	9	10
11	12	13	14	15	16	17
18 Association of Municipalities of Ontario (AMO)	19 AMO	20 AMO	21 AMO	22	23	24
25	26 1:00 PM Special Council (placeholder for public hearing matters only)	27	28	28	30	31

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

September 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
1	2 Labour Day Town Offices Closed	3	4	5	6	7
8	9 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following	10	11	12	13	14
15	16 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	17	18	19	20	21
22	23	24	25	26	27	28
29	30 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following					

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

October 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
		1	2	3	4	5
6	7 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	8	9	10	11	12
13	14 Thanksgiving Day Town Offices Closed	15	16	17	18	19
20	21 1:00 PM CoW, Public Hearing Matter(s) with regular CoW items immediately following	22	23	24	25	26
27	28 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	29	30	31		

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

November 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
					1	2
3	4	5	6	7	8	9
10	11 1:00 PM CoW Public Hearing Matter(s) with regular CoW items immediately following	12	13	14	15	16
17	18 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	19	20	21	22	23
24	25	26	27	28	29	30

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket 2024 Meetings Schedule

December 2024						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
1	2 1:00 PM CoW Public Hearing Matter(s) with regular CoW items immediately following	3	4	5	6	7
8	9 1:00 PM Council, Public Hearing Matter(s) with regular Council items immediately following	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25 Christmas Day Town Offices Closed	26 Boxing Day Town Offices Closed	27 Soft Close	28
29	30 Soft Close	31 Soft Close				

CoW – Committee of the Whole; if closed session required, held +/- 2:00 PM

CL - Council



Town of Newmarket

Minutes

Appointment Committee

Date: Wednesday, November 3, 2021
Time: 3:30 PM
Location: Electronic VIA ZOOM

Members Present: Councillor Twinney, Chair
Mayor Taylor
Deputy Mayor & Regional Councillor Vegh

Staff Present: L. Georgeff, Director of Human Resources
A. Walkom, Legislative Coordinator
J. Grossi, Legislative Coordinator

The meeting was called to order at 3:35 PM.
Councillor Twinney in the Chair.

1. Notice

Councillor Twinney encouraged members of the public to attend electronic Appointment Committee Meetings by emailing clerks@newmarket.ca.

2. Additions and Corrections

None.

3. Conflict of Interest Declarations

None.

4. Presentations and Deputations

None.

5. Approval of Minutes

5.1 Appointment Committee Meeting Minutes of September 30, 2021

Moved by: Tom Vegh

1. That the Appointment Committee Meeting Minutes of September 30, 2021 be approved.

Carried

6. Items

None.

7. Closed Session

1. That the Appointment Committee resolve into Closed Session to discuss the following matters:
 - Appointment Committee Meeting (Closed Session) Minutes of September 30, 2021
 - Vaccination Policy Update – Local Boards or Adjudicative Boards - Personal matters about an identifiable individual, including municipal or local board employees; as per Section 239(2)(b) of the Municipal Act, 2001.

The Appointment Committee resolved into Closed Session at 3:36 PM. The Appointment Committee (Closed Session) Minutes are recorded under separate cover.

The Appointment Committee resumed into Open Session at 3:55 PM.

7.1 Appointment Committee Meeting (Closed Session) Minutes of September 30, 2021

Moved by: Tom Vegh

1. That the Appointment Committee Meeting (Closed Session) Minutes of September 30, 2021 be approved.

Carried

7.2 Vaccination Policy Update – Local Boards or Adjudicative Boards

Moved by: John Taylor

1. That the confidential direction to staff be approved.

Carried

8. New Business

None.

9. Adjournment

Moved by: Tom Vegh

1. That the meeting be adjourned at 3:56 PM.

Carried

Councillor Twinney, Chair

Date



Town of Newmarket

Minutes

Appointment Committee

Date: Tuesday, March 7, 2023
Time: 11:30 AM
Location: Streamed live from the Municipal Offices
395 Mulock Drive
Newmarket, ON L3Y 4X7

Members Present: Councillor Kwapis
Mayor Taylor
Councillor Morrison

Staff Present: K. Reynar, Director of Legal and Procurement Services
K. Saini, Deputy Town Clerk and Manager of Legislative Services
S. Granat, Legislative Coordinator

The meeting was called to order at 11:39 AM.

1. Notice

The Deputy Town Clerk advised that the Municipal Offices were open to the public, and that members of the public could attend this meeting in person or view the live stream available at [Newmarket.ca/meetings](https://www.newmarket.ca/meetings). Residents who would like to provide comment on an item on this agenda were encouraged to provide their feedback in writing through email to Legislative Services at clerks@newmarket.ca or by providing a deputation electronically or in-person. He advised residents that their comments would form part of the public record.

2. Additions & Corrections

None.

3. Conflict of Interest Declarations

None.

4. Approval of Minutes

4.1 Appointment Committee Meeting Minutes of November 3, 2021

Moved by: Mayor Taylor

Seconded by: Councillor Morrison

1. That the Appointment Committee meeting minutes of November 3, 2021 be approved.

Carried

5. Items for Discussion

5.1 Appointment of Chair and Vice Chair

Moved by: Mayor Taylor

Seconded by: Councillor Morrison

1. That Councillor Kwapis be appointed Chair and Councillor Morrison Vice Chair.

Carried

6. New Business

None.

7. Closed Session

Moved by: Councillor Morrison

Seconded by: Mayor Taylor

1. That the Appointment Committee resolve into closed session to discuss the following matters:

Carried

The Appointment Committee resolved into closed session at 11:39 AM.

The Appointment Committee (Closed Session) Minutes are recorded under a separate cover.

The Appointment Committee resumed into open session at 12:16 PM.

- 7.1 Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board as per Section 239(2)(e) of the Municipal Act, 2001.**
- 7.2 Personal matters about an identifiable individual, including municipal or local board employees as per Section 239 (2) (b) of the Municipal Act, 2001**
- 7.3 Appointment Committee Meeting Minutes of November 3, 2021 (Closed Session)**

8. Adjournment

Moved by: Councillor Morrison

Seconded by: Mayor Taylor

- 1. That the meeting be adjourned at 12:17 PM.

Carried

Councillor Kwapis, Chair

Date



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

2022 Council Environmental Scan Staff Report to Council

Report Number: 2023-19

Department(s): Human Resources

Author(s): Tricia Quinlan, Director, Human Resources

Meeting Date: March 27, 2023

Recommendations

1. That the report entitled 2022 Council Environmental Scan dated March 27, 2023 be received; and,
2. That Council approve the recommended changes to Council remuneration in line with the report; and,
3. That Council provide direction on vehicle provisions as outlined in the report; and,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Purpose

This report intends to report out on the 2022 environmental scan, often referred to as the market review, undertaken relative to Council remuneration to ensure alignment with the Council Policy Statement on Council Compensation.

Background

The last environmental scan that was done relative to Council remuneration was in 2017. The market review indicated that Council remuneration was above the policy line of 66.67th to market. The next market review for Council would have been conducted in 2021; however, it was delayed due to the pandemic.

Associium Consulting started the market review for Council in August 2022 through invitations to the 13 Comparators: Ajax, Aurora, Barrie, Burlington, Caledon, Halton Hills, Markham, Milton, Oshawa, Pickering, Richmond Hill, Vaughan and Whitby. It is important

to note that due to the ongoing response to the pandemic and the ever-changing world of work there was a lack of response from the Town's comparators. Significant additional effort was required to obtain the information needed and the timeline was extended much later than originally anticipated.

The current Council Policy Statement, Council Compensation CO-1.03, provides:

- A market comparison of Members of Council compensation in the 3rd year of each four-year term of Council to affect and maintain a policy line relative to pay of 66.67th percentile of the marketplace at a minimum.
- Base pay for Members of Council is revised annually to reflect any economic adjustment applied to staff as at January 1 of every year or as otherwise determined.
- Alignment with the 13 comparators previously established.
- Public posting of the compensation schedule for members of Council

Discussion

In reviewing the information provided through the market review, it is important to consider the principles of:

- Fair treatment as well as fiscal accountability.
- Commitment to marketplace competitiveness relative to compensation for Members of Council

While all thirteen comparators provided information, Council roles differ in the designation of full-time or part-time and in the existence of a designated Regional Councillor. Therefore, the number of comparators to each role of Newmarket's Council will differ. The following findings were reported by Associum Consulting:

- The Newmarket Mayor (full-time) is:
 - the lowest paid of all Mayors when compared on Municipality paid compensation;
 - the lowest paid of all Mayors when compared to other municipalities in York Region;
 - paid more than only one (1) other Municipality where both Municipal and Regional compensation was paid;
 - paid below the market policy line of 66.67%, which is \$174,261
- The Newmarket Deputy Mayor/Regional Councillor (full-time) is:
 - paid lower than three (3) of the five (5) municipalities reporting a Regional Councillor and one (1) of the two (2) Comparators that paid less than Newmarket did not report compensation paid by the Region.
 - Paid below the market policy line of 66.67%, which is \$134,318
- The Town's Municipal Councillor (part-time) role is
 - paid higher than seven (7) of the eight (8) municipalities reporting part-time

Councillors. (Note: the highest reported value is considered to be an outlier, where the value is more than two times the next highest value).

- o paid above the market policy line of 66.67%, which is \$44,400.

Based on the policy line of 66.67 percentile, an adjustment to the Mayor and Deputy Mayor/Regional Councillor’s base pay would be appropriate; and no market adjustment for the Municipal Councillor pay, which is currently above the policy line. Please see the chart below.

Role	Current Municipal	Current Total	Recommended Municipal (66.67)	Recommended Total (66.67)	% Change
Mayor (F/T)	\$101,067	*\$162,219	\$113,109	*\$174,261	7.423%
Deputy Mayor/ Regional Councillor(F/T)	\$58,447	*\$119,599	\$73,166	*\$134,318	12.307%
Councillor (P/T)	\$52,191	\$52,191	\$44,400 - No Adjustment	\$44,400 – No Adjustment	N/A

*Inclusive of Regional remuneration of \$61,152

Benefits

Group benefits are generally in line with comparators with the exception of a few areas. Any adjustments to the Town’s group benefits would be applied to Council members as applicable.

One area that stood out for Council was the automobile allowance rate. As there was insufficient reported in the case of Regional Councillor and Ward Councillor, Human Resources undertook to secure additional data. Automobile reimbursement is provided in three different methods amongst the comparators: provision of a vehicle, a vehicle allowance, or mileage reimbursement per kilometer; the different methods are also applied for roles within the same Council. The chart below summarizes the information.

Role	Newmarket Current Provision	Total # of R	Vehicle Provided (# of R)	Vehicle Allowance (# of R)	Mileage per km (# of R)	Average	66.67%*
Mayor	Vehicle Provided	13	3	9	1	\$10,700	\$12,534
Deputy Mayor/ Regional Councillor	\$6,854	10	0	6	4	\$7,866	\$9,200
Councillor	\$6,092	12	0	8	4	\$7,157	\$8,622

R = Respondents *Council Policy Statement of policy line 66.67 percentile applies to base pay and is provided here as it relates to vehicle allowance.

Based on the additional information obtained, we can confirm the following:

- The provision of a Town vehicle for the Office of the Mayor remains competitive. Consideration could be given to establishing an allowance to create flexibility.
- The vehicle allowance for the Deputy Mayor/Regional Councillor is slightly below average and 3rd lowest compared to 6 respondents.
- The vehicle allowance for Municipal Councillor is the 4th lowest compared to 8 respondents.

Council could give consideration to an adjustment to the Deputy Mayor/Regional Councillor and Municipal Councillor allowances, noting that in five (5) of the six (6) comparators the Regional Councillor and Municipal Councillor roles are provided the same level of automobile allowance.

Conclusion

The information from the market review indicates the positions of Mayor and Deputy Mayor/Regional Councillor are below the policy line of 66.67th percentile to market and the Councillors are above the policy line. Adjustments to the Mayor and Deputy Mayor/Regional Councillor would be appropriate as applied using the Council Policy Statement.

Council should give consideration to adjustments to the vehicle allowances based on the comparator information provided, such as increases to the Deputy Mayor/Regional Councillor's and Councillors' allowance, and consideration of moving to a vehicle allowance for the Mayor.

For any adjustments an effective date of January 1, 2023 is recommended in keeping with past practice.

Business Plan and Strategic Plan Linkages

Council plays a key role in envisioning and establishing the strategic community plan and providing guidance to leadership to ensure the Town can deliver on that plan. Leadership at this level requires experienced, versatile, diverse and innovative individuals who are remunerated appropriately for their commitment to serve the Town and to clear the path for a long-term vision that delivers "*Well Beyond the Ordinary*".

Consultation

The information contained in this report is based on the Environmental Scan undertaken by Associum Consulting. Details of this report have been discussed with the CAO and Director, Financial Services.

Human Resource Considerations

None at this time.

Budget Impact

If adjustments to Council remuneration are made in line with the Council Policy Statement, the cost will be dependent upon the implementation date. As we are recommending a January 1, 2023, the cost of the base pay adjustments for Mayor and Deputy Mayor/Regional Councillor would be \$26,761 or an increase of 4.14% of total Council remuneration budget. Currently there is a provision in the 2023 budget relative to compensation and association benefits/payroll costs. This amount is sufficient to cover the adjustments effective January 1, 2023.

Attachments

None

Approval

Tricia Quinlan, Director, Human Resources

Ian McDougall, Chief Administrative Officer

Contact

Director, Human Resources

Chief Administrative Officer