

TOWN OF NEWMARKET

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Without a
sense of **caring**,
there can be no
sense of **community**.

— Anthony D'Angelo

RIGHT for so many reasons

WE COULD TELL YOU that 96% of our residents love it here. That this is one happy town. And you can afford to live here.

WE COULD TELL YOU that we are deeply committed to being green. That over 45% of our residents also work here. And our economy is thriving.

WE COULD TELL YOU that our trails and parks are extraordinary. That we have some of the best shopping in Ontario. And our hospital is world class.

WE COULD TELL YOU that we look like a city, but feel like a town. That Toronto is 30 minutes south. And cottage country is just 30 minutes north.

WE COULD TELL YOU that for three years in a row we have been named one of the best places to live in Canada and that Newmarket is right for so many reasons...

But why not flip through the pages of this report and find out for yourself!

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Message from the Mayor

Over the past 18 months, Newmarket Council and staff have worked together to continue to renew, revitalize, recreate and reimagine our community. Together, we are taking an extraordinary community and making it even better.



Tony Van Bynen
Mayor



Newmarket's social and economic history began in the 1800s, when Newmarket's founders gathered around an elm tree to trade goods.

The community's emergence as an important trade artery of the time is how we came to be known as the 'new market.'

Today, we have more than 85,000 residents and approximately 2,400 businesses, employing 40,000 people. Newmarket has become a desired destination for culture, shopping, parks, trails, restaurants, heritage, jobs and business.

It is no surprise that Newmarket has the highest live-to-work ratio in York Region and that for three years running we have been ranked one of the best places to live in Canada.

Over the past year and a half, we have made significant progress toward realizing our goal of *Renewing Newmarket*. This initiative is about preserving our existing neighbourhoods and green spaces while continuing to manage growth and plan for the Newmarket of tomorrow.

We have moved from concept to construction. This type of progress is the result of hard work, strong leadership, Council's vision and strategic partnerships. We have mapped out the direction of our future through our Economic Development Strategy, Official Plan and Cultural Master Plan.

As you flip through the pages of this report, you will soon discover the many reasons why Newmarket is right for you, your family and your business. This is not just about building roads and infrastructure; it is about building our future.

As we once again transform and reshape our identity as the 'new Newmarket,' we will remain rooted in tradition.

Tony Van Bynen
Mayor

2010-2014 Council



John Taylor,
Regional Councillor



Tom Vegh,
Councillor- Ward 1



Dave Kerwin,
Councillor- Ward 2



Jane Twinney,
Councillor- Ward 3



Tom Hempen,
Councillor- Ward 4



Joe Sponga,
Councillor- Ward 5



Maddie Di Muccio,
Councillor- Ward 6



Chris Emanuel,
Councillor- Ward 7

Message from the CAO

On behalf of senior
management and staff,
welcome to the
Town of Newmarket
2010/2011 Community
Report.



Over the past 18 months, we have continued to transform our community by always striving toward our vision of being *well beyond the ordinary*. I am proud to be leading a team of motivated, committed staff that is dedicated to providing service excellence on the strategic direction of Council.

Looking back, some of our most significant milestones include the opening of the Newmarket Riverwalk Commons, which has quickly become a staple of our community. We have made great strides in the area of economic development by welcoming SunEdison, a world renowned solar energy provider whose move here has created approximately 400 homegrown jobs.

We have launched a Service Review Program to continue to ensure that our organization is run as efficiently and effectively as possible, and that we continue to balance fiscal responsibility with the delivery of first-rate services to our residents.

We have also continued to work closely with York Region on the pre-construction and co-ordination of the vivaNext rapid transit system and have been putting plans in motion for significant intensification in our urban growth centres, including Yonge Street and Davis Drive.

As we look forward, we will continue to plan and implement policies that support well-managed growth, while preserving our past heritage and sense of community. Our *Renewing Newmarket* initiative will continue to evolve with the revitalization of the historic Old Town Hall and the finalization of the Town's Secondary Plan.

We have a bright and exciting future ahead of us. Newmarket will remain a dynamic community that offers the perfect balance of liveability and economic prosperity. Together we will ensure that Newmarket remains one of the best places to live in Canada, efficiently!

Bob Shelton
Chief Administrative Officer



Bob Shelton
Chief Administrative Officer

2011 Milestones

A little birdie said: "Love, love, love the outdoor rink at #Newmarket Riverwalk Commons. Thanks @TownofNewmarket!"



96 per cent of residents are satisfied with living in Newmarket, according to the 2010 community survey.

Newmarket's 2009/10 Community Report wins the top award from the Economic Developers Council of Ontario (EDCO).

The Town's Celebrate the Arts Gala raises more than \$31,000 to enhance arts and culture in the community.



Newmarket opens its new urban park and officially reveals the park name chosen by residents – Newmarket Riverwalk Commons!



The community celebrates the opening of the newly renovated Newmarket Community Centre and Lions Hall and takes the inaugural skate on the new outdoor rink.

January February March April May June July August September October November December



Newmarket is once again named one of the 25 Best Places to Live in Canada by MoneySense magazine.

22 new recruits join Central York Fire Services to continue to ensure the health and safety of Newmarket and Aurora residents.



Newmarket partners with SunEdison, a leading solar energy service provider, to install solar panels on designated municipal facilities.

Newmarket honours the new class of Sports Hall of Fame inductees.

Newmarket LEED Silver Operations Centre will prevent over 400 tonnes of CO₂ from entering the environment each year

“Unless someone like you cares a whole awful lot, nothing is going to get better, it’s not.”

— The Lorax, Dr. Seuss

Our Environmental Roots

Eco-friendly Operations Centre paves the way for Newmarket’s future

In September 2010, Newmarket opened the doors to its new 65,000 square-foot, environmentally-friendly Operations Centre. Built to Leadership in Energy and Environmental Design (LEED) Silver standards, the Operations Centre received the 2009 Award of Excellence from *Canadian Architect* magazine. This green facility consolidates a number of municipal services, reduces the carbon footprint and provides the necessary capacity to service the Town’s \$1 billion worth of assets for the next 25 years and beyond. Geothermal heating, a green roof and storm water collection for irrigation are just a few of this facility’s environmental features. This state-of-the-art facility will reduce energy use by 44 per cent and water usage by

40 per cent while also preventing over 400 tonnes of CO₂ from entering the environment each year.

Town takes top honours in Clean Air Commute Challenge

In 2010, Newmarket employees won the Pollution Probe Clean Air Commute Challenge, out of 67 participating organizations throughout the GTA. Taking part in this challenge enabled staff to reduce CO₂ emissions by approximately 95 kg in just one week – an amount that would take two newly planted trees approximately 10 years to convert back into oxygen. This challenge was facilitated by Smart Commute Central York, a program of the Newmarket Chamber of Commerce that helps organizations encourage their staff to bike, walk, carpool or use public transit to and from work.

The Town of Newmarket has been a proud partner and supporter of Smart Commute since its inception in 2007. Over the past five years, this program has reduced greenhouse gas emissions by 567,000 kg and saved commuters approximately \$1 million in travel expenses.

Honeywell retrofit program delivers sweet savings

In an effort to lower greenhouse gas emissions and utility costs, the Town of Newmarket partnered with Honeywell Canada to perform an audit and retrofit program of various municipal facilities. Since 2007, the approximate savings realized is over \$980,000. As a result of higher than anticipated energy savings, it is estimated that the Town will recover its initial investment in this program in just 7 years, rather than 10 years as originally estimated. A true win-win for the

bottom line and the environment, this program saves approximately 560 tonnes of CO₂ from entering the atmosphere each year. This is the equivalent of removing more than 80 cars from Newmarket’s roads annually.



“We have a responsibility to look after our planet. It is our only home.”

— The Dalai Lama

Newmarket branches out tree preservation efforts

Throughout 2011, approximately 800 trees were planted in Newmarket as part of the community's annual planting program. The Town has various tree preservation initiatives in place, including a street tree program, bylaws for the protection of woodlots, and a Tree Preservation, Protection, Replacement and Enhancement Policy. Newmarket's Official Plan outlines a target to increase the current level of tree cover of the entire Town from 9 to 12 per cent.

Newmarket turns off and takes a stand for Earth Hour

In 2011, for the fourth consecutive year, Newmarket residents and businesses successfully reduced electricity during the world-wide 'Earth Hour' on March 26. In addition to encouraging the community to participate in Earth Hour, the Town led by example by turning off and reducing lighting at various Town buildings and facilities.

With an overall reduction of approximately 5 per cent, Newmarket more than doubled the provincial average of 2 per cent. As recorded by Newmarket-Tay Power Distribution, the electricity saved was the equivalent of taking approximately 1,900 homes completely off the grid for one hour.

Partnership for Climate Protection (PCP)

As an active member of the Partnership for Climate Protection program created by the Federation of Canadian Municipalities, Newmarket is well on its way to developing a community strategy for reducing greenhouse gas (GHG) emissions.

Newmarket is helping to be part of the solution by participating in this program, which is a performance-based model used to guide municipalities. The Town is in the process of completing two out of the five milestones, which include creating a GHG emissions inventory and developing a local action plan. A Town Committee has been established and in 2012 the Committee will continue to work toward completing additional milestones and implementing actions aimed at reducing GHG emissions.

Our Community

96 per cent of residents are satisfied with living in Newmarket

In 2010, Newmarket conducted a town-wide survey to gauge resident satisfaction with the municipality and its service levels. Out of almost 900 survey participants, 96 per cent were satisfied with living in Newmarket and nearly 80 per cent were satisfied with the services offered by the Town. As rated by residents, the top five services provided by the Town include: fire and emergency services, yard waste collection, interaction with the Customer Service Centre, garbage and recycling collection, and community special events. These results validate Newmarket's ongoing commitment to community satisfaction and customer service excellence. Newmarket has also been recognized by *MoneySense* magazine three years in a row as one of the 25 Best Places to Live in Canada.

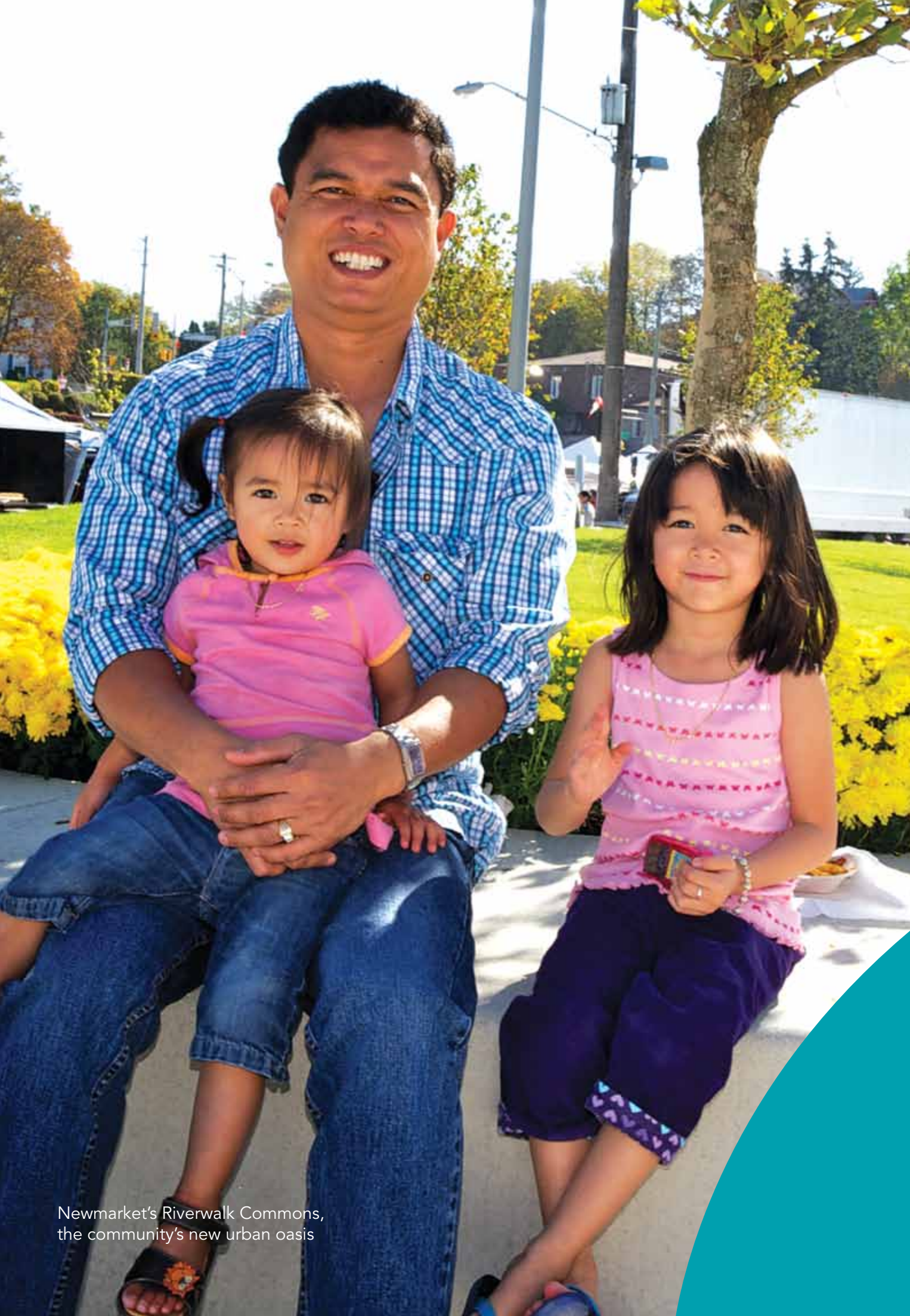
Newmarket maps the way for culture

In 2011, Newmarket began seeking resident feedback on an important cultural mapping initiative that will result in an extensive database of cultural assets and will help shape future economic development in the community. This project is funded through the Creative Communities and Prosperity Fund through the Ministry of Tourism and Culture. The goal of cultural mapping is to identify and document all of the community's tangible cultural assets, such as arts and heritage organizations, cultural occupations and industries, as well as intangible cultural assets like stories and traditions that are unique to Newmarket. When completed, the cultural map will be available through an interactive mapping tool and will support cultural tourism and revenue opportunities.

“Never doubt that a small group of thoughtful, committed citizens can change the world.

Indeed it is the only thing that ever has.”

— Margaret Mead



Newmarket's Riverwalk Commons,
the community's new urban oasis

Things will be great when you're downtown

As the famous song says, there's 'no finer place for sure'... this of course is referring to...downtown. Downtown Newmarket is no exception. It is a special gathering place where the old and new converge through a variety of shops, buildings and community spaces.

Identified as the centre for culture and entertainment in the Town's **Cultural Master Plan**, Newmarket invested millions of dollars in

2010 and 2011 to rejuvenate and revitalize Main Street and surrounding areas. As a key part of downtown revitalization, the Town offers various Financial Incentive Programs which generate 3.5 times the private sector investment for every municipal dollar invested.

With funding from the Provincial and Federal governments, the Town recently completed Newmarket Riverwalk Commons, renovated and expanded the existing Community Centre and approved the draft design to restore the historic Old Town Hall. These three major initiatives greatly enhance the downtown area and will continue to help drive cultural and economic development in the future.

Last fall, Newmarket residents, merchants and visitors gathered to celebrate the opening of **Newmarket Riverwalk Commons**, the community's newest landmark. This 8.4-acre urban park includes a summer water feature that transforms to a winter skating rink, and an outdoor performance area for concerts, displays and community and cultural events.

The completion of the Riverwalk Commons represents an important missing link that connects the Town's entire trail system, uniting Newmarket with neighbouring communities and creating a beloved gathering place for Newmarketonians of all ages.

An integral part of this new landmark is the recently revitalized **Newmarket Community Centre and Lions Hall**. The Town partnered with the Newmarket Lions Club, an instrumental community group, which donated \$400,000 to offset the capital

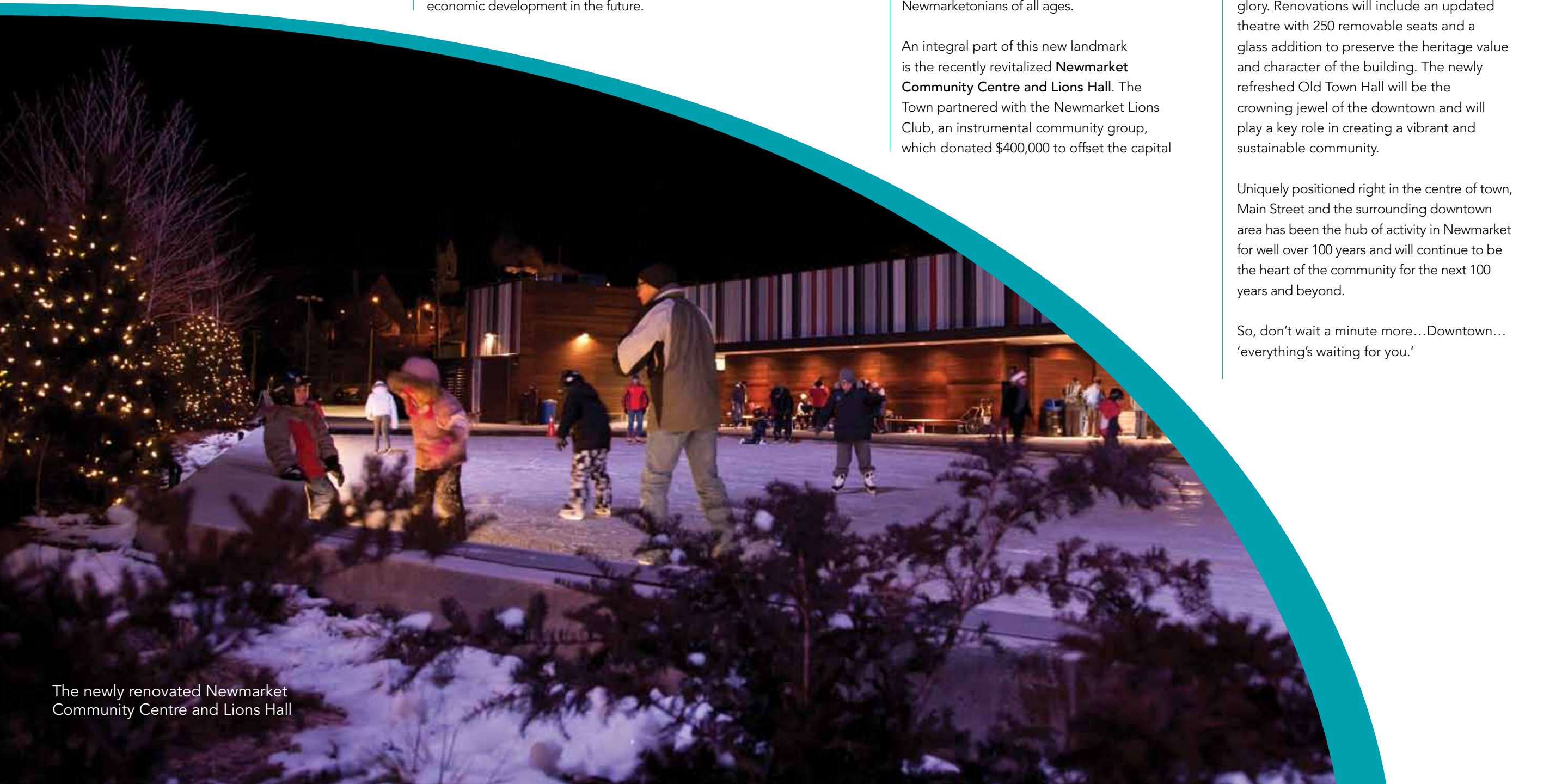
expenses of the renovations. The Community Centre is a cornerstone of the community, providing much-needed, year-round space for social, cultural and recreational activities.

Often referred to as the living room of the community, Newmarket's downtown has been significantly redecorated over the past couple of years. The makeover will continue in 2012 as work gets underway to revitalize the historic Old Town Hall.

The restoration of the **Old Town Hall** will make the building fully accessible and restore the historical landmark to its former glory. Renovations will include an updated theatre with 250 removable seats and a glass addition to preserve the heritage value and character of the building. The newly refreshed Old Town Hall will be the crowning jewel of the downtown and will play a key role in creating a vibrant and sustainable community.

Uniquely positioned right in the centre of town, Main Street and the surrounding downtown area has been the hub of activity in Newmarket for well over 100 years and will continue to be the heart of the community for the next 100 years and beyond.

So, don't wait a minute more...Downtown... 'everything's waiting for you.'



The newly renovated Newmarket
Community Centre and Lions Hall

A little birdie said:
 “#ilovenewmarket because it has
 grown greatly in numbers, but
 still has stayed a quaint,
 safe place to live,
 work and shop!”

Newmarket launches trail guide

The Town of Newmarket recently released an award-winning trail guide highlighting the community's more than 44 kilometres of walking and biking trails. In 2011, the final link was completed in Newmarket's Tom Taylor Trail, linking Newmarket to neighbouring communities. As part of the Nokiidaa trail system, which stretches more than 20 kilometres from Aurora to Holland Landing, the Tom Taylor Trail is a convenient link to many of the Town's parks and green spaces. Newmarket's vast trail system promotes a healthy lifestyle, reduces vehicle emissions by encouraging walking and cycling and brings the community together to enjoy the great outdoors. Newmarket's trail guide is available at the Customer Service Centre, 395 Mulock Drive or online at www.newmarket.ca.

Newmarket is a social butterfly

Recognized by the Association of Municipalities of Ontario as a best practice in municipal social media, Newmarket has joined the cyber world and is utilizing a variety of social media forums to interact and connect with residents. Social media are some of the most effective and economical tools for communications. With approximately 1,500 Twitter followers, 10,000 views on the Town's YouTube channel and two million impressions on a recent Facebook survey,

social media have become staples in how the Town communicates and does business. The Town's most viewed YouTube video, GLOW, is an employment branding video that highlights various Town staff members and the impact they have on the community in various ways. The Town has also created videos for various other municipal events and activities including the opening of Newmarket Riverwalk Commons, the Holland River Clean-up and Earth Hour. All of Newmarket's YouTube videos were created utilizing student expertise from Ryerson University with minimal cost and resources. Newmarket also has a presence on FLICKR and issues a number of electronic newsletters, including Newmarket Now and the Downtown Dish.

Newmarket plants the seeds for community gardens

In spring 2011, in collaboration with the York Region Food Network, Newmarket opened its first community garden for the growing season. Located on Mulock Drive, Newmarket's community garden is composed of 65 plots and each plot donates a portion of the harvest to the local food bank. The Town works closely with volunteers and local community groups to prepare, plant and maintain the gardens.

Dog paddling at Gorman Pool during *New'bark'et*, one of the Town's many new events launched in 2011

“Coming together is a beginning. Keeping together is progress. Working together is success.”

— Henry Ford

Our Collaborative Spirit

Government to government – everyone wins

In 2011, Newmarket partnered with its neighbours in northern York Region, known as the N6 (Aurora, East Gwillimbury, Georgina, Newmarket, King and Whitchurch-Stouffville), to save \$750,000 on joint insurance premiums. The N6 have worked together closely in recent years to look for innovative and collaborative ways to reduce costs and realize efficiencies. In 2006, the N6 joined forces on a joint garbage collection contract which saved \$11 million over 10 years.

Newmarket teams up with SunEdison for a greener planet and a better future

Newmarket recently welcomed SunEdison, North America’s largest solar energy provider, to the community. SunEdison is producing its first Canadian-made solar panels in Newmarket. Newmarket was selected as the community of choice based on a shared commitment to environmental sustainability, access to a skilled workforce, affordability, and the supportive and responsive nature of the municipality. The addition of SunEdison to Newmarket’s business community aligns perfectly with the Town’s Economic Development Strategy. The result is the creation of 400 homegrown jobs. The Town has also partnered with SunEdison to have

solar panels installed on designated municipal facilities. This solar panel sustainability program will allow the Town to continue to generate green jobs, deliver clean green energy and contribute to the financial sustainability of the community.

Better Together: Building a bright future through partnerships

Much of Newmarket’s success is based on the strong partnerships that have been created both within the community and beyond our borders.

One of the best examples of a successful partnership is the **Newmarket Economic Development Advisory Committee (NEDAC)**. Since 2007, the Town of Newmarket has worked closely with a key group of business professionals in the community. NEDAC has offered invaluable advice and support and was integral in helping to shape the Town’s Economic Development Strategy.

Moving forward, much of the Economic Development Strategy will largely be shaped by the health and knowledge sectors.

From 1998 – 2010, there was a 107 per cent employment increase in the health and social services sector and a 116 per cent increase in business and professional services over the same time frame. For the first time ever, the health and social services sector surpassed retail as the highest level of employment in Newmarket.

This is in no small part due to the success of **Southlake Regional Health Centre** (Southlake). Once a modest community hospital, Southlake is now one of the most modern and progressive health care facilities in the country. Southlake will not only play a vital role in the quality of care provided to the community, but in the economic future as well. The Economic Development Strategy outlines the potential to create 1,200 – 1,400 new jobs at Southlake.

A joint partnership with Southlake was one of the initiatives that recently put Newmarket on the world stage, by attracting delegations from Finland and Italy to our community.

In addition to Southlake, Newmarket has a number of strategic partnerships with community groups, organizations and other levels of government that ensure we are well positioned for the future. Two important ventures currently underway will greatly enhance the community’s technological capabilities, including the **Shared Digital Infrastructure (SDI) Project** and the **i-Canada Declaration**.

The **SDI Project** created partnerships between the Town, the Newmarket Public Library, Southlake, the Chamber of Commerce and Newmarket-Tay Power. These partnerships will continue as the Town moves towards developing a potential broadband strategy.

Through similar collaborations, Newmarket will seek opportunities to help enhance, upgrade and integrate the Town’s technological infrastructure. This will ultimately increase economic development opportunities by attracting new talent and investment to the community in order to create a 21st-century knowledge-based economy.

In line with SDI is the Town’s commitment to the **i-Canada Declaration**. Newmarket has joined forces with municipalities across the country to support and encourage this initiative. The goal is to ensure that Newmarket becomes an intelligent community and that Canada becomes one of the world’s leaders in the global technological movement by 2020.

Whether it’s working with the members of the community, neighbouring municipalities or communities from across the nation or around the globe, Newmarket will continue to embrace the ‘Better Together’ philosophy and create partnerships that will continue to make this community one of the best places to live in Canada.

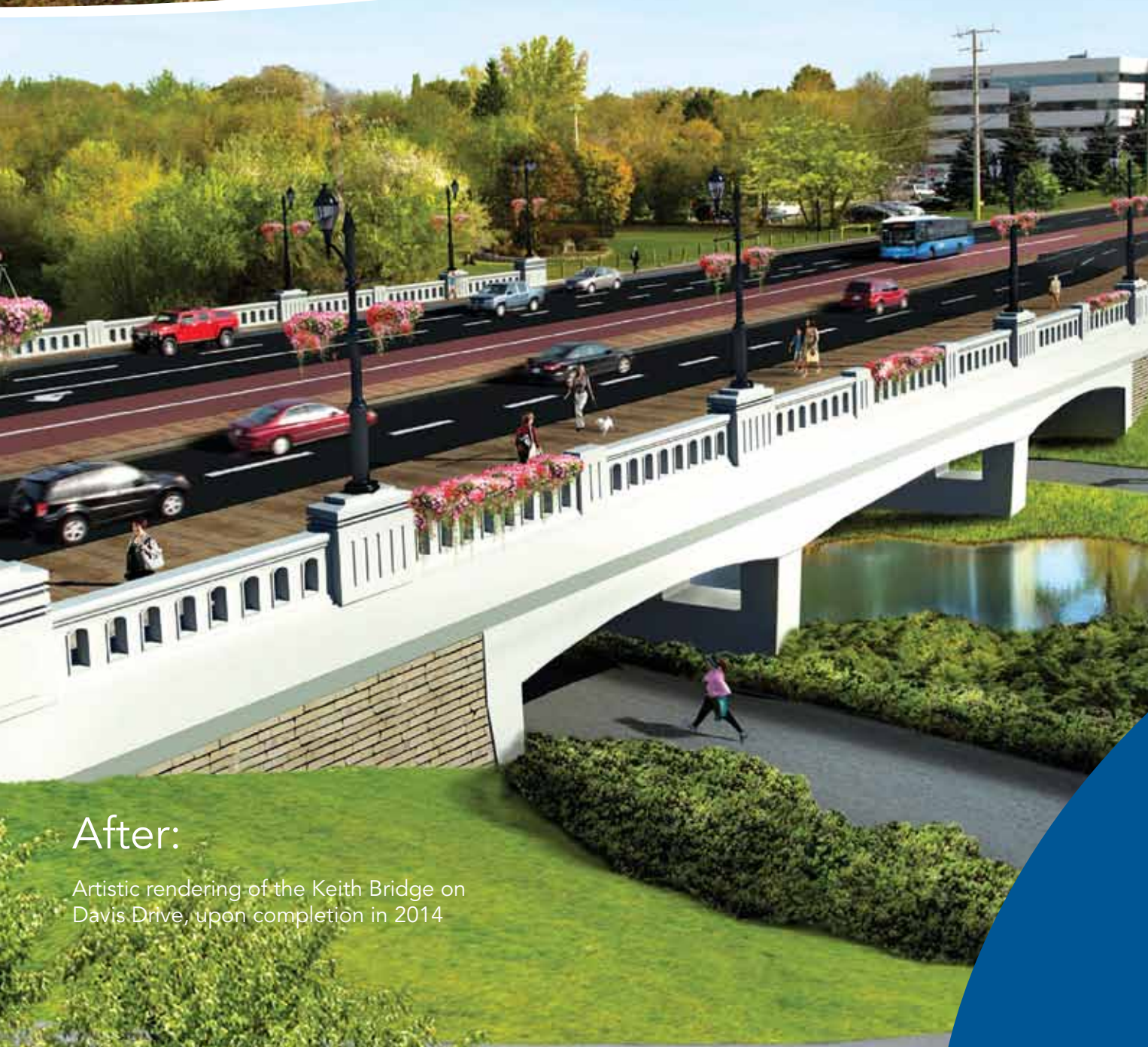


Southlake Regional Health Centre



Before:

Keith Bridge, 2011



After:

Artistic rendering of the Keith Bridge on Davis Drive, upon completion in 2014

Our Future

The Best is yet to come: Newmarket Now, Newmarket Next

Something big is happening in Newmarket. Right now, a rapid transit system that will completely transform public transit in the community is beginning to take shape. The vivaNext rapid transit system will have the largest impact on transportation in Newmarket since the arrival of the railroad.

This is no ordinary construction project. In 2010, 21 buildings along Davis Drive were removed in preparation for the construction of vivaNext. The Town of Newmarket worked closely with Viva and organizations like Habitat for Humanity to ensure that 85 per cent of building materials from the buildings removed were reused, recycled and diverted from landfill.

In 2011, preparation and pre-construction continued to prepare Davis Drive for dedicated rapid transit lanes. Work commenced on reconstruction of the Keith Bridge. Working closely with the Town's Heritage Committee, the renovated Keith Bridge will reflect the community's rich architectural heritage and will be a testament to the history of transportation in Newmarket, through public art along the bridge.

Road widening is scheduled to begin in 2012 with an estimated completion date of 2014. This long-term vision will not only provide a safe, convenient alternative to driving, it will also completely transform Davis Drive. Urban design elements such as pedestrian-friendly boulevards and green, open space will ensure that this area becomes an inviting environment for new development. Over time, Davis Drive will be redefined as an attractive urban destination to work, dine, relax, live and shop.

“ The future is not completely beyond our control. It is the work of our own hands.”

— Robert F. Kennedy

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

— Jane Jacobs

Weaving the fabric of a liveable community

All towns and cities have their own unique tapestry. What gives a place its character is a combination of history, heritage, landmarks, culture and people. What makes a place liveable includes a number of factors related to the natural and built environment, transportation, art and strategic planning.

A liveable city is a place where trails and pedestrian facilities connect the entire community. An ecologically, socially and financially sustainable place where big city conveniences and small town charm intertwine. A dynamic, walkable, family-friendly location, with unending options for things to do, including shopping, dining, recreational activities, festivals and events. Just like a puzzle, all of the pieces are starting to fall into place for Newmarket as we strive towards being a truly liveable community.

With a number of tools already in place, including the Official Plan, the Economic Development Strategy and the Cultural Master Plan, Newmarket has a roadmap that will ensure future vitality, prosperity and liveability.

With the vivaNext rapid transit system established, it will allow for further intensification in the Town's urban corridors, which include:

- Yonge-Davis Provincial Urban Growth Centre
- The Yonge Street Regional Centre and
- The Regional Healthcare Centre

By concentrating growth in designated areas, it will protect the integrity of the Town's fabric. Pockets of urban amenities will be interwoven among existing neighbourhoods and green spaces. Shaped by the Town's Secondary Plan, over the next 30 years, these urban centres will evolve into vibrant, thriving, safe, walkable areas filled with outdoor cafes, restaurants and public artwork. Diverse and rich in culture, these pockets will accommodate 60 to 250 people and jobs per hectare.

The recently completed Riverwalk Commons, the weekly Farmers' Market, historic Main Street and a trail system that spans the entire community from north to south, are just a few of the pieces that are already in place in Newmarket's Liveable Community puzzle. The next key piece will be the revitalization of the Old Town Hall.

The Town will continue to focus on the Renewing Newmarket initiative which is about taking an extraordinary community and making it even better. Like a quilt, Newmarket's fabric will be colourful and unique. Each aspect will be equally important, weaving together a balance of big and small, city and country, old and new.



Yonge Street and Davis Drive, 2010



Artistic rendering of what Yonge Street and Davis Drive could look like in the future

Message from the Treasurer

The Town of Newmarket is a diverse and complex organization. Our services range from putting out fires to constructing watermains, from ploughing the snow to providing hundreds of recreational events and programs each year.



It is a \$569 million business with approximately \$100 million in annual revenues.

We deliver service excellence to our residents and make Newmarket one of the best places to live in Canada. We provide quality programs and services to maintain a high level of community satisfaction – 96 per cent in the latest community survey. We make strategic community investments, which in 2011 included the Newmarket Riverwalk Commons and the new consolidated Operations Centre. We take steps to ensure long-term financial sustainability.

Last year, these steps included initiating a Service Review Program, building reserves to meet future infrastructure needs, and 6-year financial plans for our water and wastewater services.

We also need to consider global financial uncertainty. With this in mind, we preserve a responsible and affordable tax levy that responds to current and future needs. Newmarket has maintained a competitive tax rate by promoting efficiency and seeking innovative alternative revenue sources. The goal is to reduce our dependency on the property tax levy which currently provides 45 per cent of the Town's revenues.

Moving forward, for us to succeed at all of this, we will continue to increase our public consultation and engagement within the community. There is a two-pronged approach to this.

First, there will be more opportunities for our residents to become involved in the 2013 budget process. We will continue to build on our successes of the past and explore some exciting new ideas.

Second, my goal is to make the Treasurer and the Finance department more approachable – an attempt to humanize the bean counters.

And, as always, we look forward to your feedback.

Mike Mayes
Treasurer, Director of Financial Services



Mike Mayes
Treasurer, Director of Financial Services

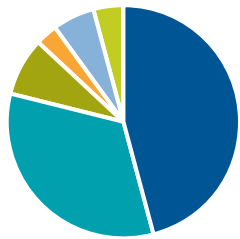
Our Fiscal Responsibility

The Town of Newmarket is committed to creating a stable financial foundation for the community. The following financial highlights provide an overview of Newmarket's 2011 budget. Newmarket's complete financial statements, audited by Grant Thornton, are available online at www.newmarket.ca or by contacting the Finance department at 905-895-5193.



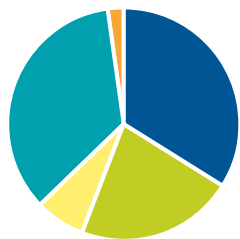
- Town of Newmarket
- School Board
- York Region

PROPERTY TAX	\$	%
Town of Newmarket	44,416,890	32%
School Board	41,850,341	31%
York Region	50,259,731	37%
TOTAL 2011	136,526,962	100%



- Property Tax
- User charges
- Government transfers
- Development charges
- Investment income
- Other

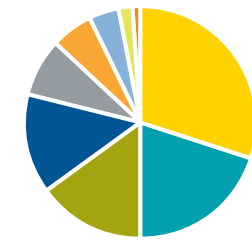
FUNDING SOURCES	\$	%
Property Tax	44,416,890	46%
User charges	31,698,804	33%
Government transfers	6,149,710	6%
Development charges	8,064,076	8%
Investment income	3,826,380	4%
Other	3,428,073	3%
TOTAL 2011	97,583,933	100%



- Assets under construction
- Linear assets
- Vehicles, equipment and other
- Land and land improvements
- Buildings

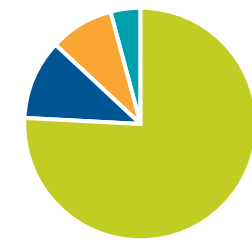
2011 INVESTMENT IN TCA	\$	%
Assets under construction	7,307,856	34%
Linear assets	4,809,565	22%
Vehicles, equipment and other	1,572,159	7%
Land and land improvements	7,421,570	35%
Buildings	343,369	2%
TOTAL	21,454,519	100%

OPERATING EXPENSES	\$	%
Water, wastewater and solid waste	26,996,290	30%
Facilities, parks and trails	18,439,562	20%
Roads, bridges and sidewalks	13,236,432	15%
Fire and emergency	12,684,006	14%
Community programs and events	7,054,670	8%
Planning and development	5,267,480	6%
Library	3,385,890	4%
Bylaws and licensing	1,984,020	2%
Corporate support and governance	858,540	1%
TOTAL	89,906,890	100%



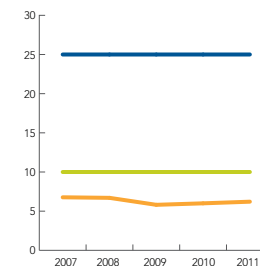
- Water, wastewater and solid waste
- Facilities, parks and trails
- Roads, bridges and sidewalks
- Fire and emergency
- Community programs and events
- Planning and development
- Library
- Bylaws and licensing
- Corporate support and governance

WHAT WE OWN	Amount (\$)	Percentage (%)
Tangible capital assets	432,090,193	76%
Newmarket Hydro Holdings Inc.	60,254,203	11%
Cash	52,465,410	9%
Receivables, prepaids, inventory and surplus land	25,898,179	4%
TOTAL	570,707,985	100%



- Tangible capital assets
- Newmarket Hydro Holdings Inc.
- Cash
- Receivables, prepaids, inventory and surplus land

WHAT WE OWE	Actual	Town debt limit policy	Provincial debt limit regulation
2007	6.77%	10%	25%
2008	6.70%	10%	25%
2009	5.81%	10%	25%
2010	6.00%	10%	25%
2011	6.04%	10%	25%



- Provincial debt limit regulation
- Town debt limit policy
- Actual

What's Not to Love about Newmarket?

Whether it's admiring the changing leaves in Fairy Lake Park in the fall, or ice skating at the Newmarket Riverwalk Commons...

Maybe it's planting spring trees in the Environmental Park or the hustle and bustle of Main Street on a warm summer day...

No matter what the season, there are so many reasons to fall in love with Newmarket.

Visit us and discover for yourself what's not to love about Newmarket.



Main Street Newmarket
(Photo Courtesy of Tied Photo and Film)



Come fall in love
with Newmarket