



OFFICE OF THE CAO/STRATEGIC INITIATIVES
 TOWN OF NEWMARKET
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 Newmarket, ON L3Y 4X7 905.895.5193

March 24, 2017

**OFFICE OF THE CAO/STRATEGIC INITIATIVES
 INFORMATION REPORT 2017- 02**

TO: Mayor Van Bynen and Members of Council
 SUBJECT: Annual - Q4 2016 Municipal Administration and Management Report
 ORIGIN: Office of the CAO/Strategic Initiatives

In accordance with the Town’s Procedural bylaw, any Member of Council may make a request to the Town Clerk that this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.

COMMENTS

This report serves as the CAO’s annual, fourth quarter administrative update to Council on municipal management and operations as well as updates on matters affecting Council’s Strategic Priorities as linked in the chart below.

Council Strategic Priority	Report / Memorandum	Report #
Community Engagement	2016 Fourth Quarter Report - Customer Services	2017-01
Efficiency / Financial Management	2016 Preliminary Fourth Quarter Report – Operating, Investment and Capital Budget Summary	2017-13
	Capital Projects Status Report – Q4 2016	---

BUSINESS PLAN AND STRATEGIC LINKAGES

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

CONSULTATION

This report has been prepared in consultation with members of the Operational Leadership Team, building on previous quarterly, semi-annual and annual reports in 2016.

HUMAN RESOURCE CONSIDERATIONS

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

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

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

CONTACT

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



Bob Shelton, Chief Administrative Officer

RNS/cw

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



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March 24, 2017

REPORT – INFORMATION REPORT # 2017 - 01

TO: Mayor Van Bynen
Members of Council

c.c.: Operational Leadership Team
CAO & Commissioners

SUBJECT: Customer Service Department 2016 Year End Update

ORIGIN: Supervisor, Customer Service Centre
Supervisor, Kiosk Customer Service

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

COMMENTS

This report provides Members of Council with the highlights, overall results, and trends for 2016 as well as the key areas of focus in 2017, for the Customer Services Department.

It has been over 12 years since the Customer Services department opened for the residents of Newmarket. Since May 2004, assistance has been provided to over 1.6 million contacts. Telephone, walk-in/ counter, email and post-mail have been the primary channels to contact the town since opening and, more recently, self-serve, mobile applications and social media are available for those who wish to access information or contact the town in these fashions.

The Town's Customer Relations Management (CRM) tool, *Access Newmarket*, has been utilized since 2005 tracking all contacts made from all channels. *Access Newmarket* allows us to manage service requests, ensure issues are responded to in a timely manner, and analyze and provide trends to staff and council for almost 12 years. In combination with our telephony system and CLASS point of sale software, we have been able to compile more detailed statistical data each year. This information helps business units prepare budget requests, identify opportunity areas and support recommendations related to the hiring and allocation of resources. We strongly encourage all Members of Council to direct requests for service or customer issues to the Customer Services Department or the Executive Assistant to Members of Council so that we can avoid redundancies, improve efficiencies and provide even better customer service to residents of the Town of Newmarket.

In 2014, “enhanced services” were introduced at the Customer Service Kiosks at the Ray Twinney Complex & Magna Centre. Since that time, over 500,000 customers have accessed services from the team of strong Customer Service professionals working out of these locations. With these additional service locations open during later service hours, increased opportunities for online payments, mobile applications such as *My Waste*, and a revamped website, residents are better able to access services at their convenience than before.

Over 285,000 customer contacts were made to the Customer Services Department in 2016. These contacts were made by phone, counter, e-mail, mail, social media, online self-serve inquiries and Newmarket’s *My Waste* mobile application. Also, the Customer Service counters at Town Hall have remained open on the evenings Council is in session and, more recently, the call centre. Residents have been able to access services until 8:00 p.m. on these evenings.

With the addition of the newly renovated Old Town Hall, the Town of Newmarket’s Customer Service department has started to expand its points of contact for residents with this fourth customer service location, and continuing to provide more services, to more people, well beyond the ordinary.

As a means of generating revenue while supporting our external partners, the Customer Services Department entered into a service agreement in 2016. Newmarket’s Customer Services department entered into a partnership with the Town of Georgina whereby the Manager of Corporate Customer Services for the Town of Newmarket is providing assistance to their CAO and senior leadership team in the creation of a service delivery strategy and business model that best meets their organizational structure and corporate environment. We continue to look for additional ways to increase revenues, become more efficient and provide more support to internal and external partners.

In 2016, the Customer Complaint Policy (CORP.1-10) was rolled out to all staff. The Supervisor, Customer Services trained all staff in all departments, across the three commissions and the Executive Offices on the new policy. Its purpose is to create a process for the disposition and escalation of complaints related to services by the Town, while supporting transparency and accountability.

Our focus for 2017 is to continue our efforts in identifying and closing any service delivery gaps, working even more closely with our departmental stakeholders, while promoting ourselves as a strong partner for internal and external customers.

Service projects are planned for the upcoming year including:

- Upgrades to the CRM & Telephony systems,
- A replacement of our Recreation program registration system, and our Point of Sale software,
- Digital signage and way finding system,
- Introduction of new *TixHub* Box office software
- New online tools such as Parking exemption requests and Large items sticker purchase

Preliminary discussions are also underway related to a partnership with the Township of King. We will be supporting them in the introduction of a corporate customer service strategy, including

possibly training for front line staff. This initiative also represents a revenue opportunity for the department.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

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

CONSULTATION

Not applicable to this report.

HUMAN RESOURCE CONSIDERATIONS

Not applicable to this report.

BUDGET IMPACT

None

CONTACT

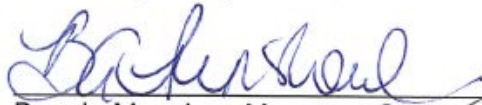
For more information on this report contact: Hayley Fryer (hfryer@newmarket.ca or ext. 2706) or Jamie Boyle (jboyle@newmarket.ca at extension 2254).



Hayley Fryer, Supervisor, Customer Service Kiosks



Jamie Boyle, Supervisor, Customer Service Centre



Bonnie Munslow, Manager, Corporate Customer Services



Ian McDougall, Commissioner Community Services

JRB

Attachments:

- Year End Summary Reports – Customer Service Centre & Customer Service Kiosks
- Total CSC Contacts Handled vs. Service Requests – 2011 - 2016
- Contact Sources 2016- Customer Service Centre
- Contact Sources 2016 - Customer Service Kiosks
- 2016 Departmental Breakdown – Customer Service Centre

Year End Summary Report – Customer Service Centre

For period ending December 31, 2016

Summary	2014	2015	2016
• Total Customer Contacts ¹	112,279	110,735	106,072
• Total Calls Answered	79,361	76,119	74,205
• Counter Interactions	27,945	29,624	30,751
• Service Requests ²	8,124	8,145	7,912
• Service Requests Percentage ³	10.9%	10.9%	10.7%
• Average call wait time (<i>seconds</i>)	0:19	0:21	0:20
• Average Length of Call (<i>minutes</i>)	1:26	1:33	1:33
• Abandonment Rate (Target Rate ≤ 8%) ⁴	4.9%	5.4%	5.6%
• Service Levels (Target Rate 80%) ⁵	82.0%	80.0%	81.1%

1 Includes: All Phone, Counter, Mail, E-mail, Access Newmarket Self-Serve, and the MY Waste APP.

2 Service requests where a ticket was assigned to another department for action.

3 Service requests as a percentage of Town of Newmarket customer contacts after transfers.

4 Abandonment rate is the % of callers who hang-up before the call is answered.

5 Percentage of calls answered within 20 seconds

Key Drivers for 2016

- 2016 has shown an overall decrease (4,663) in the total contacts made to the Customer Service Centre compared to 2015. Total volume has been decreasing each year since opening in 2004 and is reflective of the higher reliance on electronic services (on-line parking ticket and tax payments, purchase of pet tags, registration into recreation programs, etc.). Also, our new website provides easier access to information and more and more information is being shared through social media channels.
- The breakdown of types of service inquiries and requests shows:
 - Waste collection inquiries represent 4.1% of the total contacts made to the Customer Service Centre in 2016; a decrease from 8.7% and 7.3% in 2014 and 2015, respectively. This can be partially attributed to improved service delivery from our waste provider, stronger messages pushed out on our social media feeds, and to the support provided by our Curbside Collections Inspector.
 - 21.8% of transactions or inquiries are related to tax payments;
 - The number of counter interactions increased by 1,127 in 2016, and has continued to increase since 2013;
 - Bylaw & Parking related issues made up 15.3 % of all contacts received, a decrease from 17.4% in 2015.
 - Residents made 1041 “requests for parking enforcement” in 2016, compared to 987 residents who made a “request for exemption” asking for permission to park on our roadways, a difference of 51 contacts. (51.3% vs. 48.7%)

2016 Highlights

- **Old Town Hall Services.** Customer Service launched another satellite customer service location in the newly renovated Old Town Hall, in Q4 2016.
 - **Extended Hours.** On days that Council is in session, the Customer Service Centre extended its service hours to provide counter and call centre services, on a pilot basis.
 - **Partnerships.** Our Customer Service Department provided support to the Town of Georgina as they begin to create a Customer Service strategy for their municipality.
 - **Corporate Training.** In 2016, the new Customer Service Complaint Policy (CORP.1-10) training was provided to all staff across the organization.
 - **Commissioning.** In 2016, Customer Service partnered with Legislative Services to deputize and train all Customer Service Associates to be the main contacts to provide Commissioning services to residents or businesses that require the service.
-

Year End Summary Report – Kiosk Customer Services

For period ending December 31, 2016

<u>Summary</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
• Total Customer Contacts¹	164,126	175,415	179,271
• Total Calls Answered	16,855 ²	15,441	16,033
• Counter Interactions ³	144,864	158,835	161,114
• Average Wait Time (<i>seconds</i>)	0:13	0:12	0:12
• Average Length of Call (<i>minutes</i>)	1:24	1:31	1:31
• Abandonment Rate (Target Rate ≤8%) ⁴	5.0%	4.5%	4.4%
• Service Levels (Target Rate 80%) ⁵	62.8%	81.8%	80.1%
• Service Requests ⁶	182	377	428
• Service Requests Percentage ⁷	0.12%	0.20%	0.22%
• YRT Tickets and Passes Sold ⁸	97	825	1,322

1. Total contacts includes all counter interactions, calls answered and CLASS accounts manually activated

2. Started tracking data on Feb. 11/14

3. Includes counter questions, transactions and membership entries at Magna and RJT

4. Abandonment rate is the % of callers who hang up before the call was answered

5. Percentage of calls answered within 20 seconds

6. Service requests where a ticket was assigned to another department for action

7. Service requests as a percentage of total customer contacts (after transfers)

8. Sale of York Region Transit tickets was introduced in November 2014

2016 Highlights – Kiosk Customer Services

- **Call Volumes:** Call volumes increased slightly in the second half of 2016 when compared with 2015. This was a result of new initiatives including the Fitness Centre and the transition to the Lifesaving Society as our swimming lesson provider.
- **Customer Service Kiosks continue to offer Enhanced Services:** Enhanced service transactions continue to climb at the Magna Centre and Ray Twinney Complex Customer Service Kiosks. 2016 saw a 20% increase in these transactions when compared with 2015. The feedback from residents remains positive, specifically regarding ease of access and operational hours.
- **York Region Transit Partnership:** The sale of YRT tickets and passes continues to increase at the Magna Centre. 2016 saw a 37% increase of sales when compared with 2015. The YRT discount voucher program was launched in January 2016 and throughout the year we assisted an average of 11 recipients per month with access to regional transit.
- **Program Withdrawals and Refunds:** In 2016 the Customer Service Department worked closely with Recreation and Culture to increase efficiencies around clients requesting withdrawals and refunds for registered programs. Associates at the Customer Service Kiosks and Customer Service Centre now process most of these requests on the spot, only involving

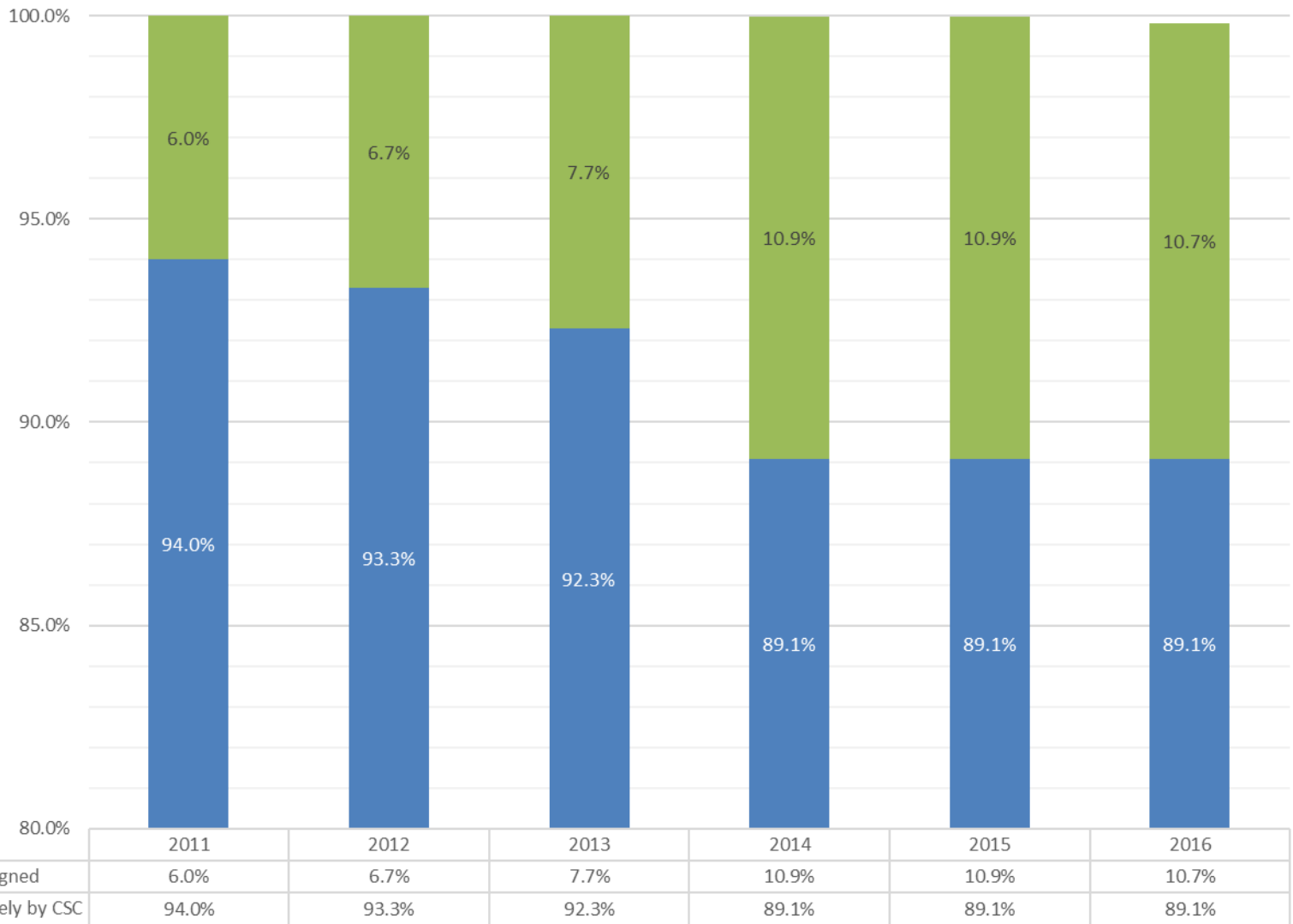
Recreation staff for escalated issues. This has decreased the amount of time that the customer spends waiting for a resolution. In October of 2016, we also added an online option for customers to make these types of requests.

- **CS Kiosk Associates Support the Fitness Centre:** On December 1st, Associates at the Magna Centre began selling Fitness Centre Memberships. Membership sales have now been extended to the Ray Twinney Complex Kiosk and Customer Service Centre. The Customer Service Department has worked closely with Recreation and Culture to establish and communicate Fitness Centre information, processes and policies. We will continue this partnership as the Fitness Centre commences operation in 2017.
- **CS Kiosk Associates Utilize “Access Newmarket”:** Customer Service Kiosk Associates continue to use Customer Relation Management software (CRM). The data collected is used to help identify trends and volumes and is useful to multiple departments.

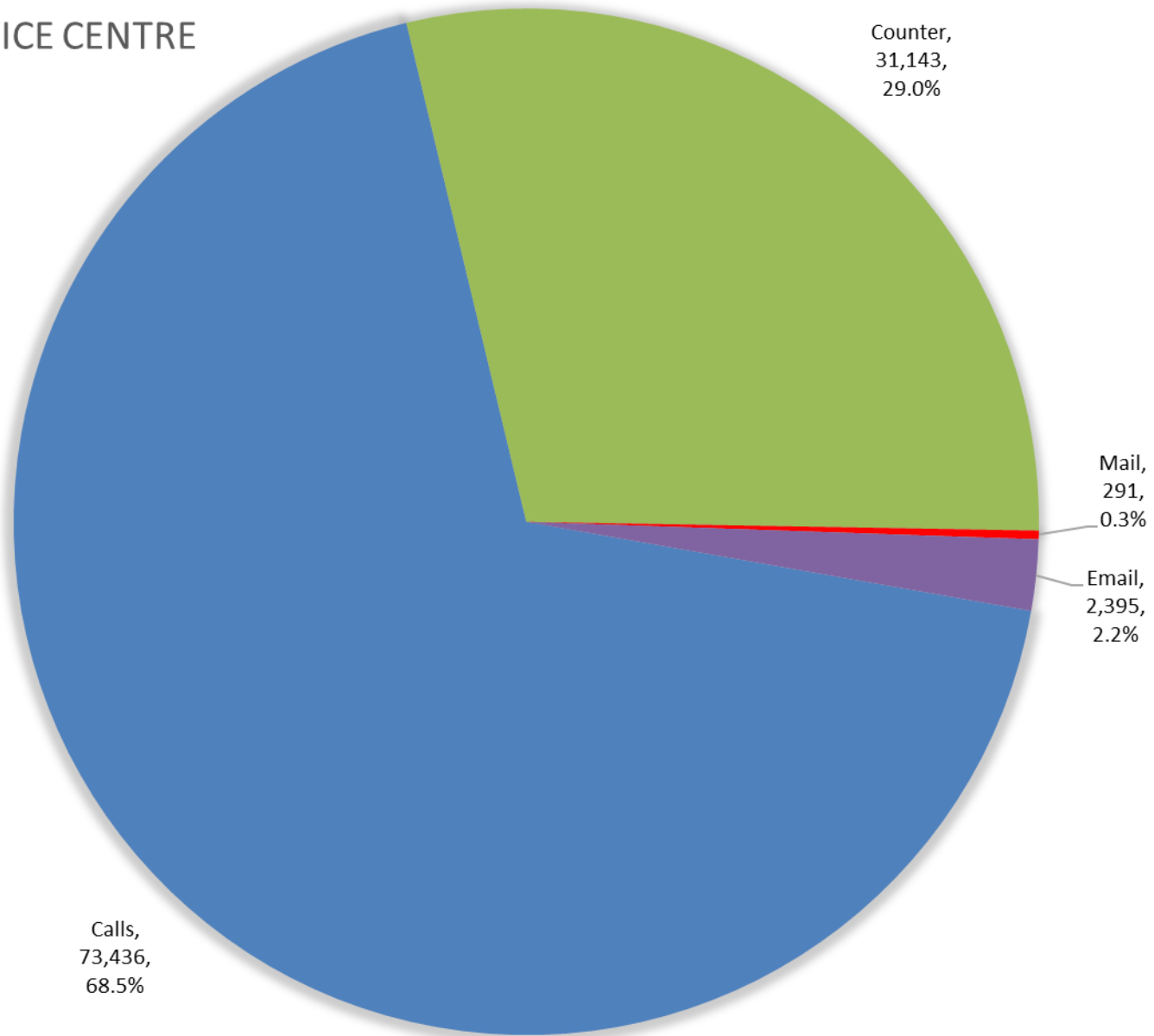
2017 Priorities

- Continue to promote the Town of Newmarket as a potential partner for service partnerships.
- To continue to develop and promote Kiosk Customer Service into a valuable service option for residents and patrons of the Town of Newmarket.
- Utilize the Town of Newmarket’s new website to offer more online services.
- Promote self-service through pre authorized tax payments, online pet licensing, parking ticket payments, program registrations, and other online services.
- Work more closely with staff supporting the Mayor and Councillors’ offices to better coordinate efforts and identify emerging issues.
- Continue to deliver customer service training for staff providing service to internal and/or external customers. Offer this training to other municipalities as a revenue generating opportunity.
- Partner with the lead and co-lead of the Even Better Customer Service corporate Action Team in order to understand and adopt recommendations identified through this very important initiative.
- Launch “Live Chat” pilot in partnership with the Innovation Team to provide residents an online channel to access information and services while utilizing our website.

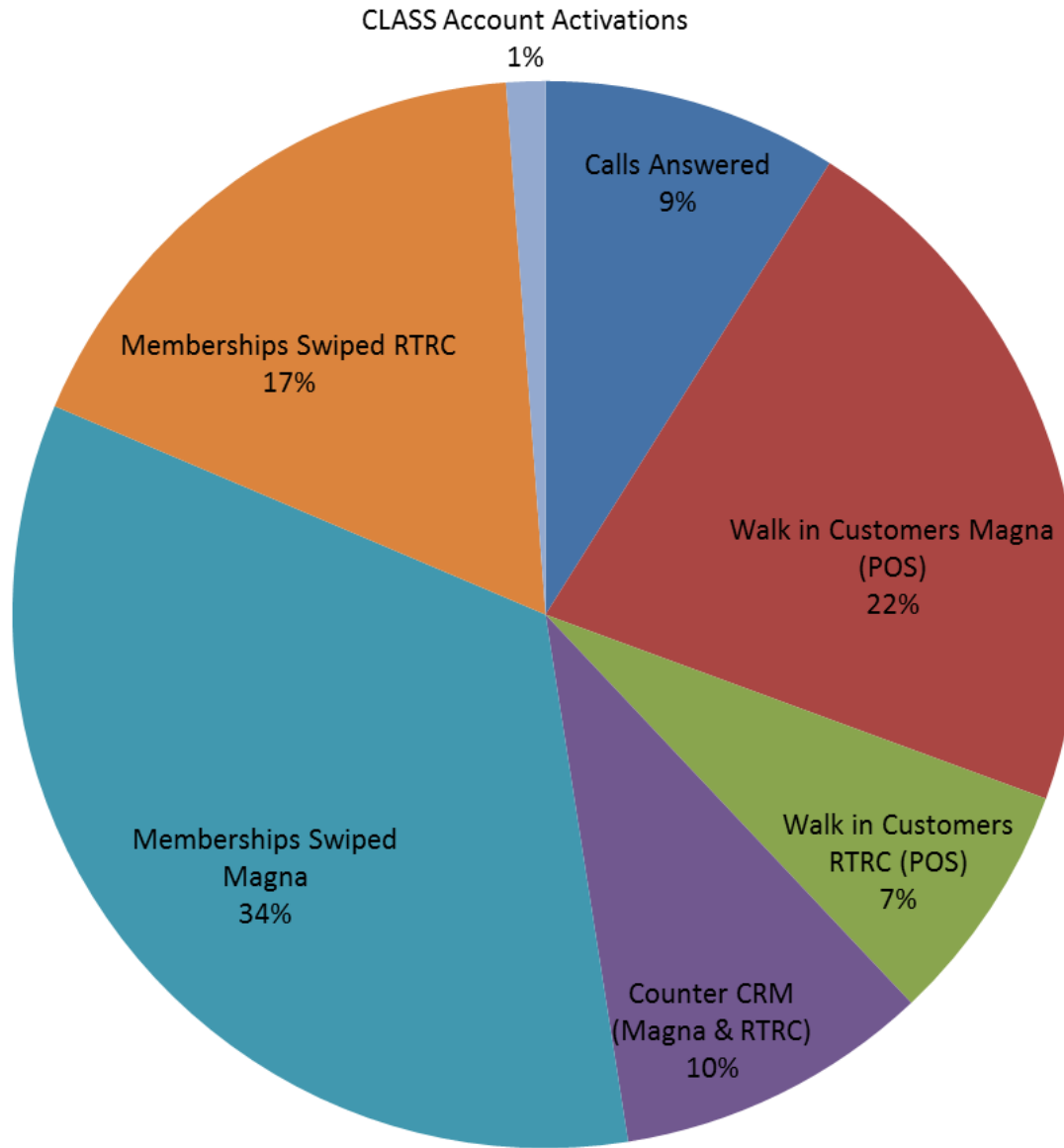
Total Contacts Handled by CSC vs. Service Requests Customer Service Centre 2011-2016



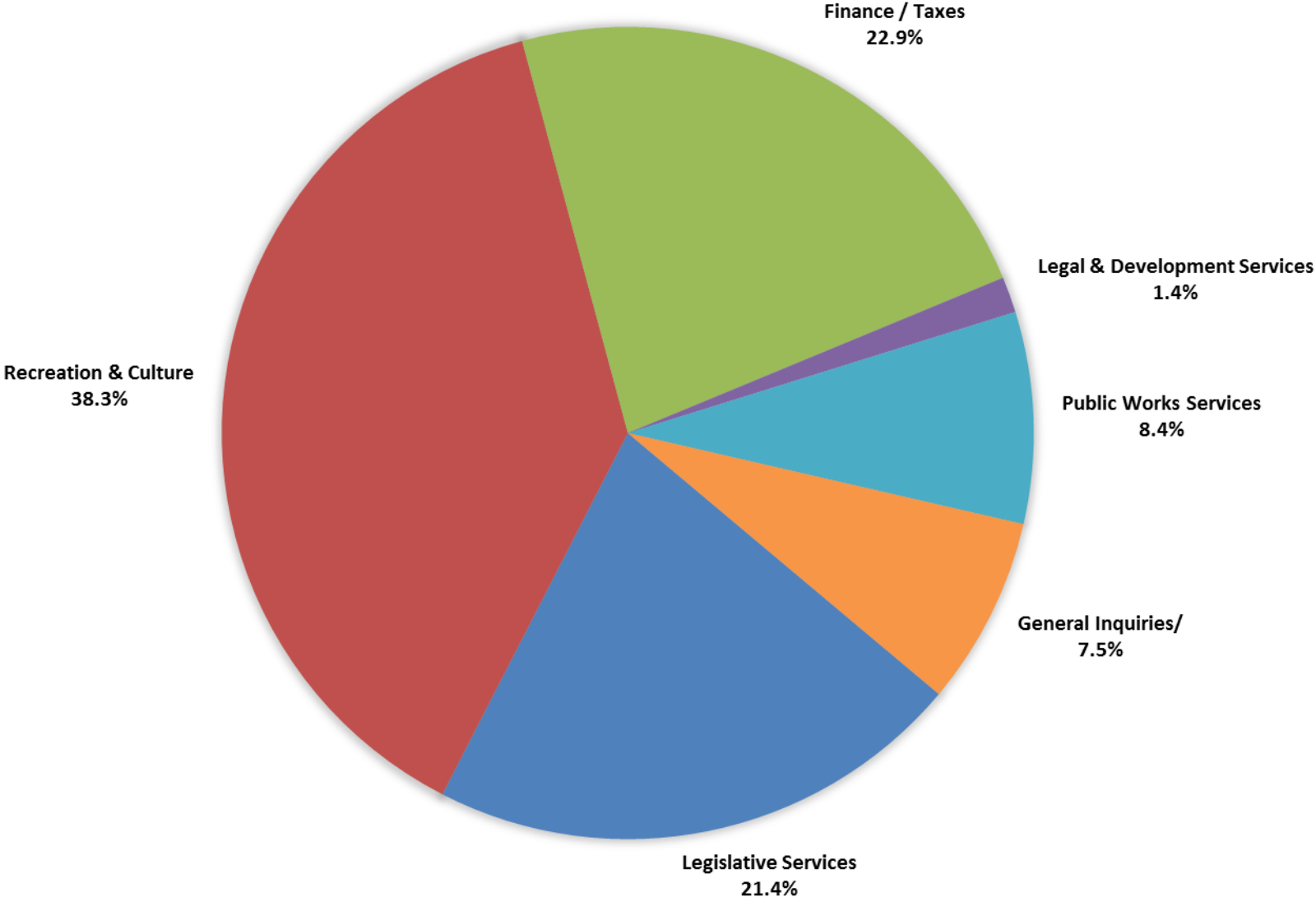
CONTACT SOURCES 2016
- CUSTOMER SERVICE CENTRE



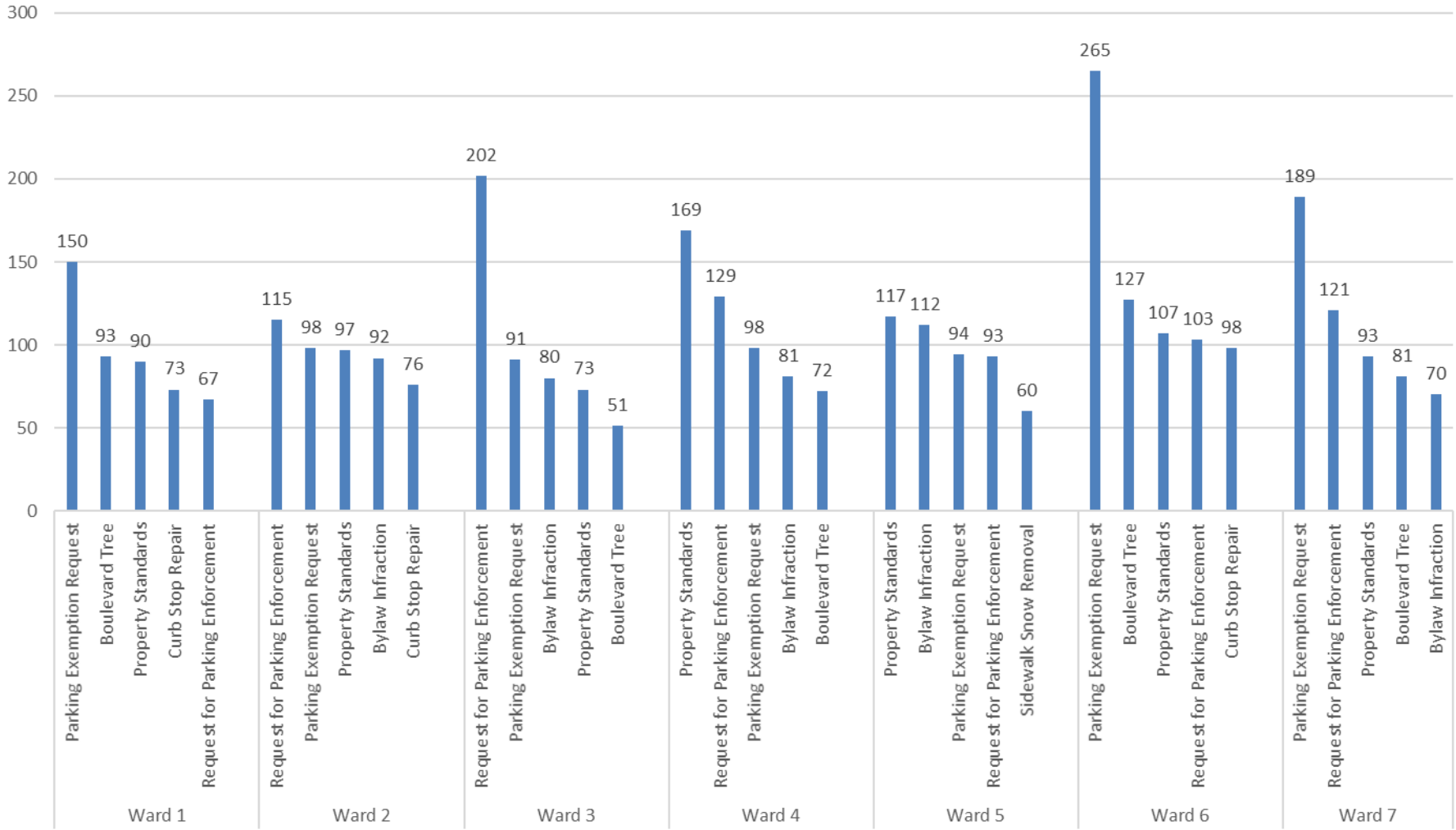
2016 Contact Sources - CS Kiosks



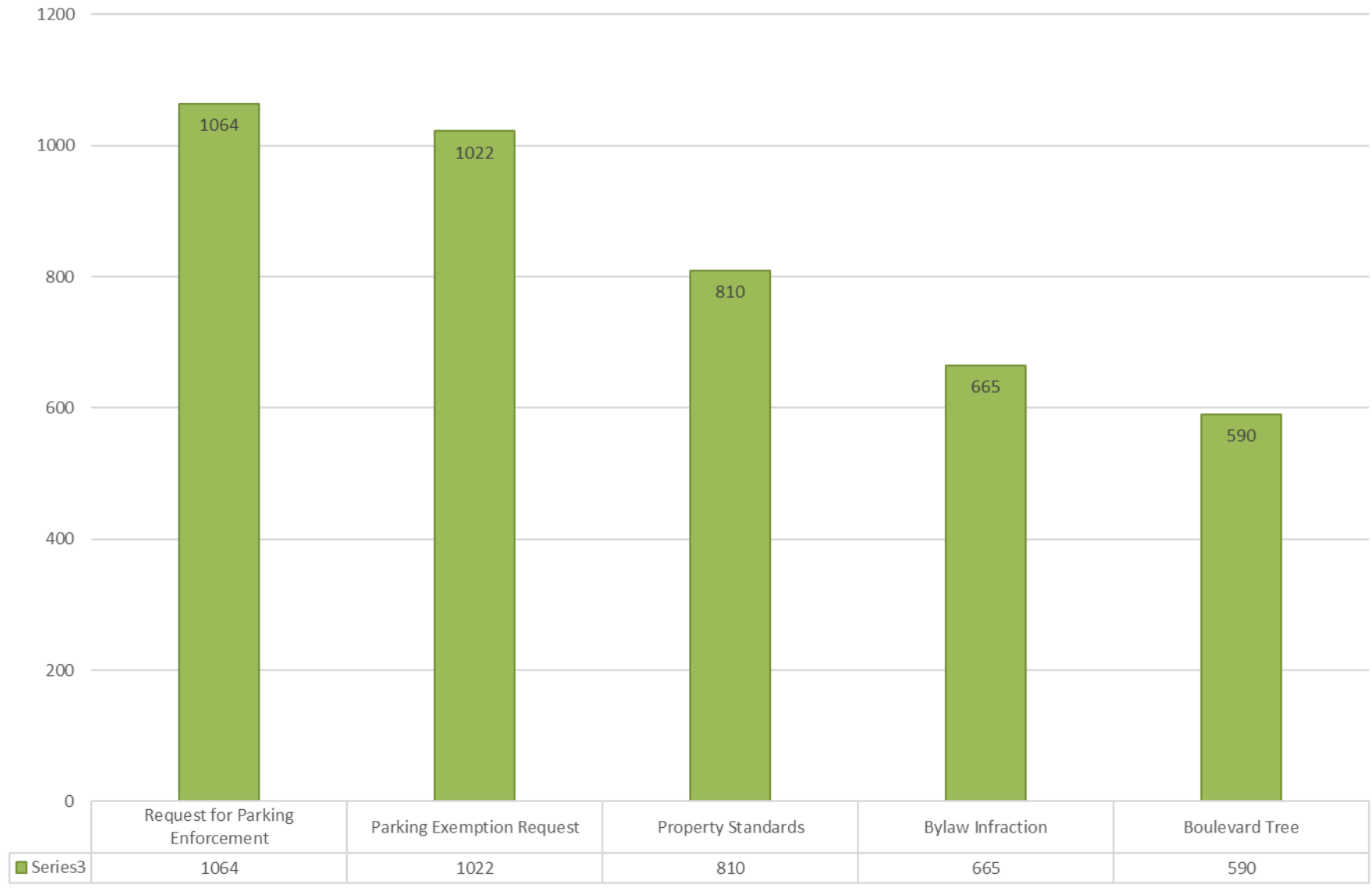
**2016 DEPARTMENTAL BREAKDOWN -
CUSTOMER SERVICE CENTRE**



Top 5 Service Issues By Ward 2016



Town Wide
Top 5 Service Issues
2016





CORPORATE SERVICES COMMISSION
Financial Services

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March 3, 2017

CORPORATE SERVICES REPORT – FINANCIAL SERVICES – 2017-13

TO: Mayor Tony Van Bynen and Members of Council

SUBJECT: 2016 Preliminary Fourth Quarter Report – Operating, Investment and Capital Budget Summary

ORIGIN: Director, Financial Services/Treasurer

RECOMMENDATION(S):

THAT Corporate Services Report-Financial Services – 2017-13 dated March 3, 2017 regarding 2016 Preliminary Fourth Quarter Report – Operating, Investment and Capital Budget Summary be received and the following recommendation be adopted:

- i. **THAT the reserve transfers totaling \$235,000 listed below be approved.**

COMMENTS:

Purpose:

The purpose of this report is to advise Council on the preliminary fourth quarter results for 2016, including the investment summary and the capital budget, as well as to obtain Council approval for allocations of the surplus to reserves.

Budget Impact:

After making reserve and reserve fund transfers and other provisions which have been authorized by budget, policy or delegated authority, there is an estimated operating surplus of \$238,000. This report recommends that \$235,000 of the surplus be transferred to reserves consisting of \$35,000 for Corporate Consulting, \$100,000 for the Election and \$100,000 for Legal. After the recommended reserve transfers and subject to the results of the audit, the revised Operating Surplus of \$3,000 would be transferred to the Efficiency/Enhancement Reserve in accordance with policy.

Summary:

Implementation of the recommendations in this report will place the Town in an improved position to deal with financial sustainability, potential fluctuations in the tax rate and unforeseen events.

RECOMMENDED RESERVE TRANSFERS	
RESERVES	RECOMMENDED TRANSFER
Reserves for Operational Contingencies and Cyclical Expenses	
Election	\$ 100,000
Legal Reserve	100,000
Corporate Consulting	35,000
TOTAL	\$235,000

Reserves for Operational Contingencies and Cyclical Expenses

The Election Reserve is funded every year from operations for the municipal election, which takes place every 4 years. In 2016, there was a by-election which drew on funds from this reserve. As a consequence, additional funds are required to reach a projected balance of \$348,000 in 2018. This amount should be sufficient to cover the cost of the election as it is currently managed and does not include any provision for changes that are being contemplated.

Ensuring adequate funding for legal fees associated with various litigation matters, as well as real estate matters, is prudent. The current reserve, with a balance of \$237,000 before transfers, should be enhanced. This area will be identified as a driver for the 2018 budget.

Various consulting studies are being contemplated and it is recommended that additional funding be set aside to assist with these projects.

PROJECTED 2016 TAX-SUPPORTED OPERATING RESULTS

2016 was a challenging year, with regular meetings to discuss managing the budget and gapping. The end result is a success - prior to making any transfers to reserves, a projected surplus of \$238,000. This represents less than 0.5% of the budget. The favorable variance is largely the result of lower wages and benefits (gapping) where the target was exceeded by approximately \$150,000.

After making the transfers described above, there would remain an amount of approximately \$3,000 which would be transferred to the Efficiency/Enhancement Reserve as per the Town's policy.

Included in the above results are:

1. Transfers to Reserves

- (i) A transfer to the Insurance Reserve of \$60,000 - the savings on premiums will fund a provision for growing claim costs;
- (ii) A transfer of \$66,000 to the Winter Control Reserve as an operational contingency – to provide for future weather fluctuations;
- (iii) A transfer to the Waste Management Reserve of \$187,338 to help offset higher costs of the new contract;
- (iv) A transfer of \$101,076 for Economic Development which will be available for future re-investment.

2. Transfers from Reserves

- (i) \$68,187 from the Election Reserve to cover unbudgeted costs associated with the by-election;
- (ii) \$43,000 from the Sale of Property Reserve Fund to net expenses associated with a potential land sale with the proceeds;
- (iii) A transfer of \$48,000 from the Wages and Benefits Reserve to support our attraction and retention strategy;
- (iv) \$48,000 from the Human Resources Reserve to help cover some higher consulting costs; these were funds previously allocated for HR consulting.

3. Carryover requests totaling \$64,495 to assist with 2016 budget initiatives not completed during the year;**4. An additional provision of \$77,000 to cover potential uncollectible accounts in Legislative Services, Engineering Services and Recreation.****Central York Fire Services (CYFS)**

Lower than budgeted expenses, due mainly to a delay in the implementation of the wellness program, combined with lower dispatch and callback costs in Central York Fire Services (CYFS), is expected to result in an operating surplus of approximately \$360,000. This surplus will be transferred to the CYFS Reserve Fund in accordance with JCC's recommendation in Report 2015-46 that established a target for the Reserve Fund based on the most volatile expenditure items plus an amount for contingencies. The surplus will assist in achieving the target level (\$780,000 for 2016). \$60,000 of the surplus transferred to the Reserve Fund has been allocated for the startup of the wellness program in 2017. The results were presented to the Joint Council Committee (JCC) on February 7, 2017.

Newmarket Public Library

The Newmarket Public Library is forecasting a surplus in the range of \$125,000 which will be transferred to the Library General Reserve pending a review and Library Board recommendation on its use. Financial Services Report 2015-51 recommended a target level for the Library's General Reserve to assist in future years for planned, as well as unforeseen, events or projects.

Investments

Active investments

The Investment Summary for the twelve months ended December 31, 2016 (attached) provides the details of all investments held during the year.

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

The average weighted yield was 3.69% compared to a weighted average benchmark of 2.06% for the twelve month period. We earned incremental income of \$417,522, \$175,000 of which was transferred to the Tax-Supported Operating Fund, as approved by Council in the 2016 budget. The remaining \$242,522 was allocated proportionally to the Reserve Funds.

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

- \$10,506,399 (18.9%) in non-traditional investments;
- \$45,000,000 (81.0%) GIC's with major banks;
- \$42,640 (0.1%) loan to an external party

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

Passive Investments

\$618,357 in interest was earned on our bank accounts. Currently we are receiving a better interest rate from the bank on our bank balance than what we can earn on a short-term financial instrument.

Capital Carry-overs

The 2016 capital expenditures budget totaled \$65,510,824 (see attached). Actual expenditures were \$18,451,097, including approved but non-budgeted amounts of \$1,328,822 for Old Town Hall. A total amount of \$29,731,109 is to be carried over into 2017 and a further \$11,733,224 is to be carried forward to 2018. The allocation to future years is a step towards multi-year capital budgeting.

Carry-overs are the transfer of the unspent portion of capital budgets, to the following year. As such, the expenditures and financing already have Council approval. The budget amounts carried over are combined with the “new” budget amounts and are reported on the financial statements.

Major carryover projects include:

- Road, bridge and sidewalk projects - \$9,462,805;
- Water and sanitary sewer projects, including water meter replacement program - \$9,780,642;
- Property acquisition along the Holland River - \$3,063,255;
- Parks projects, including Artificial Turf Sports Field - \$3,106,454;
- Fire Station 4-5 Design and Construction - \$3,810,000;
- Replacement of Fire Trucks - \$1,295,731;

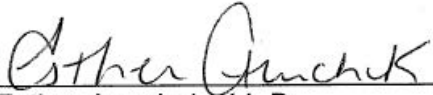
The carryovers will be subject to further more extensive review, as the Town moves to a multi-year capital budgeting approach. Formal criteria will be developed for the carry-over of capital budgets. The final report is anticipated to be issued in May.

CONTACT

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



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



Esther Armchuk, LL.B.
Commissioner, Corporate Services

DS/vl

Attachments:

- a) Investment Summary for the Twelve Months Ended December 31, 2016 (1pg.)
- b) 2016 Fourth Quarter Capital Expenditures and Carryovers (1 pg.)
- c) 2016 Fourth Quarter Operating Results (1 pg.)



Peter Noehammer, Commissioner of Development & Infrastructure Services
TOWN OF NEWMARKET
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TO: Mayor
Members of Council

FROM: Peter Noehammer, Commissioner, Development & Infrastructure Services

DATE: February 17, 2017

RE: Capital Projects Status Report – Q4 2016

Attached to this memorandum is a brief summary of Development & Infrastructure Services Capital Projects and their status for the fourth quarter of 2016. Note that this is not a full list of all capital projects but a list that contains projects which are of particular interest to members of Council.

Should you have any question please feel free to call me.

Regards,

A handwritten signature in blue ink, appearing to read 'Peter Noehammer'.

P. Noehammer,
Commissioner, Development & Infrastructure Services

Copy: R.N. Shelton, CAO
I. McDougall, Commissioner, Community Services
E. Armchuk, Commissioner, Corporate Services
C. Kalimootoo, Director, Public Works Services
R. Prudhomme, Director, Engineering Services
R. Nethery, Director, Planning & Building Services

Development Infrastructure Services
2016 Q4 Capital Projects Report

Project Name	Area Responsible	Budget	Start Date	End Date	Council Update
Davis Dr/Yonge St - Viva Next. (Incl. Streetscaping)	Engineering	\$ 4,213,593	Q3 - 2016	Q1 - 2017	Watermain no longer being replaced. Cathodic Protection to be applied to watermain in Q1, 2017 by Operations.
Town Entrance Signs & Landscaping	Engineering	\$ 170,259	Q2 - 2016	Q1 - 2017	Bathurst Entranceway & Highway 404 Entranceway complete except final restoration. Hydro hookup for 404 sign due in Q1, 2017
SWM Master Plan & Pond Maintenance	Engineering	\$ 432,998	Q2 - 2016	Q4 - 2016	Master Plan submitted to LSRCA. Approval pending. Draft Pond prioritization received by consultant.
Magna Fitness Centre	Engineering	\$ 300,000	Q3 - 2016	Q1 - 2017	Project substantially complete. Opening at end of January,2017
Lions Park Drainage	Engineering	\$ 304,000	Q3 - 2016	Q2 - 2017	Under construction. Works scheduled to be complete Q1, 2017 except soft landscaping in Q2, 2017
Drainage Imp-NearSacredHeart	Engineering	\$ 989,792	Q4 - 2016	Q2 - 2017	Tender Being called. Construction completion by Q2, 2017
Countertop Repl.-RJT Washrooms	PWS - Facilities	\$ 45,000	Q3 - 2016	Q3 - 2017	Women's washrooms complete. Men's washroom to be completed in November. Front Lobby complete/ Arena washrooms measured and will be completed by Q3 2017.
Dressing/Washroom Stalls	PWS - Facilities	\$ 50,000	Q4 - 2016	Q2 - 2017	Stalls purchased to be completed early 2017.
Epoxy Grout-3 pools	PWS - Facilities	\$ 115,000	Q3 - 2016	Q3-2016 & Q2-2017	RTRC - Tot & Swirl pools - Complete; Magna - Leisure pool - Q2-2017
Sports Lighting	PWS - Parks	\$ 70,000	Q3 - 2016	Q2-2017	Consulting assignment awarded in Q3.Final report received end of 2016. Work to take place Q2-2017.
Snow Storage Facility-Design&LID	PWS - Roads	\$ 38,680	Q3-2016	Q4 -2016	Pending arrangement with Region or others prior to permanent site being ready.
Second Fill Station	PWS - Water	\$ 90,000	Q3 - 2016	Q2-2017	Joint Report 2016-31 recommended Metcon Sales be awarded the contract. Location of site currently under review.

Completed Projects

Project Name	Area Responsible	Budget	Start Date	End Date	Council Update
Forest Glen Reconstruction	Engineering	\$ 890,938	Q2 - 2016	Q4 - 2016	Project Completed
Leslie Street-Mulock to Gorham	Engineering	\$ 232,877	Q2 - 2016	Q4 - 2016	Project Completed
TTT-Davis Dr. Underpass	Engineering	\$ 1,775,000	Q2 - 2016	Q4 - 2016	Project Complete except minor fencing and sod work.
Arnold Cres. Watermain, LID & Road Resurfacing	Engineering	\$ 500,000	Q3 - 2016	Q3 - 2016	Project Complete Resurfacing will be completed Spring 2017.
Water/Wastewater Master Plan	Engineering	\$ 59,785	Q2 - 2015	Q1 - 2017	Town reviewed consultant recommendations and sewer model calibration is being undertaken. Budget for Water system implementation is proposed in the 2017 Budget.
Pedestrian Crossing-Water St	Traffic	\$ 117,128	Q3 - 2016	Q4 - 2016	Project Completed
Sidewalk Repair Program	PWS - Roads	\$ 141,171	Q2 - 2016	Q4 - 2016	Project Completed
Sidewalk Reconstruction Pgm	PWS - Roads	\$ 50,000	Q2 - 2016	Q4 - 2016	Project Completed
New Window-Youth Centre	PWS - Facilities	\$ 60,000	Q3 - 2016	Q3 - 2016	Project Completed
Access. Upgrade-Park Washrooms	PWS - Facilities	\$ 50,000	Q3 - 2016	Q4 - 2016	Project Completed
Operations Yard Upgrade	PWS - Facilities	\$ 100,000	Q2 - 2016	Q3 - 2016	Project Completed

Projects Deferred to 2017

Millard Reconstruction	Engineering	\$ 2,400,000	Project to be tendered for 2018 construction.
171 Main St.-Pedestrian Link	Engineering	\$ 449,969	Pending consideration with Community Centre Lands. Repairs to be made in 2017.
Sanitary Trunk Sewer Imprmt	Engineering	\$ 392,254	Sanitary Trunk Sewer Capacity Improvements-West Central Sub-trunk improvements from Ontario Street to Community Centre lands. Pending W/WW Master Plan Results and Detailed Design.
Water/WW Servicing Study Impl	Engineering	\$ 1,000,000	Design to be complete 2016; Construction 2017
Roywood Area Watermain	Engineering	\$ 1,300,000	Structural lining of watermain to be completed in 2018, pending successful pilot project.
Frank Stronach Park Basketball&Tennis Crt	PWS - Parks	\$ 150,250	Pending further review of locations .
Glen Cedar Park Design	PWS - Parks	\$ 10,000	Pending Agreement with the School Board.
Streetlight Ground Fault Testing	PWS - Roads	\$ 175,000	Project Deferred to 2017
Artificial Turf Sports Field	Engineering	\$ 1,000,000	Artificial Turf Field, Running Track and Field Illumination to be constructed in 2017 and completed for Sept 2017.
College Manor Bridge	Engineering	\$ 100,000	To be replaced in 2017
Community Splash Pad	Engineering	\$ 1,500,000	Frank Stronach Splash Pad to be constructed in 2017, Armstrong Park Splash Pad in 2018.
Wayne/Waratah SWM Pond	Engineering	\$ 100,000	Pending Master Plan. Construction for 2017.
TTT Tannery Link Connections	Engineering	\$ 587,593	PIC held May, 2016, 60% design complete, LSRCA approval required for 2018 Construction.
Hasket Park Trail to Davis & Parking Lot	Engineering	\$ 257,043	2018 construction after Queen Street Bridge work and watermain replacement & Davis Dr.
Flood Study-ON,Wayne,Warratah	Engineering	\$ 40,000	Aecom prepared preliminary report, further engineering required, construction anticipated for 2017.
Replace Joe P outdoor washroom	PWS - Facilities	\$ 75,000	Pending Consultants report - To be awarded Spring 2017.
Signage-Seniors &OTH	PWS - Facilities	\$ 50,000	Project Deferred to 2017
Fairgrounds Improvement	PWS - Parks	\$ 237,214	Project Deferred to 2017 - pending recommendations from Recreation Playbook implementation.

Projects Deferred to 2017 continued

Fairy Lake Parking Lots	PWS - Parks	\$ 104,850	Resurfacing of Parking Lots 2 & 3 deferred until the twinning of YDSS by Region is complete.
George Richardson Park North	PWS - Parks	\$ 200,000	Grading Improvements to level out Playing Fields to be completed in spring 2017.
Glen Cedar Boardwalk	PWS - Parks	\$ 75,000	Rebuilding existing boardwalk. Project will be awarded spring 2017.
Rock climbing wall-Youth Centre	PWS - Facilities	\$ 15,000	On hold - Pending review of needs.
Complex Arena1 Seat Replacement	PWS - Facilities	\$ 50,000	Additional budget requested for 2017.
Bayview Pkwy Sewer Spot Repair	PWS - Roads	\$ 100,000	Project Deferred to 2017.
Wilstead Sanitary Sewer	Engineering	\$ 200,000	Design Complete. Project deferred to 2018 to bundle with new Watermain upsizing for Secondary Plan Implementation.
Bridge&Culvert Repair	Engineering	\$ 938,776	Queen Street Culvert being replaced in 2017 in conjunction with Wm Replacement. Minor bridge repairs by PWS.
Leslie Sidewalk-Mulock to S.Town limit	Engineering	\$ 276,000	York Region is constructing; project continues in 2017.
Trail Implementation Plan	Traffic	\$ 300,000	Terms of Reference for Consulting assignment currently being finalized. Award anticipated for Q3 with final report Q2 - 2017.
Bike Lanes in Existing Roads	Traffic	\$ 150,000	Consultant retained. Catch basin repairs completion Q4. Line work to be completed by Q3 - 2017.
Water Meter Replacement Program	PWS - Water	\$ 6,672,448	Consultant hired and currently in development stage. Deployment 2017.

Projects Cancelled

Signalization - HWP & Ringwell	Engineering	\$ 325,000	Warrants do not require signals at this time.
Fernbank House&Gardens	Engineering	\$ 394,561	Pending Facility Accommodation Review. Budget will be requested when needed.
Rita Ave. Trail Connection	Engineering	\$ 291,077	Deferred due to construction conflict with Yonge Street Viva Bus Rapidway. Budget will be requested when needed. (2018-2019)

Committee Budgets - 2016

Community Centre Lands Task Force	Committee	\$ 719,367			Determining plan for trunk sewer replacement, other municipal facility and parking needs, and development approach.
Community Ctr Lands Parking Sub-Ctte	Committee	\$ 150,000			Determining short, mid and long-term parking strategies. Wayfinding implementation.
Parking Task Force - Studies	Committee	\$ 117,098	Q3 - 2016	Q4 - 2016	Parking Task Force requested OTH Study - Consultant retained and study commenced.