



OFFICE OF THE CAO/STRATEGIC INITIATIVES
TOWN OF NEWMARKET
395 Mulock Drive
P.O. Box 328
Newmarket, ON L3Y 4X7

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905.895.5193

November 18, 2016

**OFFICE OF THE CAO/STRATEGIC INITIATIVES
INFORMATION REPORT 2016-13**

TO: Mayor Van Bynen and Members of Council
SUBJECT: Q3 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 third 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 Third Quarter Report – Corporate Customer Services	2016 - 29
	Corporate Communications Performance Report	---
Financial Management	2016 Third Quarter Report - Operating, Capital, Water & Wastewater, Investment Summary	2016 - 45

BUSINESS PLAN AND STRATEGIC LINKAGES

Improved Council reporting is one of the Strategic Leadership Team's actions to deliver on Council's 2014-2018 Strategic Priorities by providing "even better communication" and aligning daily work activities. This Report also supports the Strategic Plan direction Well-Equipped and Managed through the efficient management of municipal services by improving corporate operations.



CONSULTATION

This report has been prepared in consultation with the Senior and Operational Leadership Teams.

The next report to Council will be the Q4 2016 - Annual Report in February/March 2017.

HUMAN RESOURCE CONSIDERATIONS


This Report has 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.


for _____
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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November 22, 2016

**COMMUNITY SERVICES – CUSTOMER SERVICES
INFORMATION REPORT # 2016 - 29**

TO: Mayor Van Bynen and Members of Council
SUBJECT: 2016 Third Quarter Report - Customer Services
ORIGIN: Customer Services Department

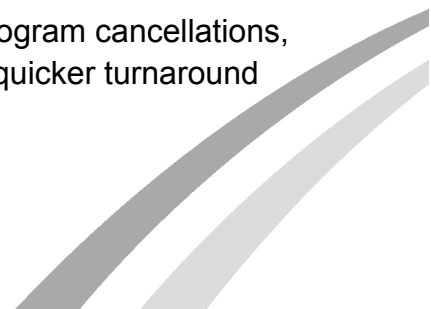
In accordance with the Procedure By-law, any Member of Council may make a request to the Town Clerk that this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.

COMMENTS

The purpose of this report is to provide Members of Council with the 2016 – 3rd quarter trends and results by ward and town wide. The attached charts represent service requests as captured in our CRM system by either Customer Services staff or by staff in the Mayor and Councillors' offices.

Some of the highlights in the Customer Services department are as follows:

- Total call volumes are trending downward while counter and social media contacts continue to rise;
- Parking related service requests represent almost 26% of the total service request volume across Town;
- Request for Parking Exemption, at 15.8%, is the highest type of service request Town wide, followed by Request for Parking Enforcement at 10.4%;
- Wards 6 and 7 have higher volumes of requests for Parking Exemptions (217 combined) than all other wards;
- Enhanced services at the Customer Service Kiosks (tax payments, parking ticket payments), saw an increase of almost 24% in extended services as compared to the same quarter in 2015;
- A more efficient, customer-friendly process related to Recreation program cancellations, withdrawals, or schedule change has been introduced, providing a quicker turnaround time and more satisfied customers.



The Customer Services management team is participating in several cross-corporate initiatives that will impact the customer later this year and into 2017. These include changes to Stormwater Rates, introduction of Tiered Water Rates, the Utility Transition Taskforce, the N6 waste collection contract, and several workgroups related to technological upgrades. Our mandate is to work closely with other departments to improve the customer experience, minimize disruption or confusion with the introduction of new policies or billing changes, and to always be the voice of the customer in initiatives that impact Newmarket residents or businesses.

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

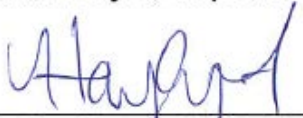
None

CONTACT

For more information on this report contact: Jamie Boyle (jboyle@newmarket.ca or extension 2254), Hayley Fryer (hfryer@newmarket.ca or extension 2706), or Bonnie Munslow (bmunslow@newmarket.ca or extension 2251).



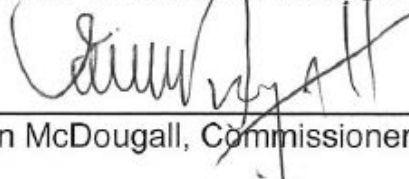
Jamie Boyle, Supervisor, Customer Service Centre



Hayley Fryer, Supervisor, Customer Service Kiosks



Bonnie G. Munslow, Manager, Corporate Customer Service



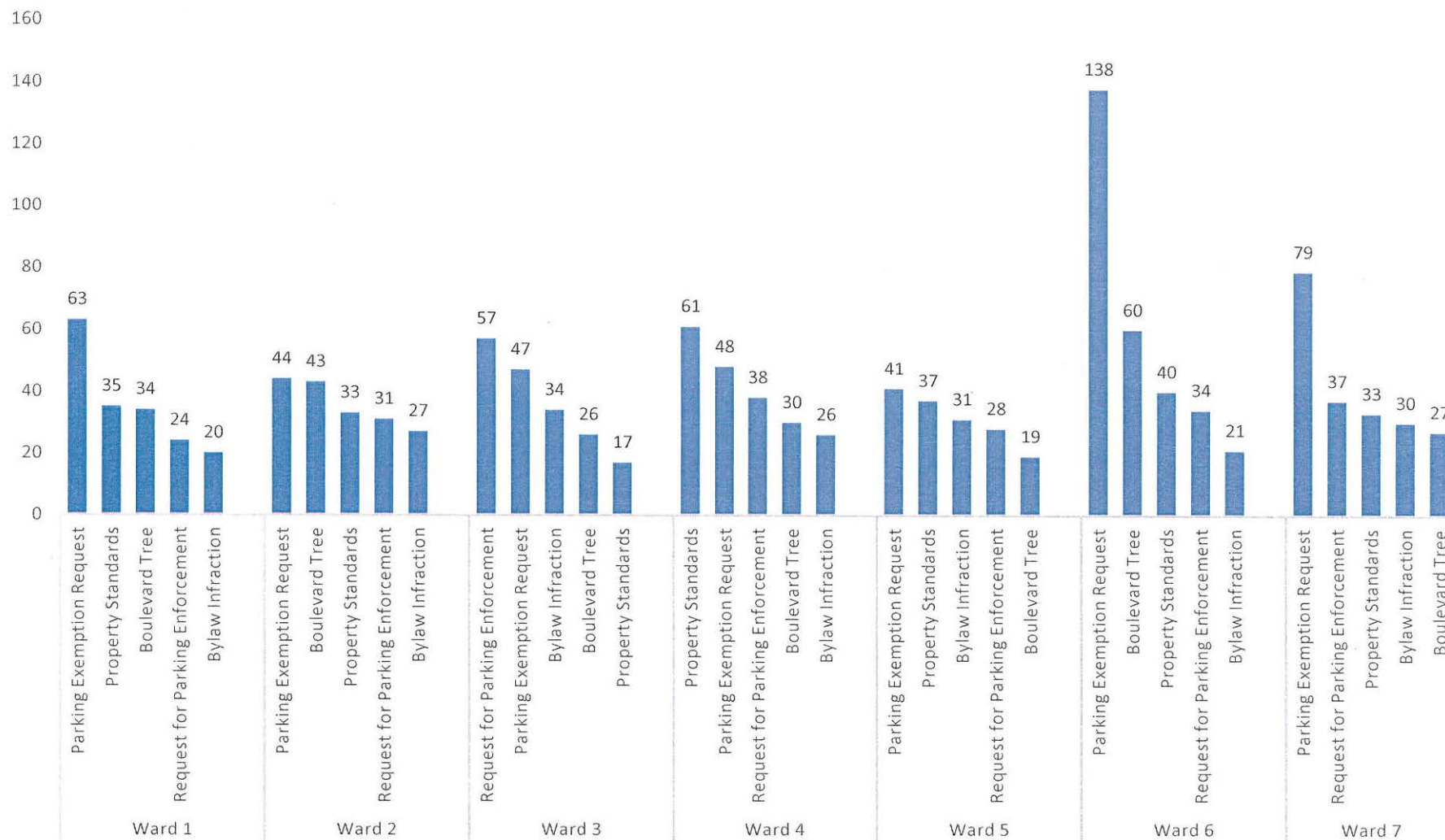
Ian McDougall, Commissioner, Community Services

Attachments:

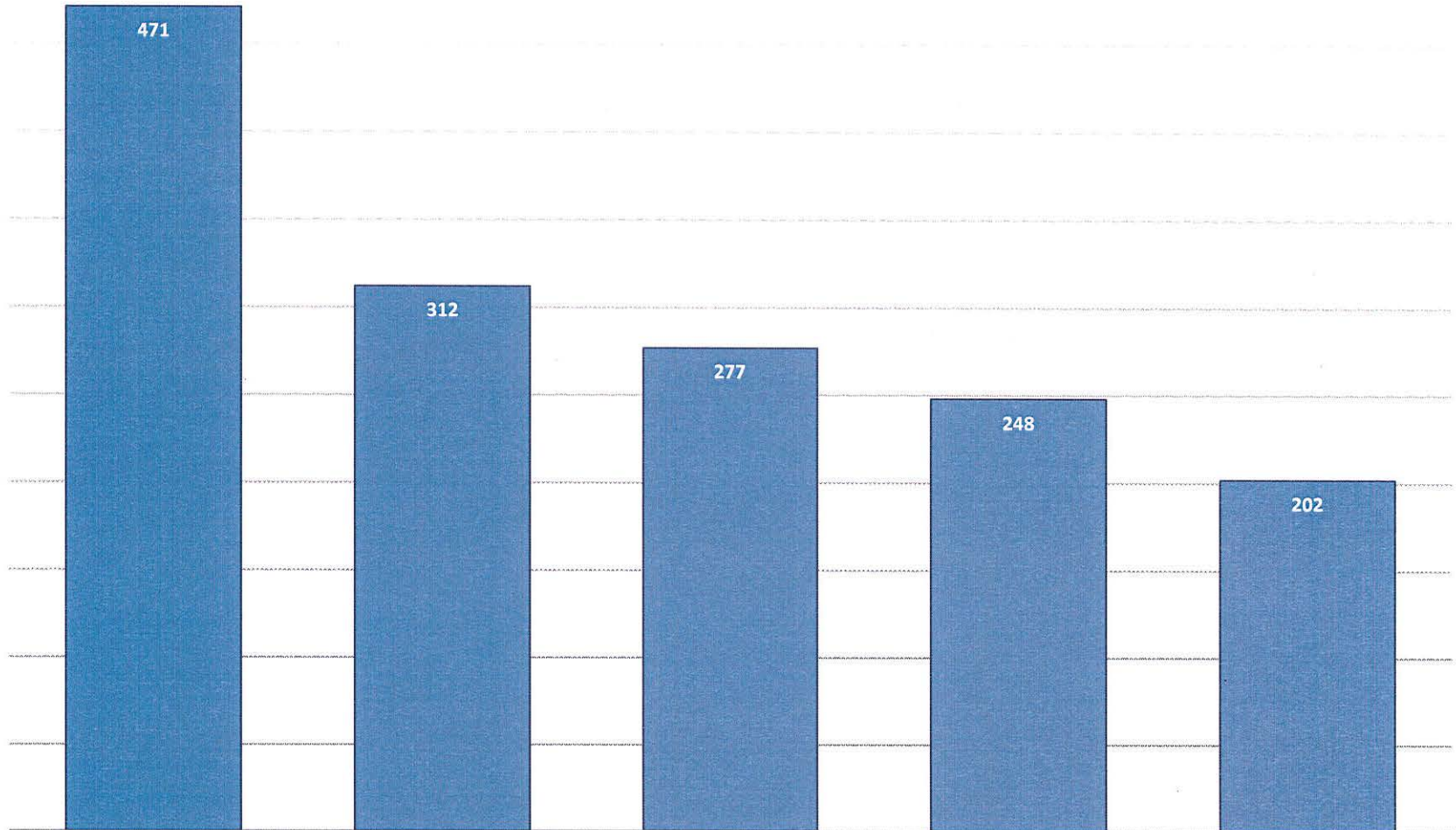
- Q3 - Top 5 Service Requests by Ward
- Q3 - Top 5 Service Requests Town Wide
- Enhanced Service Transactions at Magna & Ray Twinney Complex
- Total Customer Contacts by Month CS Kiosks

Top 5 Service Issues By Ward

July 1, 2016 - September 30, 2016

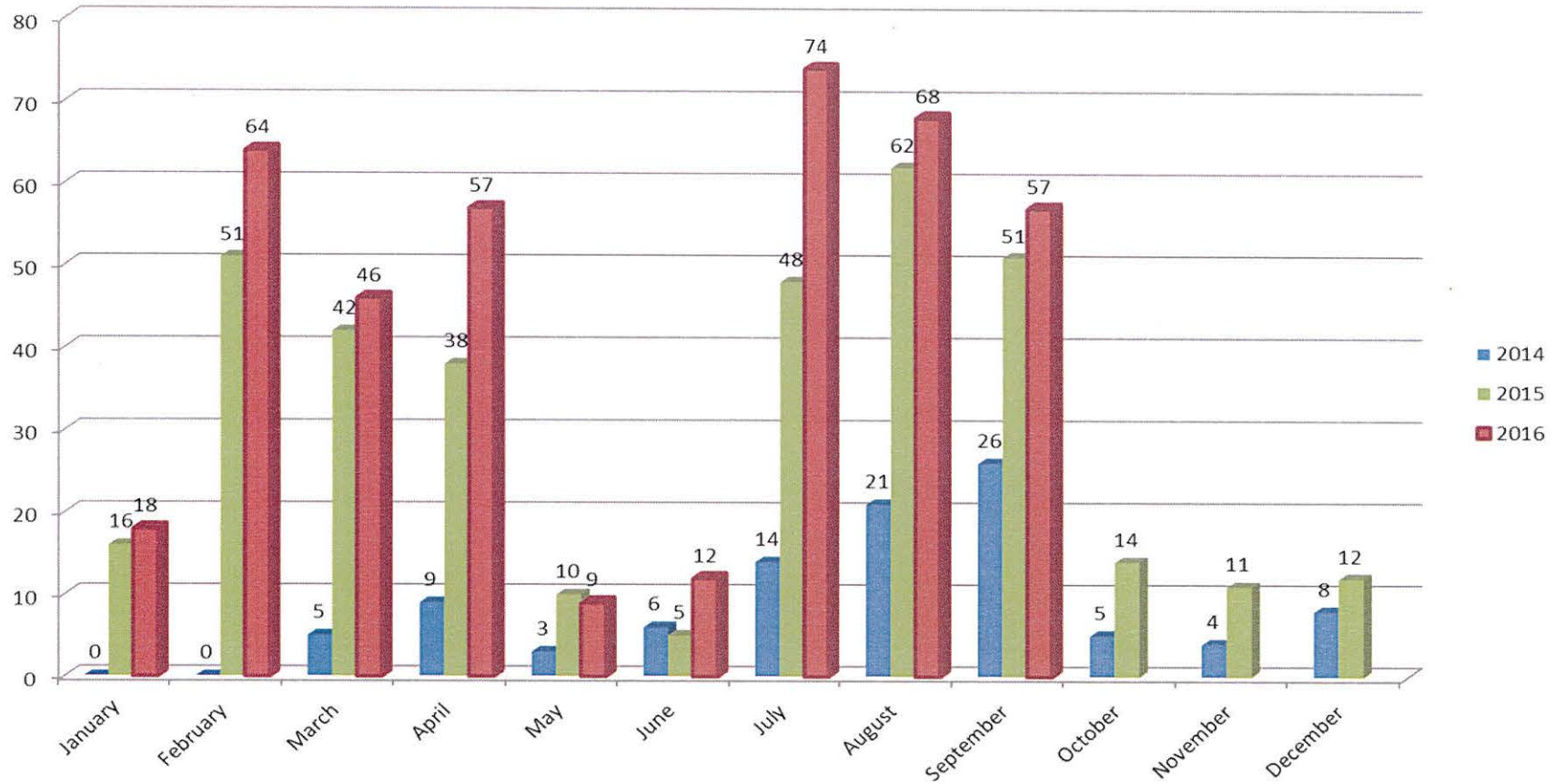


**Town Wide
Top 5 Service Issues
July 1, 2016 - September 30, 2016**

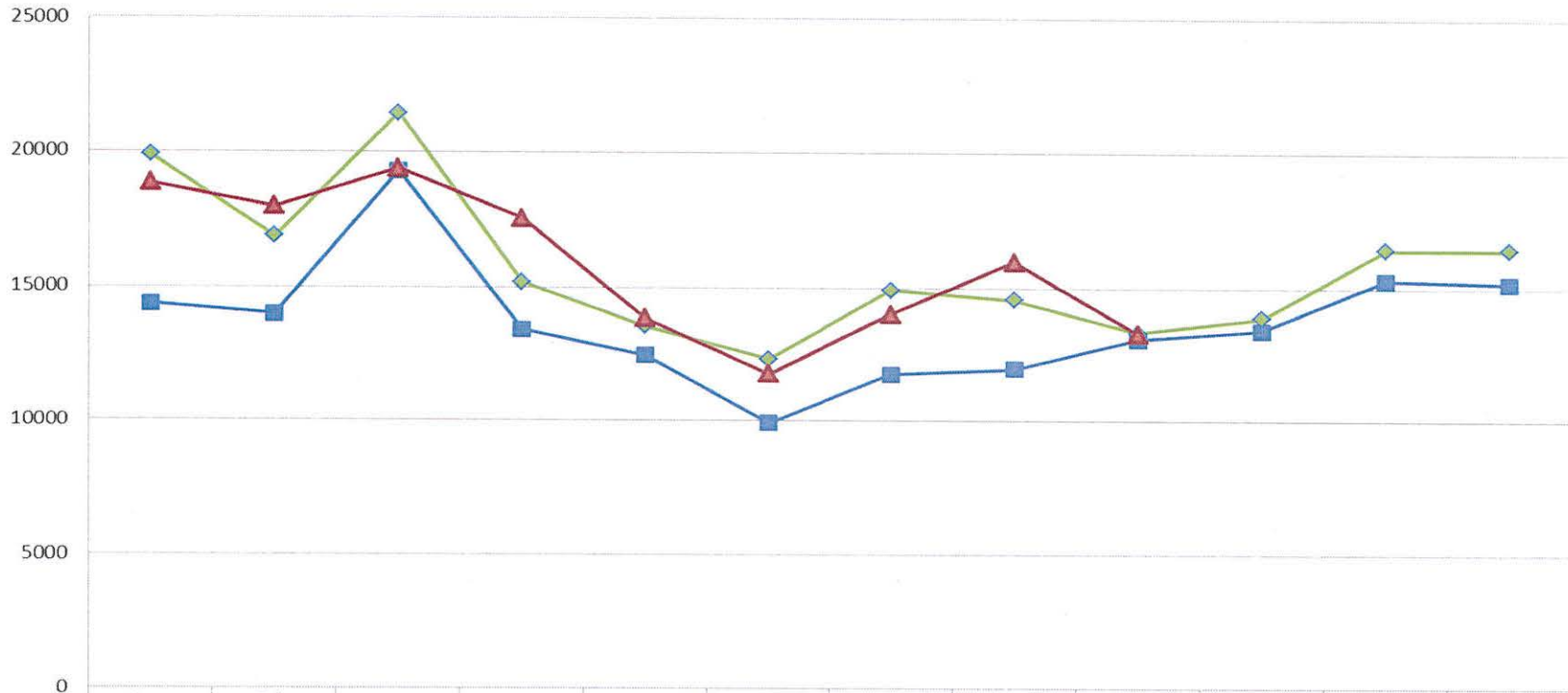


	Parking Exemption Request	Request for Parking Enforcement	Property Standards	Boulevard Tree	Bylaw Infraction
■ Series3	471	312	277	248	202

Enhanced Service Transactions at Magna & Ray Twinney Complex (Parking Ticket, Property Tax and Pet Tag Payments)



Total Customer Contacts by Month CS Kiosks - Yearly



	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
■ 2014	14361	13975	19286	13414	12459	9936	11755	11969	13072	13418	15304	15177
◆ 2015	19878	16856	21434	15189	13551	12331	14920	14570	13347	13881	16446	16442
▲ 2016	18860	17986	19407	17551	13841	11777	14019	15967	13311			



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November 18, 2016

**OFFICE OF THE CAO/CORPORATE COMMUNICATIONS
PERFORMANCE REPORT: 2016 SNAPSHOT**

TO: Mayor Van Bynen and Members of Council
SUBJECT: Corporate Communications Performance Report
ORIGIN: Office of the CAO/Corporate Communications

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

INTRODUCTION

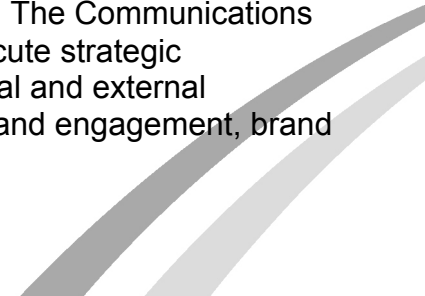
The Town of Newmarket is widely considered to be a progressive organization and municipality, with state-of-the-art programs, services and amenities. Consistently selected as one of Canada's best places to live by *MoneySense Magazine*, Newmarket's positive reputation extends well beyond the borders of the community and Region. Fine-tuning, protecting and promoting the Town of Newmarket's brand that truly is *well beyond the ordinary* has required a significant amount of work and dedication on behalf of the Town's Corporate Communications department. As a result, nearly 95 per cent of residents are satisfied living in Newmarket and four out of five are satisfied with overall service levels according to the 2014 Community Survey conducted by the Town and Forum Research Inc.

PURPOSE

The purpose of this report is to provide an overview of the Town's Corporate Communications department's performance from January 1, 2016 to present.

THE ROLE OF CORPORATE COMMUNICATIONS

The Corporate Communications department is a full-service support and strategic management department, which provides public relations, media relations, marketing, social media and communications services to all departments and divisions within the Town. The Communications department is responsible for working with client groups to create and execute strategic communications plans, programs and deliverables intended for both internal and external audiences. Crisis communications, issues management, public education and engagement, brand



management, reputation management and the Town’s website are also managed by the department.

SUPPORTING COUNCIL’S STRATEGIC PRIORITIES

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

MEASUREMENT

Issues Management and Crisis Communications

Throughout the course of 2016, Corporate Communications has helped manage a number of issues. Successful management may include: a satisfied end user, a positive story from a negative event, a new and/or improved relationship or an issue that had the potential to generate significant stakeholder interest but was identified and addressed quickly. At a high level, these issues include – but are not limited to the following, which are in no particular order:

- Viral media and social attention on NPL stance on patrons with body odour
- Resignation of Ward 5 Councillor Joe Sponga
- Expenses – Mayor and Council
- Sunshine List
- Concerns around ‘illegal’ ADUs

Community Engagement

Recognizing that improved community engagement is one of Council’s Strategic Priorities, Corporate Communications ramped up its community engagement efforts in 2016 in a variety of ways and venues. While Corporate Communications assisted in the communication and execution of a number of events, the team supported the delivery of the following key engagement opportunities:

Community Engagement	
Touch-a-Truck and Community Open House	
Attendees	2000+
Completed surveys	121
Satisfaction rate	High
Feedback sentiment	Positive in tone
2017 Budget Game	
Participants	516
Feedback sentiment	Positive in tone
Great Places in Canada Contest	
People reached	90,379
Reactions, comments, shares	4,073
Outcome	People’s Choice

Digital Communications – Website

Corporate Communications views its website as a critical external communications channel. Please note that the following website analytics are based on a one-year time period from October 1, 2015 to October 1, 2016.

Digital Communications – Web-site	
Website – newmarket.ca	
Number of sessions (user actively engaged with website)	620,820
Page views	1,609,624
Media Releases Section	
Posted news items	65
Page views	986

Digital Communications – Social Media

As more people turn to social media as a reliable source of news and information, Corporate Communications has worked carefully to ensure it remains a key component of the department's communications programs. Corporate Communications has created and maintains the Town's corporate presence on Facebook, Twitter, Instagram and YouTube. Recently, the Town was approved for a verified status on Twitter. An account may be verified if it is determined to be an account of public interest. Typically, this included accounts maintained by users in music, acting, fashion, government, sports, business and other key interest areas.

Digital Communications – Social Media	
Facebook	
Total fans	3681
Total posts	94
Total impressions	1,738,499
Twitter	
Total followers	10,237
Total impressions	1,738,792
Tweets sent	1,509
Re-tweets	1,824
Instagram	
Total followers	1,897
Total engagements	2,633
Total posts	40
YouTube	
Total subscribers	110
Total views	11,658
Total users	9,224

External Publications and Advertising

Corporate Communications produces, or supports the production, of several external publications and advertisements. 2014 Community Survey results show that the Town Page was one of the top tools they prefer to receive information about the Town. Also, based on a survey conducted in 2015 by the Corporate Communications department, 76 per cent of residents felt that Newmarket Now was a valuable publication.

External Publications and Advertising	
Town Page	
Frequency	47
Reach	28, 000
Potential impressions	>1, 456, 000
Newmarket Now	
Frequency	12
Reach	2,932
Potential impressions	>35,184
Downtown Dish	
Frequency	5
Reach	1,744
Potential impressions	>6,976

Media Relations

Building and maintaining strong and mutually beneficial relationships with local and mainstream media is crucial in Corporate Communications. Over the past several months, Corporate Communications has ramped up its media engagement and outreach efforts.

Media Relations	
Media Releases	
Total number of media releases	69
Media pick-up	59.4%
Total news stories generated as a result of media releases	73

CONTACT

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



INFORMATION REPORT

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October 31, 2016

CORPORATE SERVICES INFORMATION REPORT – FINANCIAL SERVICES 2016-45

TO: Mayor Tony Van Bynen and Members of Council

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

ORIGIN: Director, Financial Services/Treasurer

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

COMMENTS

The purpose of this report is to advise Council on the third quarter results for 2016. Timing continues to be a factor, although to a lesser extent, at this point in the year. A net deficit of between \$300,000 and \$400,000 is projected at this time, due to higher benefit costs. If this is the case, the deficit would be offset by draws on reserves.

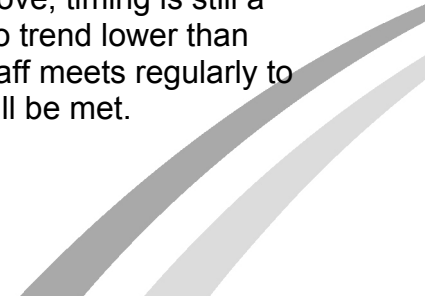
The Water and Wastewater rate groups will require a draw from reserves to achieve budgeted results.

Tax Supported Operating Budget

Revenues to the end of September totaled \$71,756,088, while expenditures totaled \$56,916,769, creating a surplus of \$14,839,319. The reason for the large surplus is that final residential and commercial tax bills have been issued – other than supplementary taxes, there are no property tax billings in the 4th quarter.

Total revenues are \$2.8 million below budget, mostly due to timing. Also some revenues, such as retainer fees from Central York Fire Services, are only invoiced at the end of the year.

Year-to-date expenditures are \$3.0 million below budget, with \$2.5 million of the variance attributable to Development and Infrastructure Services. As mentioned above, timing is still a major factor, as expenditures on annual maintenance programs continue to trend lower than budget. Wages and benefits are also below budget, due to hiring lags. Staff meets regularly to review the hiring gapping and advises that the year-end gapping budget will be met.

A decorative graphic in the bottom right corner consisting of two parallel, curved lines that sweep upwards and to the right, one in a medium grey and the other in a lighter grey.

C.A.O. – Office

Consulting expenses are currently over budget but are expected to be offset by managed wage gapping in staffing areas. Workers compensation expense is higher than budget and if lower expenses in other benefits do not materialize a shortfall of \$400,000 is anticipated.

Corporate Services

Revenues are generally on budget, with shortfalls in some areas offset by higher revenue in other areas. Insurance expense is expected to be under budget by \$150,000. Animal shelter costs will be over budget by \$60,000 and the 2017 budget has been adjusted to reflect the actual costs of the new contract.

Central York Fire Services

Expenditures are approximately \$490,000 below budget which is mainly due to timing. The wellness program which was delayed should be starting up soon, but expenditures will be below budget on a year-to-date basis. Much of the training is conducted towards the latter part of the year and higher related overtime is anticipated for shift coverage. The next Joint Central York Fire Services and Corporate Services Report will go to Joint Council Committee at the end of November.

Community Services

A number of revenue areas are higher than budget including those from the Seniors Meeting Place, summer camps, special needs programs and Magna preschool and aquatic programs, youth and adult ice time. Revenues from the Old Town Hall are below budget due to the delay in opening but are offset by lower related expenses.

Some higher program costs have been incurred to earn the additional revenue, but overall expenses are tracking in line with budget.

Development & Infrastructure Services

The main driver for lower expenses and revenues is a slower implementation of annual programs funded from the asset replacement fund. Revenues include transfers which are timed with the related expenditure. Both are anticipated to be below budget by approximately \$600,000 at year-end. A year-end positive budget variance of approximately \$300,000 is anticipated, due to lower natural gas and fuel costs.

Due to operational challenges with our solar panels, revenue for 2016 is lower than anticipated. The operation issues have been resolved and we are now working with our solar provider to recover the lost revenue from the manufacturer. We anticipate a rebate from the manufacturer this year or early in 2017.

Newmarket Public Library Board

The library expenditures are below budget by approximately \$155,000. As reported to the Library Board in their October 19th meeting, there are no variances that will lead to the budget not being met at the end of the year.

General Government

Interest revenue is projected to be on budget, due to higher cash balances as a result of lower capital spending, as well as a slightly higher interest rate earned on our cash balances with our new bank.

Taxation

Payments-in-lieu (PIL's are expected to total approximately \$400,000 and will achieve year-end budgeted levels. There is one more supplementary tax run to bill in early November, but supplementary taxes are expected to fall short of the annual budget by approximately \$420,000. This is a risk that had been included in the 2016 budget.

The Tax Department successfully completed its first sale of land for municipal tax arrears in over a decade. We were able to reduce long standing arrears in the amount of \$55,000 from our tax roll. The excess amount of \$23,000 from the sale was sent to the Provincial Courts and as the corporation no longer exists the Province will likely retain this amount.

Capital Budget

\$9.8 million or 14.9% of the \$65.5 million in capital expenditures was spent at the end of the second quarter - \$2.3 million for Newmarket's share of a land acquisition in Aurora for a new fire station, \$1,134,000 on the Old Town Hall and \$500,000 on a land purchase in the urban corridor. Lesser amounts were spent on vehicle and equipment replacement, roads projects, and signage and landscaping at Town entrance.

It is anticipated that there will be a substantial carry-over of unspent capital into 2017.

Water and Wastewater Budget

At the end of the third quarter, higher wastewater rate revenues more than offset higher water rate expenditures. Efforts have been concentrated around water quality, with some higher overtime incurred for flushing as well as higher emergency maintenance costs. \$215,000 in costs associated with the storm water management project have been incurred.

As previously advised, the deferral of the implementation of the tiered water rate structure is anticipated to result in a draw on our rate stabilization fund of approximately \$290,000.

Investments

Active investments:

The Investment Summary for the nine months ended September 30, 2016 (attached) provides the details of all investments held during the first nine months of 2016. Our \$40,000,000 GIC came due on September 12th and was reinvested for another one year term. The water meter replacement program (\$6.7 million) is now not expected to begin until 2017.

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

The average weighted yield was 2.47% compared to a weighted average benchmark of 1.39% for the nine month period. We earned incremental income of \$299,447; \$131,250 of which was transferred to the Tax-Supported Operating Fund, as approved by Council in the 2016 budget. The remaining \$168,197 will be allocated proportionally to the Reserve Funds.

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

- \$10,529,569 (18.9%) in non-traditional investments
- \$45,000,000 (81.0%) GIC's with a major bank
- \$44,884 (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:

In addition to the active investment income noted above, interest was earned on our bank accounts. For the nine month period, the Royal and CIBC banks have paid the Town \$422,131 in interest. These funds earned interest at an annual rate of 0.95% and 1.15% from the two banks respectively.

Other Initiatives

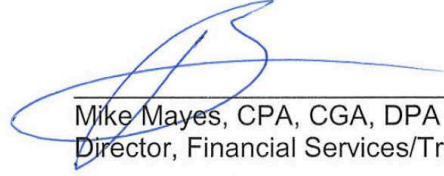
CIBC was the successful proponent to the Request for Proposal for our banking services. Beginning in July, the start date of the new contract, the Town began to earn higher interest on our net bank balances and the majority of fees have been waived.

CONTACT

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



Dawn Schellenberg, CPA, CA
Manager, Accounting and Finance



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



Esther Armchuk, LL.B.
Commissioner, Corporate Services

Attachments:

- a) 2016 Third Quarter Operating Results (1 pg.)
- b) 2016 Third Quarter Capital Expenditures (1pg.)
- c) 2016 Third Quarter Water and Wastewater Operating Results (1 pg.)
- d) Investment Summary for the Nine Months Ended September30, 2016 (1pg.)

**Town of Newmarket
2016 Third Quarter
OPERATING RESULTS**

Departments	Year-to-Date (September 30/2016)			Full Year
	ACTUAL	BUDGET	VARIANCE	Budget
	\$	\$	\$	\$
Members of Council				
<i>Revenues</i>	-	-	-	-
<i>Expenditures</i>	926,236	945,143	18,907	1,292,911
Net surplus/(deficit)	(926,236)	(945,143)	18,907	(1,292,911)
C.A.O. - Office				
<i>Revenues</i>	11,440	48,750	(37,310)	65,000
<i>Expenditures</i>	2,223,976	2,409,914	185,938	2,800,282
Net surplus/(deficit)	(2,212,536)	(2,361,164)	148,628	(2,735,282)
Corporate Services				
<i>Revenues</i>	1,095,424	1,114,642	(19,218)	1,486,224
<i>Expenditures</i>	7,815,218	7,920,635	105,417	10,738,560
Net surplus/(deficit)	(6,719,794)	(6,805,993)	86,199	(9,252,336)
Central York Fire Services				
<i>Revenues</i>	76,816	27,749	49,067	295,530
<i>Expenditures</i>	8,540,852	9,030,736	489,884	13,623,761
Net surplus/(deficit)	(8,464,036)	(9,002,987)	538,951	(13,328,231)
Community Services				
<i>Revenues</i>	5,056,611	4,595,847	460,764	6,354,266
<i>Expenditures</i>	6,979,093	7,040,382	61,289	9,319,345
Net surplus/(deficit)	(1,922,482)	(2,444,535)	522,053	(2,965,079)
Development & Infra. Services				
<i>Revenues</i>	4,983,371	6,948,701	(1,965,330)	8,852,633
<i>Expenditures</i>	23,615,915	26,159,868	2,543,953	35,723,179
Net surplus/(deficit)	(18,632,544)	(19,211,167)	578,623	(26,870,546)
Library Services				
<i>Revenues</i>	188,932	194,291	(5,359)	328,659
<i>Expenditures</i>	2,322,657	2,477,405	154,748	3,354,111
Net surplus/(deficit)	(2,133,725)	(2,283,114)	149,389	(3,025,452)
General Government				
<i>Revenues</i>	2,151,963	2,357,947	(205,984)	4,526,200
<i>Expenditures</i>	2,457,498	2,189,129	(268,369)	2,875,366
Net surplus/(deficit)	(305,535)	168,818	(474,353)	1,650,834
Debt Servicing				
<i>Revenues</i>	2,430,321	2,438,288	(7,967)	3,251,058
<i>Expenditures</i>	3,512,223	3,456,691	(55,532)	4,237,477
Net surplus/(deficit)	(1,081,902)	(1,018,403)	(63,499)	(986,419)
Property Taxes				
<i>Revenues</i>	55,761,210	56,836,223	(1,075,013)	56,836,223
<i>Expenditures</i>	-	-	-	-
Net surplus/(deficit)	55,761,210	56,836,223	(1,075,013)	56,836,223
Allocations				
<i>Revenues</i>	-	-	-	-
<i>Expenditures</i>	(1,476,899)	(1,477,101)	(202)	(1,969,199)
Net surplus/(deficit)	1,476,899	1,477,101	(202)	1,969,199
GRAND-TOTAL				
<i>Revenues</i>	71,756,088	74,562,438	(2,806,350)	81,995,793
<i>Expenditures</i>	56,916,769	60,152,802	3,236,033	81,995,793
Net surplus/(deficit)	14,839,319	14,409,636	429,683	-

Town of Newmarket

2016 Third Quarter

CAPITAL EXPENDITURES

Commission / Department / Area	Year-to-Date Actual (September 30, 2016) (\$)	Budget for 2016 (\$)	% of Spending
<u>General Government</u>			
Total	528,830	4,278,231	12.4%
Total	528,830	4,278,231	12.4%
<u>Corporate Services</u>			
Information Technology	369,274	2,998,888	12.3%
Legislative Services	-	11,544	0.0%
Total	369,274	3,010,432	12.3%
<u>Community Services</u>			
Recreation & Culture Services	55,159	1,027,012	5.4%
Total	55,159	1,027,012	5.4%
<u>Development & Infrastructure Services</u>			
Planning & Building	205,803	1,396,768	14.7%
Roads	3,106,927	20,271,663	15.3%
Water	151,626	10,236,186	1.5%
Wastewater	10,837	786,039	1.4%
Facilities	1,410,988	1,946,392	72.5%
Parks	603,700	4,417,971	13.7%
Trails	549,259	3,384,170	16.2%
Other	382,837	2,050,809	18.7%
Total	6,421,977	44,489,998	14.4%
<u>Library Services</u>			
Total	75,727	1,263,086	6.0%
Total	75,727	1,263,086	6.0%
<u>Central York Fire Services</u>			
Total	2,339,622	11,442,065	20.4%
Total	2,339,622	11,442,065	20.4%
GRAND TOTAL			
	9,790,589	65,510,824	14.9%

Town of Newmarket

2016 Third Quarter

WATER & WASTEWATER OPERATING RESULTS

Area	Year-to-date (September 30, 2016)				Full Year Budget
	Actual	Budget	Variance		
	\$	\$	\$	%	
Water Rate Group					
<i>Revenues</i>	11,724,621	11,810,142	(85,521)	-0.7%	15,535,914
<i>Expenditures</i>	11,416,109	10,906,552	(509,557)	-4.7%	14,392,729
Net	308,511	903,590	(595,079)	-192.9%	1,143,185
Wastewater Rate Group					
<i>Revenues</i>	13,919,208	13,252,773	666,435	5.0%	17,426,654
<i>Expenditures</i>	12,446,816	12,436,246	(10,570)	-0.1%	16,365,051
Net	1,472,391	816,527	655,864	80.3%	1,061,603
Allocations					
<i>Revenues</i>	-	-	-	0.0%	-
<i>Expenditures</i>	1,476,899	1,476,899	(0)	0.0%	1,969,199
Net	(1,476,899)	(1,476,899)	(0)	0.0%	(1,969,199)
Transfer To/ From Rate Stabilization Reserves					
<i>Revenues</i>	-	-	-	0.0%	-
<i>Expenditures</i>	176,689	176,689	-	0.0%	235,589
Net	(176,689)	(176,689)	-	0.0%	(235,589)
GRAND-TOTAL					
<i>Revenues</i>	25,643,828	25,062,915	580,913	2.3%	32,962,568
<i>Expenditures</i>	25,516,514	24,996,386	(520,128)	-2.1%	32,962,568
Net	127,314	66,529	60,785	91.4%	-

Investment Summary for the Nine Months Ended September 30, 2016

Description	Principal Amount		Starting Date	Term	January 1 to September 30, 2016			
	2016-01-01	2016-09-30			Interest Rate	Return on Investment	Benchmark Return	Incremental Income
CIBC - GIC	\$5,000,000	\$5,000,000	2015-11-02	1 year	1.50%	\$37,397	\$23,685	\$13,712
CIBC - GIC	\$40,000,000	\$0	2015-09-16	180 days	1.25%	\$101,370	\$77,041	\$24,329
CIBC - GIC	\$40,000,000 expired on Sep .12		2016-03-14	182 days	1.41%	\$281,227	\$189,479	\$91,748
CIBC - GIC	\$0	\$40,000,000	2016-09-12	365 days	1.45%	\$28,603	\$18,740	\$9,863
Loan - Newmarket Soccer Club Development Charges and Planning Fees	\$51,616	\$44,884	2011-09-30	10 years	4.00%	\$1,460	\$347	\$1,113
Internal Loan -Solar Panels (2013, Various Facilities)	\$242,624	\$234,865	2013-12-01	20 years	3.00%	\$5,382	\$1,704	\$3,678
Internal Loan - RJT Solar Panels (2014)	\$616,283	\$598,022	2015-01-01	20 years	3.00%	\$13,685	\$4,334	\$9,351
Internal Loan - Magna Solar Panels (2015)	\$1,487,890	\$1,445,367	2016-01-01	20 years	2.70%	\$29,749	\$10,467	\$19,282
Internal Loan - Honeywell Phase 2 Energy Retrofit Project	\$8,122,218	\$8,251,315	2013-12-10	20 years	3.00%	\$184,933	\$58,562	\$126,371
Total	\$55,520,631	\$55,574,453				\$683,806	\$384,359	\$299,447
Incremental investment income included in 2016 Operating Budget, to be transferred to the Tax-Supported Operating Fund in 2016 per the Investment Strategy								\$131,250
Incremental investment income allocated to reserve funds in 2016 per the Investment Strategy								\$168,197