



# **General Committee Meeting Agenda**

**Tuesday, April 3, 2018  
7 p.m.**

**Council Chambers  
Aurora Town Hall**



# **Town of Aurora General Committee Meeting Agenda**

Tuesday, April 3, 2018  
7 p.m., Council Chambers

Councillor Kim in the Chair

## **1. Approval of the Agenda**

### **Recommended:**

That the agenda as circulated by Legislative Services be approved.

## **2. Declarations of Pecuniary Interest and General Nature Thereof**

## **3. Presentations**

## **4. Delegations**

**(a) Anna Kennedy, representing Aurora Duplicate Bridge Club**

**Re: Seniors and Duplicate Bridge**

## **5. Consent Agenda**

Items listed under the Consent Agenda are considered routine or no longer require further discussion, and are enacted in one motion. The exception to this rule is that a Member may request for one or more items to be removed from the Consent Agenda for separate discussion and action.

**Recommended:**

That the following Consent Agenda Items, C1 to C4 inclusive, be approved:

**C1. PDS18-031 – Award of Tender 2018-23-PDS-ENG – For Roadway Rehabilitation on Orchard Heights Boulevard, Whispering Pine Trail and Harmon Avenue**

**Recommended:**

1. That Report No. PDS18-031 be received; and
2. That Tender 2018-23-PDS-ENG, Capital Project No. 31126, for Roadway Rehabilitation on Orchard Heights Boulevard (from Bathurst Street to Hill Drive), Whispering Pine Trail (from Aurora Heights Drive to Orchard Heights Boulevard) and Harmon Avenue be awarded to RA Crete-Scape Ltd. in the amount of \$688,652.28 excluding taxes; and
3. That the Mayor and Town Clerk be authorized to execute the necessary Agreement, including any and all documents and ancillary agreements required to give effect to same.

**C2. Community Recognition Review Advisory Committee Meeting Minutes of February 26, 2018**

**Recommended:**

1. That the Community Recognition Review Advisory Committee meeting minutes of February 26, 2018, be received for information.

**C3. Finance Advisory Committee Meeting Minutes of February 28, 2018**

**Recommended:**

1. That the Finance Advisory Committee meeting minutes of February 28, 2018, be received for information.

**C4. Heritage Advisory Committee Meeting Minutes of March 5, 2018**

**Recommended:**

1. That the Heritage Advisory Committee meeting minutes of March 5, 2018, be received for information.

## **6. Consideration of Items Requiring Discussion (Regular Agenda)**

### **R1. CAO18-003 – Joint Operations Centre (JOC) Project Independent Review Report**

Presentation to be provided by Doug Nadorozny, Chief Administrative Officer, and Janis Haugh, Brook Laker and Associates

#### **Recommended:**

1. That Report No. CAO18-003 be received; and
2. That the Chief Administrative Officer implement and oversee a comprehensive project management discipline for the oversight of the current major construction projects underway with the Town, pending completion of the Town's internal project management initiative; and
3. That staff bring forward for approval a report of the items required to complete the JOC as were conditionally approved in the 2018 capital budget.

### **R2. CS18-006 – Entry onto Private Property Protocol**

#### **Recommended:**

1. That Report No. CS18-006 be received; and
2. That the standard operating guideline regarding entry onto private property and immediate access protocols ("SOG") for Municipal Law Enforcement Officers as outlined on Attachment #1 be endorsed; and
3. That staff report back to Council after one year of implementation of the standard operating guideline with recommendations on the continuance of practice.

**R3. FS18-011 – Funding Strategy for Pending Major Projects**

**Recommended:**

1. That Report No. FS18-011 be received; and
2. That the funding strategies for the various pending projects outlined in Report No. FS18-011 be endorsed.

**R4. PDS18-025 – Parking Restrictions on Lensmith Drive**

**Recommended:**

1. That Report No. PDS18-025 be received; and
2. That Parking By-law No. 4574-04.T be amended to prohibit parking at any time on the south and west sides of Lensmith Drive from the westerly property limit of house no. 38 Lensmith Drive to a point nine metres south of the corner radius.

**R5. PDS18-035 – Community Improvement Plan (CIP) Incentive Program  
CIP Agreement Authorization  
PMK Capital Inc.  
95 Wellington Street East  
File No. CIP-2014-02**

**Recommended:**

1. That Report No. PDS18-035 be received; and
2. That the Director of Planning and Development Services be authorized to enter into a Community Improvement Plan (CIP) Agreement to allow for the Tax-Based Redevelopment Grant to be awarded to PMK Capital Inc., including any and all documents and ancillary agreements required to give effect to same.

**R6. PDS18-033 – Proposal for Zoning By-law Amendment Application**

**Recommended:**

1. That Report No. PDS18-033 be received; and
2. That the Zoning By-law Proposal from the following applicant be accepted as a Zoning By-law Amendment Application:
  - (a) Weston Consulting (254 Kennedy Street West).

**R7. PDS18-037 – Small Cell Technology Pilot with Rogers Communications**

**Recommended:**

1. That Report No. PDS18-037 be received; and
2. That the Director of Planning and Development Services be authorized to execute facility licensing agreements with Rogers Communications, including any and all documents and ancillary agreements required to give effect to same; and
3. That revenue from the licensing agreement with Rogers Communications be directed to the Economic Development Reserve Fund.

**R8. Summary of Committee Recommendations Report No. 2018-04**

**Recommended:**

1. That Summary of Committee Recommendations Report No. 2018-04 be received; and
2. That the Committee recommendations contained within this report be approved.

**7. Notices of Motion**

**(a) Councillor Gaertner**

**Re: Sewer Use By-law and Environmental Concerns**

**(b) Councillor Kim and Councillor Humfryes  
Re: Residential Zoning Amendment Applications**

**8. New Business**

**9. Closed Session**

**10. Adjournment**



Legislative Services  
905-727-3123  
[Clerks@aurora.ca](mailto:Clerks@aurora.ca)  
Town of Aurora  
100 John West Way, Box 1000  
Aurora, ON L4G 6J1

## Delegation Request

This Delegation Request form and any written submissions or background information for consideration by either Council or Committees of Council must be submitted to the Clerk's office by the following deadline:

**4:30 p.m. Two (2) Days Prior to the Requested Meeting Date**

<b>Council/Committee Meeting and Date:</b> April 3, 2018	
<b>Subject:</b> Seniors and Duplicate Bridge	
<b>Name of Spokesperson:</b> Anna Kennedy	
<b>Name of Group or Person(s) being Represented (if applicable):</b> The Aurora Duplicate Bridge Club	
<b>Brief Summary of Issue or Purpose of Delegation:</b> To inform Council, by means of a PowerPoint presentation, of the workings and purpose of the Aurora Duplicate Bridge Club: How it supports the Community and contributes to the well-being of the Seniors who live there.	
<b>Please complete the following:</b>	
Have you been in contact with a Town staff or Council member regarding your matter of interest?      Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
If yes, with whom? Allan D. Downey	Date: 2017
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes for Delegations.	



**Town of Aurora  
General Committee Report**

**No. PDS18-031**

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**Subject:** Award of Tender 2018-23-PDS-ENG - For Roadway Rehabilitation on Orchard Heights Boulevard, Whispering Pine Trail and Harmon Avenue

**Prepared by:** Dan Vink, Coordinator, Project Delivery

**Department:** Planning and Development Services

**Date:** April 3, 2018

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## **Recommendation**

1. That Report No. PDS18-031 be received; and
2. That Tender 2018-23-PDS-ENG, Capital Project No. 31126, for Roadway Rehabilitation on Orchard Heights Boulevard (from Bathurst Street to Hill Drive), Whispering Pine Trail (from Aurora Heights Drive to Orchard Heights Boulevard) and Harmon Avenue be awarded to RA Crete-Scape Ltd. in the amount of \$688,652.28 excluding taxes; and
3. That the Mayor and Town Clerk be authorized to execute the necessary Agreement, including any and all documents and ancillary agreements required to give effect to same.

## **Executive Summary**

To receive Council's authorization to award Tender 2018-23-PDS-ENG to RA Crete-Scape Ltd.

## **Background**

The rehabilitation of Orchard Heights Boulevard (from Bathurst Street to Hill Drive), Whispering Pine Trail (from Aurora Heights Drive to Orchard Heights Boulevard) and Harmon Avenue is included in the Town of Aurora 10-Year Capital Reconstruction program.

The capital funding for this project has been approved by Council for delivery in 2018 in the amount of \$1,014,110.00 and this report provides the details of the tendering results and recommendation to proceed to construction.

## **Analysis**

A total of twenty-five (25) companies picked up the tender documents and on February 27, 2018, the Tender Opening Committee received ten (10) compliant bids. The lowest compliant bidder for this tender was RA Crete-Scape Ltd. as summarized in Table 1.

Table 1

	FIRM NAME	TOTAL BID (excluding taxes)
1	RA Crete-Scape Ltd.	\$688,652.28
2	Furfari Paving Co. Ltd.	\$745,656.35
3	C. Valley Paving Ltd.	\$778,808.70
4	Forest Contractors Ltd.	\$781,625.18
5	Sanscon Construction Ltd.	\$834,074.25
6	Brennan Paving & Construction Ltd.	\$944,589.90
7	Dufferin Construction Company	\$956,076.80
8	Il Duca Contracting Inc.	\$993,817.00
9	Ashland Paving Ltd.	\$1,002,364.06
10	Dig-Con International Limited	\$1,527,253.75

Verification of the Tenders was undertaken by Town staff. RA Crete-Scape Ltd. has successfully completed similar projects in the City of Toronto.

### **Project Schedule**

The Contract is expected to commence mid-May 2018.

### **Advisory Committee Review**

Not applicable

April 3, 2018

Page 3 of 5

Report No. PDS18-031

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## **Legal Considerations**

Not applicable.

## **Financial Implications**

Table 2 is a financial summary for Capital Project Number 31126 as based on the Tender submitted by RA Crete-Scape Ltd.

Table 2

<b>Approved Budget</b>	
Capital Project 31126	\$1,014,110
<b>Total Approved Budget</b>	\$1,014,110
Less previous commitments (Geotechnical Site Visit)	\$217
<b>Funding available for Subject Contract</b>	\$1,013,893
Contract Award excluding HST	\$688,653
Non-refundable taxes (1.76%)	\$12,121
Geotechnical Inspection (Under Separate P.O.)	\$7,500
Arborist Inspection (Under Separate P.O.)	\$2,500
Construction Signage (Under Separate P.O.)	\$2,500
<b>Sub-Total</b>	\$713,274
Contingency amount (10%)	\$71,328
<b>Total Funding Required</b>	\$784,602
Favourable Budget Variance	\$229,291

## **Communications Considerations**

Staff have anticipated minimal impact to local residents since the works will be confined within the road curbs and will include only asphalt resurfacing and adjustments of maintenance holes and catch basins. However, staff will include extra signage on the road and communication before and during construction.

Construction is anticipated to commence in mid to late May 2018 and be completed within forty (40) working days, weather permitting.

### **Link to Strategic Plan**

This project supports the Strategic Plan goal of Supporting and **Exceptional Quality of Life for All** by Investing in Sustainable Infrastructure. This ensures road safety is provided to meet the needs and expectations of our community.

### **Alternative(s) to the Recommendation**

1. Council may choose to not award this project. The Tender evaluation process meets all requirements for the Procurement By-law and awarding this contract is the next step in fulfilling the requirements of the tendering process. If council chooses to not award this contract, these road segments will not be rehabilitated and future road maintenance will be more extensive and costly.

### **Conclusions**

The Tender review has complied with the Procurement By-law requirements and it is recommended that Tender 2018-23-PDS-ENG for roadway rehabilitation on Orchard Heights Boulevard (from Bathurst Street to Hill Drive), Whispering Pine Trail (from Aurora Heights Drive to Orchard Heights Boulevard) and Harmon Avenue be awarded to RA Crete-Scape Ltd. in the amount of \$688,652.28, excluding taxes.

### **Attachments**

Attachment #1 – Key Plan showing the locations of proposed roadway rehabilitation

### **Previous Reports**

None

### **Pre-submission Review**

Agenda Management Team Meeting review on March 15, 2018

April 3, 2018

Page 5 of 5

Report No. PDS18-031

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**Departmental Approval**

**Approved for Agenda**

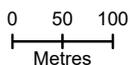
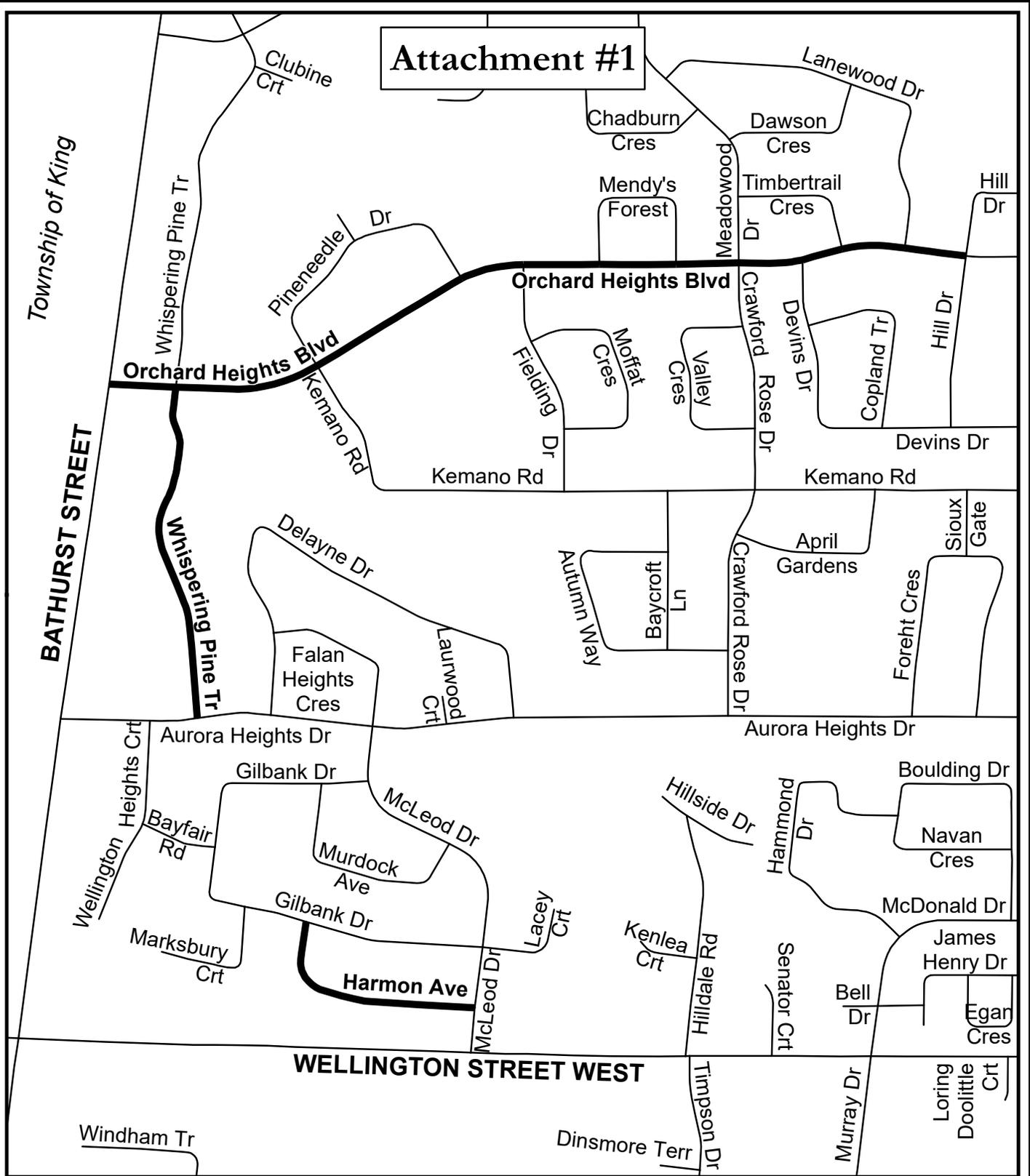


**Marco Ramunno, MCIP, RPP  
Director  
Planning and Development Services**



**Doug Nadorozny  
Chief Administrative Officer**

**Attachment #1**



**KEY PLAN**  
**LOCATION OF PROPOSED ROAD RESURFACING**  
**ORCHARD HEIGHTS BLVD, WHISPERING PINE TR & HARMON AVE**



PDS18-031

Map created by the Town of Aurora Planning and Development Services Department, March 5th, 2018. Base data provided by York Region and Aurora - GIS. This is not a legal survey.



**Town of Aurora  
Community Recognition Review  
Advisory Committee Meeting Minutes**

<b>Date:</b>	Monday, February 26, 2018
<b>Time and Location:</b>	2 p.m., Leksand Room, Aurora Town Hall
<b>Committee Members:</b>	Councillor Tom Mrakas (Chair), Diane Buchanan, Steve Hinder, Tim Jones, Brian North, and Jo-anne Spitzer
<b>Members Absent:</b>	Councillor Sandra Humfries (Vice Chair)
<b>Other Attendees:</b>	Stephanie Mackenzie-Smith, Manager of Corporate Communications, Shelley Ware, Supervisor, Special Events, and Linda Bottos, Council/Committee Secretary

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The Chair called the meeting to order at 2:04 p.m.

**1. Approval of the Agenda**

**Moved by Tim Jones  
Seconded by Diane Buchanan**

That the agenda as circulated by Legislative Services be approved.

**Carried**

**2. Declarations of Pecuniary Interest and General Nature Thereof**

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act*.

**3. Receipt of the Minutes**

Community Recognition Review Advisory Committee Meeting Minutes  
Monday, February 26, 2018

Page 2 of 4

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**Community Recognition Review Advisory Committee Meeting Minutes of  
August 21, 2017**

**Moved by Steve Hinder  
Seconded by Jo-anne Spitzer**

That the Community Recognition Review Advisory Committee meeting minutes of  
August 21, 2017, be received for information.

**Carried**

**4. Delegations**

None

**5. Matters for Consideration**

**1. Round Table Discussion  
Re: 2018 Awards Event – Nominations**

Staff provided an update on the status of the nominations process. The Committee and staff discussed the potential resources and organizations through which to encourage participation in the process, and committed to continued networking and nomination promotion. The Committee agreed that the awards selection committee would reserve the right to re-categorize any nomination toward a better fit if necessary, or categorize any nomination where the nominator is unsure of the appropriate category; staff agreed to include a note to this effect in the current promotions.

**Moved by Brian North  
Seconded by Jo-anne Spitzer**

1. That the Round Table Discussion regarding the 2018 Awards Event – Nominations be received and the comments of the Committee be referred to staff for consideration and action as appropriate.

**Carried**

**2. Round Table Discussion  
Re: 2018 Awards Event – Promotions**

Community Recognition Review Advisory Committee Meeting Minutes  
Monday, February 26, 2018

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Page 3 of 4

Staff provided an update on the promotional communications campaign, including the use of the Town's website, social media, print advertising, email blasts, media release, electronic and mobile sign boards, newsletters and bulletins, rollup banners, and Committee member promotional videos. The Committee made further suggestions and staff agreed to provide the Committee with poster handouts when available.

**Moved by Brian North  
Seconded by Jo-anne Spitzer**

1. That the Round Table Discussion regarding the 2018 Awards Event – Promotions be received and the comments of the Committee be referred to staff for consideration and action as appropriate.

**Carried**

**3. Round Table Discussion  
Re: 2018 Awards Event – Selection Process**

It was agreed that the awards selection committee would meet at 11 a.m. on Monday, April 16, 2018, to review the nominations and select the winners of the 2018 Community Recognition Awards.

**Moved by Brian North  
Seconded by Jo-anne Spitzer**

1. That the Round Table Discussion regarding the 2018 Awards Event – Selection Process be received and the comments of the Committee be referred to staff for consideration and action as appropriate.

**Carried**

**4. Round Table Discussion  
Re: 2018 Awards Event – Ceremony**

Staff provided a status update regarding sponsorships, food, printing, venue, and invitations. The Committee and staff discussed further food opportunities and suggestions, including specifics in relation to name badges and historical award information. It was agreed that emcee alternatives would be explored. Staff agreed

Community Recognition Review Advisory Committee Meeting Minutes  
Monday, February 26, 2018

Page 4 of 4

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to coordinate a reception in Town Hall's Skylight Gallery, for Citizens of the Year and Members of Council, to be held prior to the Awards Ceremony.

**Moved by Brian North**

**Seconded by Jo-anne Spitzer**

1. That the Round Table Discussion regarding the 2018 Awards Event – Ceremony be received and the comments of the Committee be referred to staff for consideration and action as appropriate.

**Carried**

## **6. Informational Items**

### **5. Extract from Council Meeting of October 10, 2017**

**Re: Community Recognition Review Advisory Committee Meeting  
Minutes of August 21, 2017**

**Moved by Diane Buchanan**

**Seconded by Steve Hinder**

1. That the Extract from Council Meeting of October 10, 2017, regarding the Community Recognition Review Advisory Committee meeting minutes of August 21, 2017, be received for information.

**Carried**

## **7. New Business**

None

## **8. Adjournment**

**Moved by Jo-anne Spitzer**

**Seconded by Diane Buchanan**

That the meeting be adjourned at 3:26 p.m.

**Carried**

Committee recommendations are not binding on the Town unless adopted by Council.



**Town of Aurora  
Finance Advisory Committee  
Meeting Minutes**

**Date:** Wednesday, February 28, 2018

**Time and Location:** 5:30 p.m., Holland Room, Aurora Town Hall

**Committee Members:** Councillor Michael Thompson (Chair), Councillor Harold Kim, and Mayor Geoffrey Dawe

**Member(s) Absent:** None

**Other Attendees:** Doug Nadorozny, Chief Administrative Officer, Dan Elliott, Director of Financial Services/Treasurer, Lisa Warth, Acting Director of Community Services, Jason Gaertner, Manager, Financial Planning, and Linda Bottos, Council/Committee Secretary

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The Chair called the meeting to order at 5:35 p.m.

**1. Approval of the Agenda**

**Moved by Councillor Kim  
Seconded by Mayor Dawe**

That the agenda as circulated by Legislative Services be approved.

**Carried**

**2. Declarations of Pecuniary Interest and General Nature Thereof**

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act*.

**3. Receipt of the Minutes**

Finance Advisory Committee Meeting Minutes  
Wednesday, February 28, 2018

Page 2 of 5

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**Finance Advisory Committee Meeting Minutes of January 24, 2018**

**Moved by Mayor Dawe  
Seconded by Councillor Kim**

That the Finance Advisory Committee meeting minutes of January 24, 2018, be received for information.

**Carried**

**4. Delegations**

None

**5. Consideration of Items**

**1. Memorandum from Acting Director, Community Services  
Re: Pricing Policy for Recreation Services**

Staff gave an overview of the memorandum and attachments, and provided additional information regarding community program subsidy considerations along with an excerpt from the Recreation Programming Audit Report of April 2017 respecting Background and Comparison of Program Pricing of Other Municipalities, noting that the Audit Report addressed revenues only and not the associated costs.

The Chair noted that this memorandum was also presented to the Parks, Recreation and Cultural Services Advisory Committee for comment, and staff was asked to supply additional data in order to make any determinations.

The Committee and staff discussed the various challenges and approaches to determining the appropriate cost recovery/subsidy levels, and to calculating overall program costs, including direct and indirect costs, and assumptions.

Staff agreed to perform an in-depth examination of the cost data and allocations for various programs at a particular facility, and report back to the Committee at a future meeting.

Finance Advisory Committee Meeting Minutes  
Wednesday, February 28, 2018

Page 3 of 5

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**Moved by Councillor Kim  
Seconded by Mayor Dawe**

1. That the memorandum regarding Pricing Policy for Recreation Services be received; and
2. That the comments of the Finance Advisory Committee be referred to staff for consideration and action as appropriate.

**Carried**

**2. Review of Detailed Financial Budget Information  
Re: Financial Services (FS)**

Staff provided an overview of the line-by-line analysis and year-to-date comparison of the final approved 2018 budget for the Financial Services department and detailed explanations respecting the highlighted items. Staff reviewed the current staffing situation and pending requests, noting that the Town's growth has exceeded the department's capacity to meet the service requirements related to tax and water utility administration. Staff expressed further concern regarding the budget provisions for required training and professional development.

The Committee and staff discussed the value of training, development of a training policy and business cases, and relevant metrics. Staff confirmed that a complete review is underway respecting the tracking and allocation of training including courses, seminars and memberships.

**Moved by Mayor Dawe  
Seconded by Councillor Kim**

1. That the comments and suggestions of the Review of Detailed Financial Budget Information for Financial Services be received and referred to staff for consideration and action as appropriate.

**Carried**

**3. Review of Draft General Committee Report No. FS18-004 – 2019 Budget  
Development Direction**

Finance Advisory Committee Meeting Minutes  
Wednesday, February 28, 2018

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Page 4 of 5

Staff provided background to the draft report noting the similarities and continued focus of the previous year, including budget principles and budget process, phase-in strategies, and inflation approach. Staff advised that a draft 2019 budget would be prepared for presentation early in the next term of Council, which will begin December 2018.

The Committee made suggestions in the areas of financial implications and communications considerations, and staff agreed to apply the enhancements accordingly.

**Moved by Councillor Kim  
Seconded by Mayor Dawe**

1. That Draft General Committee Report No. FS18-004 be received; and
2. That the key principles for the 2019 operating budget development be endorsed.

**Carried**

**4. Distribution and Introduction of Detailed Financial Budget Information  
Re: Corporate Services (CS)**

Staff noted that Techa van Leeuwen, Director of Corporate Services, would be present at the next meeting to review the detailed budget information for Corporate Services. The Committee was encouraged to contact the Director directly for any needed clarification prior to the March meeting.

**Moved by Mayor Dawe  
Seconded by Councillor Kim**

1. That the detailed financial budget information for Corporate Services department be received and deferred for discussion and detailed review at the March 28, 2018 meeting of the Finance Advisory Committee.

**Carried**

Finance Advisory Committee Meeting Minutes  
Wednesday, February 28, 2018

Page 5 of 5

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**6. New Business**

Councillor Kim inquired about the status of the Town's planned public art policy and staff provided a response.

**7. Adjournment**

**Moved by Councillor Kim  
Seconded by Mayor Dawe**

That the meeting be adjourned at 6:43 p.m.

**Carried**

Committee recommendations are not binding on the Town unless adopted by Council.



**Town of Aurora  
Heritage Advisory Committee  
Meeting Minutes**

<b>Date:</b>	Monday, March 5, 2018
<b>Time and Location:</b>	7 p.m., Holland Room, Aurora Town Hall
<b>Committee Members:</b>	Bob McRoberts (Acting Chair and Honorary Member), Neil Asselin, Barry Bridgeford, James Hoyes, John Kazilis, Martin Paivio and Ken Turriff
<b>Members Absent:</b>	Councillor Wendy Gaertner (Chair), Councillor Jeff Thom (Vice Chair)
<b>Other Attendees:</b>	Councillor Tom Mrakas, Marco Ramunno, Director of Planning and Development Services, Jeff Healey, Planner, and Ishita Soneji, Council/Committee Secretary

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In the absence of the Chair and Vice Chair, the Committee consented to appoint Bob McRoberts as Chair.

The Chair called the meeting to order at 7:02 p.m.

**1. Approval of the Agenda**

**Moved by Ken Turriff**

**Seconded by Neil Asselin**

That the agenda as circulated by Legislative Services, with the following addition, be approved:

- Delegation (a) Larry Dekkema representing Ballymore Building (South Aurora) Corp.; Re: Item 2 – HAC18-005 – Additional Information: Request to Remove a Property from the Aurora Register of Properties of Cultural Heritage Value or Interest, 14452 Yonge Street.

**Carried**

Heritage Advisory Committee Meeting Minutes  
Monday, March 5, 2018

Page 2 of 6

## **2. Declarations of Pecuniary Interest and General Nature Thereof**

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act*.

## **3. Receipt of the Minutes**

**Heritage Advisory Committee Meeting Minutes of February 12, 2018**

**Moved by John Kazilis**

**Seconded by James Hoyes**

That the Heritage Advisory Committee meeting minutes of February 12, 2018, be received for information.

**Carried**

## **4. Delegations**

**(a) Larry Dekkema, representing Ballymore Building (South Aurora) Corp.**

**Re: Item 2 – HAC18-005 – Additional Information: Request to Remove a Property from the Aurora Register of Properties of Cultural Heritage Value or Interest, 14452 Yonge Street.**

Mr. Dekkema provided information regarding the intent to remove the property from the heritage register, and noted that a structural report has been provided as requested by the Committee. He requested for an opportunity to discuss the financial contribution with staff, and responded to questions.

**Moved by Barry Bridgeford**

**Seconded by James Hoyes**

That the comments of the delegation be received and referred to Item 2.

**Carried**

## **5. Matters for Consideration**

The Committee consented to consider items in the following order: Items 2, 1 and 3.

Heritage Advisory Committee Meeting Minutes  
Monday, March 5, 2018

Page 3 of 6

**1. HAC18-004 – Request to Designate under Part IV of the *Ontario Heritage Act*, 19 and 21 Machell Avenue “The John van Nostrand House”**

Staff provided a brief overview of the report.

The Committee inquired about the structural integrity and the process of designating the severed lots, and staff provided clarifications.

**Moved by John Kazilis  
Seconded by Ken Turriff**

1. That Report No. HAC18-004 be received; and
2. That the Heritage Advisory Committee recommend to Council:
  - (a) That the House located at 19 and 21 Machell Avenue be designated under Part IV of the *Ontario Heritage Act* as a property of cultural heritage value or interest; and
  - (b) That the Town Clerk be authorized to publish and serve Council's Notice of Intention to Designate as per requirements of the Act; and
  - (c) That the designation by-law be brought before Council for passing if no objections were received within the thirty (30) day objection period as per requirements of the Act; and
  - (d) That the owners of 19 and 21 Machell Avenue be thanked for their support of the designation of the subject heritage property.

**Carried**

**2. HAC18-005 – Additional Information: Request to Remove a Property from the Aurora Register of Properties of Cultural Heritage Value or Interest, 14452 Yonge Street**

Staff provided a brief overview of the report.

The Committee and staff discussed about various aspects including the possibility of retaining and reusing the fieldstones during the demolition process, commemorative signage on the subject property, and the parameters of the financial contribution.

Heritage Advisory Committee Meeting Minutes  
Monday, March 5, 2018

Page 4 of 6

**Moved by John Kazilis  
Seconded by Neil Asselin**

1. That Report No. HAC18-005 be received; and
2. That the Heritage Advisory Committee recommend to Council:
  - (a) That 14452 Yonge Street be removed from the Aurora Register of Properties of Cultural Heritage Value or Interest; and
  - (b) That a financial contribution of \$75,000.00 **or an amount to be determined by the Director of Planning and Development Services**, be provided to the Town's Heritage Reserve Fund; **and**
  - (c) **That the photographic documentation of the fieldstone removal be carried out during the demolition.**

**Carried as amended**

**3. HAC18-006 – East Holland River, Fish Barrier Removal, Restoration and Bridge Replacement**

Staff provided a brief overview of the report.

The Committee and staff discussed the scope of preserving the culvert, the conceptual design, and durability of the proposed bridge reconstruction.

**Moved by James Hoyes  
Seconded by Neil Asselin**

1. That Report No. HAC18-006 be received; and
2. That the Heritage Advisory Committee recommend to Council:
  - (a) That the Town of Aurora enter into an agreement with the Lake Simcoe Region Conservation Authority on the East Holland River, Fish Barrier Removal, Restoration and Bridge Replacement project; and
  - (b) That staff be authorized to proceed with the preferred option to remove and replace the concrete culvert with a steel span bridge, salvaging the culvert for display opportunities.

**Carried**

Heritage Advisory Committee Meeting Minutes  
Monday, March 5, 2018

Page 5 of 6

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## **6. Informational Items**

### **4. Memorandum from Planner**

**Re: Building Tension: When to tear down and when to build up**

Staff provided a brief overview of the memorandum.

The Committee provided feedback on the podcast on heritage conservation in Canada.

**Moved by James Hoyes**

**Seconded by Martin Paivio**

1. That the memorandum regarding Building Tension: When to tear down and when to build up, be received for information.

**Carried**

### **5. Extract from Council Meeting of February 13, 2018**

**Re: Summary of Committee Recommendations Report No. 2018-01**

**Moved by John Kazilis**

**Seconded by Neil Asselin**

1. That the Extract from Council meeting of February 13, 2018 regarding the Summary of Committee Recommendations Report No. 2018-01, be received for information.

**Carried**

## **7. New Business**

The Committee inquired about the Aurora Heritage Awards and requested for further information regarding past awards, and staff agreed to follow up.

The Committee inquired about the Zoning By-law Amendment application for 103, 107 and 111 Metcalfe Street, and staff provided clarifications.

Heritage Advisory Committee Meeting Minutes  
Monday, March 5, 2018

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Page 6 of 6

**8. Adjournment**

**Moved by James Hoyes  
Seconded by Ken Turriff**

That the meeting be adjourned at 7:59 p.m.

**Carried**

Committee recommendations are not binding on the Town unless adopted by Council.



**Town of Aurora  
General Committee Report No. CAO18-003**

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**Subject:** JOC Project Independent Review Report  
**Prepared by:** Doug Nadorozny, Chief Administrative Officer  
**Department:** Office of the Chief Administrative Officer  
**Date:** April 3, 2018

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### **Recommendation**

- 1. That Report No. CAO18-003 be received; and**
- 2. That the CAO implement and oversee a comprehensive project management discipline for the oversight of the current major construction projects underway with the Town, pending completion of the Town's internal project management initiative; and**
- 3. That staff bring forward for approval a report of the items required to complete the JOC as were conditionally approved in the 2018 capital budget.**

### **Executive Summary**

The Town recently undertook the construction of a new Joint Operations Centre (JOC). The project was concluded during 2016. Council commissioned an independent review of the project costs, relationship of the budget and costs to complete, and also were seeking lessons learned.

- Attached is the report prepared by Brook Laker and Associates under the direction of the Town's internal auditor, Audit Services Division of the Region of York.
- Findings of the review are highly consistent with prior staff reports
- Lessons to be learned include:
  - The Town lacks a clear and consistent project management discipline and documentation system for staff assigned to manage large projects. An initiative is currently underway to develop such a system.

## **Background**

The Town began discussing the need for a new Joint Operations Centre in 2009. This pre-work culminated with a site purchase in 2014, detailed design, and a construction tender awarded in 2015. The project was substantially in early 2016, with staff occupancy commencing in April 2016.

A project final report was presented to Council in January, 2017, following which an additional report was requested from the Treasurer to outline the project budget and costs. That report was presented in April 2017. At that time, Council requested an independent review of the project. In October 2017, following investigations and an RFP, Council formally commissioned an independent review of the project, to review and report on the JOC project and costs, and lessons which could be learned corporately from the project.

## **Analysis**

### **Independent review of JOC project is now complete**

The independent review of the JOC project commissioned by Council in October, 2017 has now been completed. The attached report has been prepared by Brook Laker and Associates under the supervision of Internal Audit Services of the Region of York.

### **Findings of budget and costs are highly consistent with those reported previously**

While some differences exist in final costs expected to complete the project, the findings of the review were based on updated costs and descriptions related to items outstanding to complete the project. This updated information had been developed subsequent to the prior staff reports on the project.

### **Lessons learned**

The project reviewer speaks to a number of challenges encountered during the project by participants. Key to the findings were a lack of clear and comprehensive project management discipline for the project.

The reviewer notes that the Town lacks a formal mandated discipline of project management methodologies and organization. The Town is already working to improve this situation. Our Information Technology Services Division is already well established

with project management protocols, organization, reporting, and documentation for all significant IT projects. Further, staff in corporate services are developing a Project Management Office initiative. This project seeks to establish formal Town of Aurora project management methodologies that will be required to be used for all projects. This work is expected to be completed in the first half of 2019. With several large projects currently underway or on the near term horizon, staff will be ensuring strong project management approaches are taken by those managing the armoury retrofit, the new firehall construction, the library square redevelopment, and further out, the new multi-sport facility project. The detailed recommendations of the reviewer in this regard will be applied to these projects at a minimum.

### **Advisory Committee Review**

None

### **Legal Considerations**

None

### **Financial Implications**

In examining costs to date for the project, the reviewer found no significant variations from those costs previously reported to Council by staff. Where variances occurred, most arose from new information or cost estimates updated since the original staff report was prepared.

No evidence of unauthorized spending, willful misconduct by staff, consultants or contractors, or any other serious anomalies were noted during the review. A more in-depth forensic audit of the project costs is not considered of value at this time.

### **Communications Considerations**

This report is a public report, and is available on the Town website.

## **Link to Strategic Plan**

Making public the findings of the special independent review of the JOC project supports the Strategic Plan principles of and progressive corporate excellence and continuous improvement, as well as accountability and transparency to the public.

## **Alternative(s) to the Recommendation**

1. This is an information report. Additional staff direction may be provided by Council as appropriate.

## **Conclusions**

The independent review of the JOC capital project is now complete, and is attached to this report. No significant variances in costs as previously reported by staff were found. Budget sufficiency, and lack of application of strong project management discipline, documentation, coordination, and reporting contributed to challenges encountered in completing the project on budget. Minor budget overruns were necessary to complete the project as planned. Additional funding has since been identified by staff and presented in the capital budget for approval for items deemed necessary to complete the project and fully operationalize the facility.

## **Attachments**

Attachment #1 Joint Operations Centre Review report – Brook Laker and Associates

## **Previous Reports**

FS17-003 April 4, 2017 JOC Project: Financial Summary Report

IES17-001 January 24, 2017 Facilities Projects Status Report – JOC Final Report

## **Pre-submission Review**

Agenda Management Team review on March 15, 2018

April 3, 2018

Page 5 of 5

Report No. CAO18-003

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**Approved for Agenda**



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**Doug Nadorozny  
Chief Administrative Officer**

Attachment #1

***Town of Aurora***  
***Joint Operation Centre Review***  
***February 2018***

Town of Aurora Joint Operation Centre Review  
February 2018

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**TABLE OF CONTENTS**

<b>Section</b>	<b>Page No.</b>
1.0 MANAGEMENT SUMMARY .....	3
2.0 INTRODUCTION.....	3
3.0 OBJECTIVES AND SCOPE .....	4
4.0 DETAILED OBSERVATIONS .....	5
4.1 Background .....	5
4.2 Observations (See Private Attachment) .....	7
5.0 RECOMMENDATIONS.....	7
APPENDIX A: JOINT OPERATIONS BUDGET VS ACTUAL COST ANALYSIS .....	9
APPENDIX B: JOINT OPERATIONS ACTUAL COST VS FINANCE REPORT .....	11

**Town of Aurora Joint Operation Centre Review  
February 2018**

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**1.0 Management Summary**

As requested by The CAO we have completed a review of the construction project of the Joint Operations Centre (JOC) for the Town of Aurora.

The focus of our review was to provide Council with an accurate accounting of the costs associated with the JOC project and their relationship to the Council-approved budget, as well as to identify opportunities for improvement to ensure that similar issues are avoided going forward.

The scope of the review included verification of the financial information provided by Financial Services in report FS17-003; examination of budget and cost figures; analysis of scope reductions and an estimation of subsequent costs to complete the project. We have confirmed the final project cost and include Appendix A which gives the details of the actual project costs vs. the approved budget.

Based on the work performed, we conclude that the project was over budget by \$454,851 and that there will be additional costs of \$1,865,000 estimated in 2017 dollars required to complete the project that were part of the initial design and were removed from the scope. These costs are being included as capital requests for the 2018 and 2019 budgets. The project was underfunded from the beginning and changes to the scope were made in order to keep the expenditures within the approved budget.

We have noted opportunities for improvements in project management and have provided our observations in section 4.0 and recommendations in section 5.0 of the report.

Audit Services would like to thank the staff and management of the Finance, Facilities and Operations departments for their cooperation and assistance.

**2.0 Introduction**

Brook Laker and Associates was engaged to perform a third party review related to the construction of the Town of Aurora Joint Operations Centre (JOC).

The focus of the review was to:

1. Provide stakeholders with an accurate accounting of the costs associated with the JOC project and their relationship to the Council-approved budget.
2. Identify opportunities for improvement to ensure that similar issues are avoided going forward.

The scope of the review relied upon information provided by Financial Services in report FS17-003, issued on April 4, 2017. The review included the validation of budget and cost figures; an analysis of scope reductions; the subsequent costs required to complete the project and the confirmation of final project cost vs. budget variance.

### **3.0 Objectives and Scope**

The objectives of this engagement were twofold:

- a) Provide stakeholders with an accurate accounting of the costs associated with the JOC project and their relationship to the Council-approved budget.
- b) Identify opportunities for improvement to ensure that similar issues are avoided going forward.

The scope of the review included examination of reports and documents; financial analysis; and interviews with Aurora staff and project consultants.

We did not interview the former Director IES as he is no longer employed with the Town of Aurora. Our information is based on the records reviewed and the interviews that we conducted. We have presented the results as we understand them from our work and we feel that it is a fair representation of the facts.

Specifically, we performed:

1. Interviews with appropriate personnel: the Aurora staff involved in the project; Mayor Dawe; Deputy Mayor Abel; the architect at the design company One Space; the Construction Manager at Buttcon Construction Co.; and the project Manager at MHPM;
2. Examination and analysis of general ledger accounts for the construction costs from 2012 to 2017;
3. A review of the capital asset account for the JOC;
4. IES reports to Council and other reports from 2013 to 2017;
5. A review of the change orders issued by the construction company; and
6. A review of the weekly project management reports produced by MHPM for 2015 and 2016.

#### **4.0 DETAILED OBSERVATIONS**

##### **4.1 Background:**

The initial design phase for the Aurora Joint Operation Centre (JOC) was begun in 2011. At the start of the design phase the architects, One Space, held consultation meetings with the user groups from the participating departments who would be housed in the new JOC. Throughout 2013 there were several design changes from the first draft of the building to bring the cost closer to the approximately \$20,000,000 figure for that project that had been initially approved by Council.

In November 2013 the design specifications were reviewed by a quality surveyor, BTY Group who estimated the construction cost of the building at \$18,240,000. This amount only included the direct cost of construction and did not include any other project costs. At that point the project would have already been over budget so the approach was taken that the third floor, the drive shed and the covered storage were to be presented to Council as optional. The value of these items was estimated at \$1,827,500.

In January 2014 a presentation was made to Council showing the final design and giving Council the options of adding the third floor, the covered vehicle canopy and the drive in shed. Council approved the addition of the third floor but did not approve the other two options. The total budget for the project of \$20,385,589 that was approved by Council included the construction cost, contingency, consultant's fees and all other project costs.

The construction of the JOC was tendered in July 2014 and the contract was awarded to the lowest bidder Buttcon Construction Co. (Buttcon) at \$17,004,000. The approved budget of \$20,385,589 included (see Appendix A):

\$17,004,000 for construction costs,  
\$954,804 for design and architectural fees,  
\$299,270 for non-refundable taxes,  
\$125,000 for FF&E and IT,  
\$150,000 for third party testing,  
\$1,853,235 for contingency.

The amount of \$1,853,235 for contingency was to cover unexpected and unforeseen project costs.

In December 2014 the Director IES included in his report to Council that there were issues with the soil condition at the site and that a change order for an amount of \$653,632 would be required to remediate the soil issues. The final cost for all of the change orders for the soil remediation totaled \$843,912 (Appendix A).

In February 2015 the Director IES requested that Council approve a budget of \$75,400 to hire a project management company MHPM on a part time basis to oversee the project. In June 2015 he applied to Council to increase the fee to \$129,800.

In January 2016 the Director IES requested that Council approve an increase in the architectural fees to \$1,145,944 from \$954,804.

The Director IES had removed a fueling station from the project during the design stage, planning to have the employees use fuel cards. This turned out not to be a suitable option and the fueling station had to be added back into the project at a cost of \$142,409. An additional \$89,334 was

**Town of Aurora Joint Operation Centre Review  
February 2018**

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spent in 2017 on a fuel management system that was charged to a different capital budget. The fuel management system was deferred when the fuel station was installed, in order to remain within budget.

There were also overages for items that do not appear to have been included in the approved budget as there were no line items for them. These included office partitions, permits and fees, the greenhouse and other miscellaneous project costs. As well the third party testing costs were over budget. The total of these items is \$760,300:

- The office partitions cost \$281,110 but were not broken out as a separate item in the approved budget;
- Building permits and other fees were \$118,077 but were not broken out in the approved budget;
- Utility hook ups cost \$78,480 but were not detailed in the approved budget;
- The cost of the greenhouse was \$156,105. It was not broken out in the approved budget;
- Other miscellaneous costs not detailed in the approved budget were \$73,228;
- The third party testing was over budget by \$53,300.

In addition to the \$843,912 in change orders for the soil issue, there were also other construction change orders required in the amount \$682,973 and a contract extension adjustment had to be paid to Buttcon for \$169,500. All of these additional costs and overages would have put the project over budget.

In order to keep the project on budget the Director IES made (\$817,203) in changes to the construction budget by removing items from the project scope:

(\$125,715) for paving top coat  
(\$492,400) for asphalt at rear parking area  
(\$40,000) for pylon signage  
(\$44,963) to change the green roof to a white roof  
(\$45,000) removed from common area furniture budget  
(\$71,125) deleted the landscaping

The Director IES used \$19,313 in operating funds to have some of the landscaping done internally and \$60,000 in operating funds to complete the greenhouse floor which had been removed from the project during the design phase.

The items that had been removed from the scope of the project are necessary to complete the project and are currently being requested through the capital budgeting process over the next two years, 2018 and 2019. The total of the capital budget requests that have been submitted in order to cover the cost of the scope changes and to complete the project is \$1,865,000.

The budget variance to actual cost for the project is \$454,851. However, the items that were removed from the project scope in order to remain on budget will still need to be completed. There are capital budget requests are estimated in the amount of \$1,865,000 in 2017 dollars to have these items completed over 2018 and 2019. This brings the total project cost to \$22,705,440 which is \$2,319,851 over budget. (See Appendix A)

The Finance report that was issued in April 2017 was used as a basis for comparison and reconciliation during this project. Schedule B shows the costs that were reported by Finance compared to the costs detailed in Schedule A of this report. The difference is mainly due to new information that has been received since that report was issued.

**4.2 Observations:**

The following section of the report has been excerpted and is being presented in closed session due to personal matters about an identifiable individual.

**5.0 RECOMMENDATIONS**

The scope of this review included verification of the financial information provided by Financial Services in report FS17-003; examination of budget and cost figures; analysis of scope reductions and an estimation of subsequent costs to complete the project.

During our work we did observe that there is a basic lack of a control framework around the Town of Aurora's project management governance. There are no formal policies or procedures outlining how a project will be scoped, designed, costed, managed or reported.

Specifically, we noted that there is a lack of controls in the following areas:

- There is no requirement to have a team approach to overseeing a project. A team approach would have an interdisciplinary representation so that there is no single staff member making decisions in isolation;
- There are no formal project management procedures defined;
- There is no involvement of Finance Services during a project in tracking and reporting actual costs against budget; and
- There is no standard requirement of how project files are to be maintained,
- There is no formalized policy of how changes in the scope of a project are to be reported, monitored and approved.

There is however a current initiative under the Manager of Corporate Initiatives which began in May 2017. There is a cross functional group working together to draft a business case for implementing a standard project management framework that would be rolled out across all departments at the Town. This is still in the development stage however it should be ready for final approval and implementation within the next few months.

**Our recommendations are as follows:**

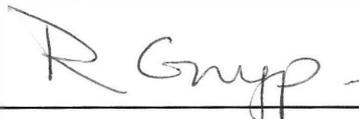
1. We recommend that the Manager of Corporate Initiatives consider the following areas in the development of the standardized project management framework:
  - That any project should have a steering committee set up at the project startup which would be comprised of the various disciplines that would have insight on the project. This would prevent any one individual acting independently in a silo and making decisions on their own;
  - There should be an assessment of risks performed at the beginning of a project, to understand if there is any need for further planning work or if a higher amount of contingency should be included in the budget;
  - That there should be a financial resource provided to the project from the beginning to assist with the budget preparation and to prepare ongoing financial reports of actual costs vs. budget;

**Town of Aurora Joint Operation Centre Review  
February 2018**

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- That a policy be established on how project files should be maintained, and what records need to be retained. It should also include the requirement that the files be maintained in a central filing system; and
  - That there be a clear definition of what information needs to be reported to Council on a project and how it should be presented.
2. Since the scope of our review did not include a full assessment of the Town's project management processes we cannot give detailed recommendations for improving controls in this area. The recommendations above, due to our limited scope, are fairly broad based.

We recommend that the Town of Aurora consider engaging a consultant to review the work being done in drafting the standardized project management framework. The scope of this review would be to ensure that the essential controls, policies and processes have been considered and are included in the framework.



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**Russ Gnyp  
Senior Partner**



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**Janis Haugh  
Senior Manager Risk and Forensic  
Services**

**Town of Aurora Joint Operation Centre Review  
February 2018**

**APPENDIX A  
JOINT OPERATIONS BUDGET VS ACTUAL COSY ANALYSIS**

DESCRIPTION	APPROVED BUDGET PER IES14-041	FUTURE COSTS	ACTUAL COSTS TO DEC 2017	NOTES	DIFFERENCE
Buttcon – main contract	\$17,004,000		\$16,186,797	1	(\$817,203)
Buttcon- soil issue change orders			843,912		
Buttcon – other change orders			682,973		
Buttcon – contract extension adj.			169,500		
Contingency	\$1,853,235		\$ 1,696,385	2	(\$156,850)
Buttcon – non-refundable taxes	\$ 299,270		\$ 311,761		\$ 12,491
One Space – architects	\$ 954,084		\$ 1,175,307		\$221,223
MHPM – project mgmt	0		123,834		123,834
FFE & IT	125,000		91,338		( 33,662)
Third Party Testing	150,000		203,300		53,300
Fueling Station	0		142,409		142,409
Office Partitions	0		281,110		281,110
Other Costs	0		459,552		459,552
Sub-Total:	\$20,385,589		\$20,671,793	3	\$286,204
Fuel Mangement System	\$ 0		\$ 89,334	4	\$ 89,334
<b>Cost Charged to Operating Budget</b>					
Greenhouse Floor	\$ 0		\$ 60,000		\$ 60,000
Landscaping	0		19,313		19,313
<b>Budget vs Actual to Dec 2017</b>	\$20,385,589		\$20,840,440		\$454,851
<b>Items Cut from Project Now Capital Requests 2018 &amp; 2019</b>					
Complete Top Coat Asphalt		\$285,000			
Complete Back Lot Asphalt & full build out		890,000			
Soil Quality Back Lot		50,000			
Entry Pylon Sign		60,000			
Furniture for Common Areas		45,000			
Landscaping		85,000			
Garbage Tipping Station		100,000			
Storage Buildings		300,000			
South Side Exterior Finishing		50,000			
			\$ 1,865,000		\$1,865,000
<b>Total Cost for the JOC</b>	<b>\$20,385,589</b>		<b>\$22,705,440</b>		<b>\$2,319,851</b>

**Town of Aurora Joint Operation Centre Review  
February 2018**

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**NOTES:**

1. The difference of \$817, 203 is the total of the items which were deleted from the project scope. This reduced the contract amount payable to Buttcon.
2. The balance of the contingency was \$156,850 after the cost of the change orders and the contract extension adjustment paid to Buttcon.
3. Other costs included utility connection fees, permits, the greenhouse and other miscellaneous items.
4. The fuel management system was required to be able to monitor fuel usage. When the fuelling station was installed this piece was deferred to a later date in 2017 and charged to a different capital budget. It is part of the fueling system.

**APPENDIX B  
ACTUAL JOC COSTS ANALYSIS – COMPARISON TO FINANCE REPORT OF APRIL 2017**

DESCRIPTION	ACTUAL COSTS TO DEC 2017- FROM SCHEDULE A	COSTS FROM FINANCE'S REPORT OF APRIL 2017	NOTES
<b>Construction Contract</b>			
Buttcon – main contract less scope reductions	\$16,186,797	\$16,186,797	1
Buttcon- soil issue change orders	843,912	843,912	
Buttcon – other change orders	682,973	682,973	
Buttcon – contract extension adj.	169,500	169,500	
Buttcon – non-refundable taxes	311,761	311,761	
Total Paid to Buttcon	\$ 18,194,943	\$18,194,943	
One Space – architects	\$ 1,175,307	\$ 1,172,321	
MHPM – project mgmt	123,834	123,834	
Third Party Testing	150,000	203,300	
FFE & IT	91,338	-	
Fueling Station	142,409		
Office Partitions	281,110		
Other Direct Expenses	-	103,027	2
Other Costs	459,552	860,691	2
Sub-Total:	\$20,671,793	\$20,658,116	
<b>Add'l Cost for Fuel Mangement System</b>	\$ 89,334	\$ -	3
<b>Costs Incurred Through the Operating Budget</b>			
Greenhouse Floor	\$ 60,000	\$ 60,000	3
Landscaping	19,313		3
<b>Budget vs Actual Spend</b>	\$20,840,440	\$20,818,616	
<b>Items Cut from Project Now Capital Requests 2018 &amp; 2019 - Future Costs</b>			
Complete Top Coat Asphalt	\$ 285,000	\$270,000	4
Complete Back Lot Asphalt & full build out	890,000	890,200	4
Landscaping	85,000	30,000	4
Entry Pylon Sign	60,000	40,000	4
Furniture for Common Areas	45,000	45,000	
Automated Security Gate	-	50,000	5
Wayfinding Signs	-	8,000	5
Soil Quality Back Lot	50,000	-	6
Garbage Tipping Station	100,000	-	6
Storage Buildings	300,000	-	6
South Side Exterior Finishing	50,000	-	6
	\$ 1,865,000	\$ 1,333,200	
<b>Total Cost Comparison for the JOC</b>	<b>\$22,705,440</b>	<b>\$22,151,316</b>	<b>7</b>

**Town of Aurora Joint Operation Centre Review  
February 2018**

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**NOTES:**

1. Some of Finance's numbers have been grouped differently for purposes of comparison, however the total is the same.
2. Appendix A includes details of some of the 'Other costs", while Finance summarized them; however the totals are very close.
3. When Finance's report was prepared they used an estimation of costs for the fuel system, the greenhouse floor and the further landscaping costs. We have used the actual costs that were capitalized in the capital asset account.
4. The current capital budget requests that have been submitted for 2018 and 2019 are higher than the estimates that were given to Finance in April 2017.
5. These two items were included by Finance as having been part of the original design; however we determined that they were not included in the original design and so have not included them here.
6. These items were not included in the estimated future costs that were given to Finance when their report was being prepared.
7. The main difference between the total cost of the JOC in Schedule A and the project variance amount on Finance's report is the future cost of the items in note 6. They were removed from the original design but were not provided to Finance at the time their report was being generated.



**Town of Aurora  
General Committee Report No. CS18-006**

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**Subject:** Entry onto Private Property Protocol  
**Prepared by:** Techa van Leeuwen, Director of Corporate Services  
**Department:** Corporate Services  
**Date:** April 3, 2018

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### **Recommendation**

- 1. That Report No. CS18-006 be received; and**
- 2. That the standard operating guideline regarding entry onto private property and immediate access protocols (“SOG”) for Municipal Law Enforcement Officers as outlined on Attachment #1 be endorsed; and**
- 3. That staff report back to Council after one year of implementation of the standard operating guideline with recommendations on the continuance of practice.**

### **Executive Summary**

This report seeks Council endorsement of the entry onto private property and immediate access protocols, as amended to address concerns raised at February 20, 2017 General Committee meeting.

- Each investigation file contains detailed documentation of every event and site visit that occurs, however, extracting the information requires a manual review
- Property owners who are present are generally responsive and cooperative and Bylaw Services is successful in achieving voluntary compliance
- Where access to private property is denied by the owner/occupant a search warrant will be sought
- Staff will track and monitor challenges and results and report back to Council with recommendations based on experience and information collected.

### **Background**

At the meeting of March 28, 2017 Council adopted the following motion:

April 3, 2018

Page 2 of 6

Report No. CS18-006

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Now Therefore Be It Resolved That staff report back to Council with a notification process to private property owners where rights of entry to properties will be exercised.

Be It Further Resolved That staff provide the options available for when a property owner refuses permission or is absent, including the option of requiring a warrant, to ensure public health and safety, and the protection of property and/or the environment; and

Be It Further Resolved That staff shall identify protocols where immediate access to property is required to ensure public health and safety and protection of property and/or the environment.

Staff report CS17-018 was discussed at the Council meeting of September 12, 2017 and was referred back to staff for further clarification. Points of clarification and concern raised by Council are outlined below;

- Provide additional definitions for clarity
- Strengthen information from complainants and include provisions that will assist in managing frivolous and vexatious complaints while ensuring property violations are managed appropriately
- Provide a longer notice of intent to enter to allow property owners a more reasonable amount of time to respond
- Include a section on entry to dwelling units
- Track and collect data to enable a comprehensive analysis of information and report back to Council in a year

Corporate Services report CS18-004 containing the above additional information was discussed at the General Committee of February 20, 2018 and was referred back to staff.

## **Analysis**

**Each investigation file contains detailed documentation of every event and site visit that occurs, however, extracting the information requires a manual review**

Bylaw Services responds to hundreds of property related complaints each year. An investigation file is generated for each complaint received which may or may not result

in progressive enforcement depending on the response from the property owner. At times and infrequently Bylaw Services does proceed with a Provincial Offences charge when all other avenues for compliance have been exhausted. Officers are required to maintain very detailed documentation of their investigation including dates, times and names of people they have interacted with, observations, photos and notes from their site visits and information regarding outcomes ie. Orders or Notices. The Officers notes would identify when they have exercised their powers of entry without the owner being present or consenting. Extracting this information would require a manual review of each file.

**Property owners who are present are generally responsive and cooperative and Bylaw Services is successful in achieving voluntary compliance**

When a property complaint is registered with the Town, a Bylaw Officer will attend the site and make every effort to contact the property owner to inform them of any property standards issue and discuss resolution. Property owners who reside in the home or are responsible landlords are for the most part responsive and will typically commit to addressing any non-compliance in a reasonable and timely manner. Vacant properties and absent property owners is trending upward and these properties are more problematic with respect to long grass and yard maintenance. In 2017 Bylaw Services contracted cutting of grass on 22 occasions. The service fees are charged back to the property owner through taxes. Going forward under the proposed protocol Bylaw Services will not be entering onto private property without consent and will not be contracting lawn cutting service.

**Where access to private property is denied by the owner/occupant a search warrant may be sought**

At times entry onto private property, which is defined in the SOG as being a rear or side yard, may be explicitly denied by the property owner or occupant or there may be a lack of response to a request to contact Bylaw Services. In cases where expressed permission or consent has not been given, the Bylaw Officer will consult with their Manager and/or Director and a decision will be made whether or not to seek a search warrant depending on the nature of the complaint, the evidence that may or may not be available at the time and the willingness of the complainant to assist.

**Staff will track and monitor challenges and results and report back to Council with recommendations based on experience and information collected**

April 3, 2018

Page 4 of 6

Report No. CS18-006

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Staff is committed to understanding the impact of the new protocol both from a resource and community perspective. Staff will track the following

- Number of times entry onto private property was denied
- Number of times immediate entry onto private property was exercised in accordance with the “SOG” and outcomes
- Number of search warrants sought and how many were granted
- Time and resources required to request a search warrant
- Complainant response to new protocol
- Other information discovered to be of value

Staff will report to Council with the results after a full year of the new protocol has lapsed and make a recommendation based on the findings.

### **Advisory Committee Review**

N/A

### **Legal Considerations**

The proposed SOG is not in conflict with powers of entry a municipality has in various provincial legislations. Rather it sets out a process to implement those rights and therefore, the proposed SOG may legally be endorsed by Council.

### **Financial Implications**

There may be indirect cost implications with respect to the search warrant process as it is a time consuming process for staff to complete the documentation required to submit the information to the Courts.

### **Communications Considerations**

Bylaw Services will work with Corporate Communications in educating our citizens through social media, the Town website and Council highlights. Resident handouts will also be developed for Bylaw Services to leave on site when they attended a property due to a complaint being registered with the Town.

### **Link to Strategic Plan**

This reports supports the strategic goal of Supporting an Exceptional Quality of Life for All by ensuring valid complaints of a serious nature are being addressed while respecting property owners/occupants rights.

### **Alternative(s) to the Recommendation**

1. Council provide direction

### **Conclusions**

Bylaw Services responds to hundreds of property-related complaints each year. Power of Entry provisions are contained in various statutes and are exercised with the best intention to ensure public health and safety. Bylaw Services will only exercise their Power of Entry authority in accordance with the attached "SOG" where immediate entry is required and the Manager and Director have been consulted. For all other property-related complaints, entry onto private property will be gained through consent of the owner/occupant or search warrant.

### **Attachments**

Attachment #1 – Standards Operating Guideline – Entry onto Private Property – rev#2

### **Previous Reports**

Report CS17-018 – Power of Entry, General Committee – September 5, 2017

Report CS18-004 – Power of Entry, General Committee – February 20, 2018

### **Pre-submission Review**

Agenda Management Team review on March 15, 2018

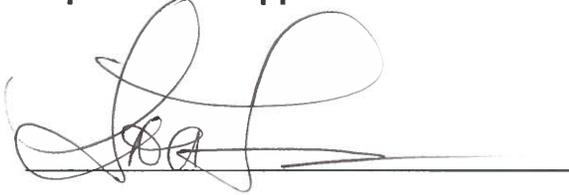
April 3, 2018

Page 6 of 6

Report No. CS18-006

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**Departmental Approval**

A handwritten signature in black ink, appearing to read 'Techa van Leeuwen', written over a horizontal line.

**Techa van Leeuwen  
Director  
Corporate Services**

**Approved for Agenda**

A handwritten signature in blue ink, appearing to read 'Doug Nadorozny', written over a horizontal line.

**Doug Nadorozny  
Chief Administrative Officer**



**BYLAW SERVICES**

<b>Entry onto Private Property</b>	
SOP # 4.10v3	Prepared by: Manager Bylaw Services
Date Revised: March 12, 2018	Approved by: Techa Van Leeuwen, Director CS

**Purpose:**

To ensure entry onto private property by a Provincial Offences Officer or Municipal Bylaw Officer is conducted in a manner that balances the Town's right to enter and an individual's right to privacy.

**Scope:**

This procedure applies to residential properties within the Town of Aurora where a property related complaint has been received and a by-law violation may be present. However, it does not apply to complaints related to construction activity that falls within the jurisdiction of the Building Code Act.

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**Definitions:**

- **Officer** means a Municipal Bylaw Officer or Provincial Offences Officer employed and appointed as such by the Town of Aurora
- **Private Property** means rear or side yards, whether or not they are fenced, but does not include a front yard or walkway to what appears to be the main entry to the principal habitable structure on the private property.
- **Risk to the health and safety of persons or domestic animal** (as defined in by-law xxx) means there is a potential source of harm or adverse health effect on a person or domestic animal. Examples include but are not limited to a compromised pool enclosure, decks or stairs without appropriate guards, unstable structures or animals in distress.
- **Risk of destruction of evidence** means evidence required for a successful prosecution has the potential of being destroyed, altered or removed from the property. Examples include but are not limited to cutting of trees without a permit, placement of fill without permit.
- **Risk of damage to adjacent property** means when the condition or state of a property may cause damage to an adjacent property. Examples include but are not limited to an unsafe tree, excavations that undermine adjacent footing and foundations.
- **Risk to environment** means there is a potential threat of adverse effects on living organisms and environment by effluents, emissions, and waste or resource depletion. Examples include but are not limited to placement of fill, dumping of chemicals.

**Property-Related Complaints**

The Town will investigate all property-related complaints under the following circumstances

- the description of the complaint identifies a violation of a Town by-law may be present



**BYLAW SERVICES**

<b>Entry onto Private Property</b>	
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- the complainant provides the Town with their name, address and contact information
- the complainant must reside within 120 metre radius of the property they are registering the complaint against
- If the complainant has registered two complaints with the Town on the same property and an investigation has revealed no violation, a third complaint by the same individual on the same property will require a second complainant who resides at a different property within 120 metres.

**Procedure:**

Provincial Offences Officers or Municipal Bylaw Officers employed by the Town of Aurora shall act in accordance with the following procedure when entering onto to private property in the course of his/her duties.

**Immediate Entry**

An Officer may enter onto private property without providing notification to the occupant or property owner when there is:

- Risk to the health and safety of persons or domestic animal.
- Risk of destruction of evidence
- Risk of damage to adjacent property
- Risk to environment

Before entering onto the private property, Officers must adhere to the following procedure:

1. The Officer shall knock on the door of the premises to advise that they will be entering onto the private property and for what purpose.
2. If no one answers the door and the occupant appears to be absent, the Officer may enter onto the private property only after discussing the issue with his/her Manager and/or Director and the Officer, Manager and Director concur that entry should be made based on information received from complainant and/or on-site observations.
3. When entering, the Officer shall verbally identify them-self and display their identification or provincial offences badge while entering.
4. The Officer shall remain on private property only for the purpose of mitigating risk, remediating an unsafe situation, securing the area or collecting and preserving evidence.



**BYLAW SERVICES**

<b>Entry onto Private Property</b>	
SOP # 4.10v3	Prepared by: Manager Bylaw Services
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5. The Officer, in assessing the extent of a risk, may be accompanied by a person who has special or expert knowledge in relation to the risk. For example, an arborist may accompany an Officer to determine if a tree is unsafe or unstable.
6. The Officer shall leave a “Notice of Entry” on the main door or in a prominent place and shall notify the Manager of their findings after leaving the private property.

**Immediate Danger** - If the Officer is satisfied that an immediate danger to the health and safety of persons is present the Officer shall take action in accordance with applicable legislation including making an Emergency Order and taking any measures necessary to terminate the danger.

**Entry for Investigation Purposes – Complaint Received, Initial Visit**

Unless immediate entry is required in accordance with this procedure, at no time shall a Bylaw Officer enter onto private property without the permission of the property owner or occupant. Before entering onto private property to investigate the validity of a complaint received by the Town, the Officer must adhere to the following procedure:

1. The Officer shall knock on the door of the premises to advise the occupant of the reason for their visit and the nature of the complaint.
2. If the owner/occupant answers the door, the Officer shall identify themselves and inform them of the reason for their visit. The Officer shall request permission to enter onto private property for inspection purposes. If the owner/occupant does not grant permission, the Officers shall leave the site, inform the Manager of the outcome and document same.
3. If no one answers the door, the Officer shall leave a “Notice of Bylaw Visit” at the premises on the main door or in a prominent place. The Notice shall contain information related to the nature of the complaint with reference to Town By-laws. The Notice shall also be sent to the property owner by mail.
4. The Officer shall await contact from the occupant/owner to discuss the reasons for the initial site visit and shall seek permission from the owner/occupant to allow the Bylaw Officer to enter onto Private Property for inspection purposes. The Officer shall ask the owner/occupant if they would like to be present for the inspection and shall arrange a suitable time.



**BYLAW SERVICES**

<b>Entry onto Private Property</b>	
SOP # 4.10v3	Prepared by: Manager Bylaw Services
Date Revised: March 12, 2018	Approved by: Techa Van Leeuwen, Director CS

5. After 5 business days, if the occupant has not contacted the Officer, the Officer shall attend the property again, knock on the door and if no one answers leave a second Notice of Bylaw Visit.
6. The Bylaw Officer shall upon return to the Office advise the complainant that entry onto private property has not been granted. If the complainant offers to assist the Bylaw Officer by allowing access to their yard for observation purposes, the Officer shall attend the complainant's property and document the specifics.
7. If after 10 business days from the initial visit, entry onto private property has not been gained, the Officer shall consult with his/her Manager and determine if the Officer shall seek a search warrant.
8. Where a search warrant is obtained, the Officer shall execute the warrant in accordance with the terms and conditions set out in the warrant and in doing so shall enter onto private property by means of least destruction to property.

**Outstanding Violations**

When an investigation of property reveals a non-compliance with a Town By-law and an Order to Comply and/or Notice of Violation has been issued, the Officer shall make every effort to contact the property owner/occupant and arrange for a follow-up inspection. If the property owner is not co-operative or not responsive, the Officer shall discuss the case file with his/her Manager to determine next steps which may include laying of charges under the Provincial Offences Act.

**Entry to Dwellings**

Entry to dwellings is strictly regulated in various statutes including the Municipal Act and the Building Code Act (BCA).

In general, an Officer shall not enter or remain in any room or place actually being used as a dwelling unless the consent of the occupier is obtained, the occupier first having been informed that the right of entry may be refused.

If entry to a dwelling is refused, the Officer shall consult with their Manager to review the specifics of the case and shall take the necessary action in accordance with the applicable statute to ensure the legal framework for entry to dwellings is upheld.



**Town of Aurora  
General Committee Report**

**No. FS18-011**

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**Subject:** Funding Strategy for Pending Major Projects  
**Prepared by:** Dan Elliott, Director Financial Services - Treasurer  
**Department:** Financial Services  
**Date:** April 3, 2018

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## **Recommendation**

- 1. That Report No. FS18-011 be received; and**
- 2. That the funding strategies for the various pending projects outlined in Report FS18-011 be endorsed.**

## **Executive Summary**

The Town has already embarked on a number of major capital projects without clear funding strategies approved. This report will explore possible funding sources and their limits, speak to each project, and propose funding strategies to be used. The actual funding commitment will not occur until later, once the final budget estimates are known and are ready for approval.

- Three significant projects require final funding sources to be identified
- Various funding sources can be considered for these projects
- Proposed funding strategy for the Armoury includes hydro sale funds
- Proposed funding strategy for the Library Square includes hydro sale funds
- Proposed funding strategy for the Community Space Building includes hydro sale funds
- Sponsorship and naming rights donations remain a viable option for funding
- Grant opportunities will continue to be monitored for these projects.

## **Background**

The three projects for consideration in this report are:

1. Renovation/update/and retrofit of the Armoury Building, 89 Mosely Street.
2. Construction of Library Square and Parking
3. Construction of community space building at Library Square

Council is also aware of its recent commitments towards a new multi-sport community centre to be constructed. Funding for this future project is not within the scope of this report.

## **Analysis**

### **Three significant projects require final funding sources to be identified**

The Town is currently in final detailed designs for three major projects. The renovation/update/ and retrofit of the Armoury Building is expected to cost between \$3.5 and \$4.0 million. The cost estimate for Library Square is less defined. The consultants working on the final design currently estimate total cost for the square, parking and the building to be in the \$12 million range, however this remains very preliminary at this time.

### **Various funding sources can be considered for these subject projects**

A variety of funding sources and options exist for the three projects to be discussed. This section will outline background information regarding each source and their stated purposes, and any restrictions applicable.

#### **Development Charges**

Development Charges (DC's) are to be used for funding the creation of new amenities to extend service capacities to meet the demands of growth. Development charges are collected as separate components which can only be used for their specific components. For example Parks DC can be used for outdoor park amenities, but not for indoor facilities. Parking lot component DC can be used to construct net new parking capacity, while Library DC's can be used to expand library services capacity within the Town. No DC's can be used to fund the construction of purpose built cultural facilities such as museum, gallery or performing arts centre.

#### **Community Benefit Fees**

Community Benefit fees have been collected from developers in addition to statutory DC's. These surcharges for development, intended to help fund growth related assets, may be applicable to the subject projects. Recent legislation has made collection of

such charges more unlikely in the future. The Town has no specific identified purposes established for these funds.

#### Repair & Replacement Reserve Funds

Each year the town sets aside tax sourced revenues into special reserve funds to be used for future replacement of the town's infrastructure. While most of these projects include primarily new construction of new amenities, the Library Square project includes the removal and replacement of the existing parking into a reconfigured and relocated area. Accordingly, an argument could be made that a portion of the costs of the new parking area could be funded with Repair and Replacement funding from reserves. Unfortunately the current ten year capital plan does not include replacement or updating of this parking lot within the ten year horizon. Although not in the plan, nothing precludes Council from using R&R funds to fund the revamping of the parking components of this project. However, doing so would put unanticipated pressure on this reserve fund in the coming years.

#### Cash-in-lieu of Parking Fees

Cash in lieu of parking fees have been collected over the years from developers who seek to provide less than the required amount of parking capacity on their development sites. These funds have been collected under the authority of the Planning Act, which does not restrict the use of these funds, however they must be held in a reserve fund. The Town's reserve fund bylaw provides that these funds may be used to purchase, maintain or provide parking capacity through municipal parking spaces, including improving signage, or for any other purpose approved by Council.

#### Cash in lieu of Parkland

Cash in lieu of parkland contributions have been collected under the Planning Act from land developers who do not convey the statutory required amount of parkland to the Town as part of their development. These funds are to be used to purchase or develop additional parkland and outdoor spaces for the Town, or to acquire equipment related to the maintenance of parkland. Some argument could be made to apply such funds to construct the outdoor Library Square facility as it is outdoor community use space to be enjoyed by the public.

### Sponsorship and naming rights

In relation to the Library Square and or parts of the new community space building opr the Armoury, the Town could seek flagship sponsorship in the form of capital contribution with recognition in naming rights for a specific period of time, such as ten years. Additional details would need to be developed before soliciting corporate or private benefactors.

### Hydro Sale Investment Reserve Fund

The Town sold Aurora Hydro in 2005, and 90% of the proceeds of the sale remain in the established reserve fund. Interest has accumulated since that time, however, has also been spent from time to time, including annual supplement of the tax operating budget until recently. No specific purpose has ever been formally approved for these funds. Many have the opinion it should be used to improve the community with features or amenities which are distinct and which can be enjoyed by all residents.

### Tax funds

Use of annual tax funding could be used to finance any of these projects. A specific tax increase or surcharge would need to be adopted to create the necessary new funding for any of the subject properties. To finance the project until the tax funds are received the Town would need to issue external debt in the form of a debenture, or formalize internal debt from other cash reserves on hand. Internal debt would incur interest costs, which would be paid by the annual tax funding. Once the internal or external debt is paid, the tax surcharge would be removed from the annual tax levy budget. This approach was just adopted by Newmarket in relation to the purchase of a large tract of land.

### Debt financing

Debt financing, either internal or external, could be used to finance the capital costs of a project, to allow time for the intended source of financing to be realized. Similar financing was put in place to finance the construction of the JOC project. Any such financing would incur interest costs, which would be covered by the intended funding source.

## **A variety of these funding sources could be used for the subject properties**

Building on the foregoing discussion of the various funding sources, the attached table breaks each major project into major components, and identifies which sources of funding could be used, and which ones are being recommended. The following sections of this report will discuss each project and its possible and proposed funding in more detail.

### **Proposed funding strategy for Armoury Building**

The Armoury Building was purchased for community space. It was purchased in 2014 for \$512,000. At the time of purchase, it was expected to incur substantial costs for clean-up of known contamination, and to make it fit and useful for community purposes.

The current vision for this facility is a mid to long term lease to the Canadian Food and Wine Institute, from Niagara College. The facility is currently in final design which will include a classroom, teaching and demonstration kitchen and support areas, as well as an open area which will be available for community uses. The building is planned to be opened up to the park on the west side, and also opened up on the east side. The project includes demolition of interior partitions, removal of known asbestos containing materials, and updating of the exterior to restore the look to the building's original character, creating the two large openings on the sides, and construction of the new interior to suit the requirements of the tenant and the public space.

The partnership with Niagara College is intended to invigorate the downtown core, and the local economy. The final construction project will restore the historic building and make it usable in our community. The interior construction will substantially be for the community use space, with some portions being for use by the tenant. A final portion of work will be exterior on the west side to integrate the community space with the Town Park.

Based on this, there are four elements to the final construction phase of this project which could each qualify for differing funding sources.

- Interior demo/abatement and exterior historical restoration
- Community Use space
- Expansion and interior fit-out for tenant
- Connection and exterior works to integrate into Town Park.

For funding, the different components could be funded as separate parts, such as

- Exterior works and community use space be funded from Indoor Recreation DC
- Tenant use space be funded from internal debt, repaid with lease revenues
- Connection and exterior works be funded from Parks DC funding.

The Parks DC is currently overdrawn. As the lease payments for the tenant are phased-in over time, the internal financing approach becomes more complicated. To keep things simpler to understand, staff recommend funding the entire project from the Hydro Sale Investment Reserve Fund due to the significant long term community benefits this project is expected to bring to the community, including community economic gains and the lease revenues from the tenant.

### **Proposed funding strategy for Library Square**

The design and construction of library square is expected to create a downtown destination and community hub for Aurora. Relocating existing parking with some additional parking will be part of the project. The total project is in final detailed design stage, and is expected to cost approximately \$5million.

This project would qualify for use of Parkland DC reserve funds as this is outdoor community amenity space. The parking aspect could make use of the limited Cash in Lieu of Parking, and Parking Lot DC reserves. Again, the Parkland DC reserve is in an overdrawn position currently. The Parking Lot DC and the Cash in lieu of Parking accounts have current combined balances of \$415,300, with no specific projects planned in the coming years. It is recommended to first apply these funds to the project. The balance of funding required to complete this project is recommended to be funded from the Hydro Sale Investment Reserve Fund.

### **Proposed funding strategy for the new Community Use building**

The new community use building is proposed to be constructed adjacent to and linked with 22 Church Street, the site of the Aurora Cultural Centre and Museum and Archives.

Construction of indoor community use spaces is within the parameters of the Indoor Recreation DC permitted uses. However, DC's cannot be used to construct new or expanded cultural purposes spaces, such as performing arts space, museums or theatres. There is currently ongoing consultation regarding how and purposes for which

this new building would be used. Until the final uses are known, the commitment of DC funding is premature due to the limits imposed on those funds.

It is expected that this building will be a major contributor to making the Library Square and downtown a destination and gathering place for Aurora. At this time, staff are recommending that Council first apply the Community Benefit fees balances to the project, with the remaining costs funded using Hydro Sale Investment Reserve funds.

### **Naming rights remains an option for all projects**

While this report is recommending a fixed funding strategy for each project, naming rights remains a viable source of financing for all three projects. However, such funding should be considered as alternate funding sources, rather than primary funding as such programs do not always materialize fully or in a timely manner. A naming rights program for each facility could be developed for Council approval. Naming rights could be a source of operating funding to off-set the incremental operating costs of these facilities.

### **Grant opportunities will continue to be monitored**

The Member of Parliament and Member of Provincial Parliament for Aurora have both been consulted for funding partnerships with respect to the Armoury project. No announcements in this regard have been made. Staff and the Mayor's Office efforts continue in this regard.

Further, Federal and/or provincial infrastructure grant programs become available from time to time. Staff will continue to monitor these opportunities for applicability to the subject projects. While not included in further discussion in this report, or in the attached table, staff continuously monitor grant programs and opportunities for the Town for all ongoing and anticipated projects.

### **Other considerations**

The Proceeds of Sale of Land Reserve Fund was used as a funding source for the JOC. The remaining balances, and the proceeds from the pending sale of the final parcel of the Leslie Street lands, were previously earmarked to assist in financing the construction of the new multi-sport facility.

The Development Charges By-law is to be updated in early 2019. The process of the update will not generate any additional DC revenue towards these projects due to the technical considerations involved in setting DC rates.

Fundraising campaigns have been used in the past to help fund construction of new facilities. The Seniors' Centre, the Library, and the SARC all had fundraising campaigns, as well as other previous projects. Like naming rights, fundraising should not be considered as a primary funding source, as the success of the campaign may not materialize, and the donations may not materialize when most needed, due to pledges and multiyear approaches which could be used. It is recommended by staff that any fundraising campaign be considered as an alternate funding source to the primary sources recommended in this report.

### **Advisory Committee Review**

None

### **Legal Considerations**

The three major projects require clear funding sources before proceeding with final construction. Some applicable funding sources have limitations regarding their use towards projects. The funding strategy recommended by this report complies with the funding source limitations.

### **Financial Implications**

This report has identified a number of funding sources with which the three subject projects could be constructed. The following table presents the available funding balances for each of the identified reserve funds as of January 1, 2018, after all approved 2018 capital funding has been withdrawn.

	January 1, 2018 available balance
Development Charges – Indoor Recreation	\$3,047,300
Development Charges – Parks Development	(4,062,200)
Development Charges - Library	3,710,900

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Development Charges - Parking	336,400
Community Benefit Fees	1,961,075
Repair & Replacement Reserve - Facilities	(947,400)
Cash in lieu of Parking Fees	78,900
Cash in lieu of Parkland Fees	6,791,300
Hydro Sale Investment Reserve Fund	34,913,800

This report does not commit any funding to the subject projects, rather is only intended to recommend the funding strategy to be included when the final detailed designs and pre-tender construction cost estimates are presented to Council.

### **Communications Considerations**

This report does not formalize funding allocations from the identified sources. That will take place at the time final construction budgets are presented to Council once final detailed design work is completed for each project.

In the fall of 2017, a public notice required prior to funding allocations being made from the Hydro Sale Investment Reserve fund was published, asking those interested to register for direct notification of staff reports on this topic. These registered persons have been notified of this report and the dates of General Committee and Council consideration.

A report of final detailed design and pretender budget for the Armoury project is expected before Council during early May. A report for Library Square is expected shortly after. To maintain compliance with the public notice requirements of the Hydro Sale Investment Reserve Fund, staff are currently repeating the notification process used last fall, asking those interested to register with the Clerk for direct notification of final subject reports. These new registrants, together with those who registered in the fall, will be notified for each of the pending reports on project final design, budgets and required funding as they appear in the coming months.

## **Link to Strategic Plan**

Reporting to Council and the public on the recommended financing plans for the three major projects currently before Council supports the Strategic Plan principles of transparency and accountability.

## **Alternative(s) to the Recommendation**

1. Council may recommend alternative funding strategies from those outlined in this report, using the funding sources identified in the table as Options; and/or
2. Council may direct that a naming rights program be developed for any of the subject projects, with a report to be presented for approval prior to implementation; and/or
3. Council may direct that a fund raising campaign be developed for any or all of the subject projects, with a report to be presented for approval prior to implementation.

## **Conclusions**

This report discusses various funding sources which could be used to fund the construction of the three major projects currently in final design, being the Armoury retrofit, new Library Square, and a new Community Use building at Library Square. After exploring the possible funding sources, this report recommends a funding strategy of using the Hydro Sale Investment Reserve Fund as the principle source of funding for all three projects, while also depleting the minor balances in both the Cash in Lieu of Parking and Municipal Parking DC reserve funds towards the relocation and expansion of the parking facilities at Library Square.

## **Attachments**

Attachment #1 – Table of Applicable Funding Source Options and Recommendations

## **Previous Reports**

None

April 3, 2018

Page 11 of 11

Report No. FS18-011

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**Pre-submission Review**

Agenda Management Team review on March 15, 2018

**Departmental Approval**

**Approved for Agenda**



**Dan Elliott  
Director - Treasurer  
Financial Services**



**Doug Nadorozny  
Chief Administrative Officer**

Source/Project Component	Parks DC	Rec DC	Parking DC	Comm. Benefit	R&R funds	CIL Parkland	CIL Parking	Sponsorship	Hydro funds	Finance for lease	Finance Tax Surcharge
<b>Armoury</b>											
Interior demo/exterior restoration		O		O				O	R	O	O
Tenant fit-out		O		O					R	O	O
Link to park	O	O		O					R		O
<b>Library Square</b>											
Exterior works	O			O		O		O	R		O
Parking and access routes			R1		O		R2		R3		O
<b>New Community Building</b>											
Cultural spaces				O				O	R		O
Community use space		O		O				O	R		O

O = source of funds could be used, but is not being recommended

R = source of funds is being recommended for use. R1 to be applied first until exhausted, followed by R2 etc.



**Town of Aurora  
General Committee Report**

**No. PDS18-025**

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**Subject:** Parking Restrictions on Lensmith Drive  
**Prepared by:** Michael Bat, Traffic/Transportation Analyst  
**Department:** Planning and Development Services  
**Date:** April 3, 2018

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## **Recommendation**

1. That Report No. PDS18-025 be received; and
2. That Parking By-law No. 4574-04.T be amended to prohibit parking at any time on the south and west sides of Lensmith Drive from the westerly property limit of house no. 38 Lensmith Drive to a point nine metres south of the corner radius.

## **Executive Summary**

This report seeks Council's approval to implement parking restrictions along the south and west sides on Lensmith Drive from the westerly property limit of house no. 38 Lensmith Drive to a point nine metres south of the corner radius in order to maximize sight distance for drivers travelling in an eastbound-to-southbound direction along the angle bend to improve overall traffic operations as well as safety for all road users.

## **Background**

In response to complaints, Town staff undertook an investigation regarding sightline obstructions resulting from vehicles parking along the inside corner radius on Lensmith Drive creating unsafe conditions for all road users.

The subject location is illustrated in Figure 1.

## **Analysis**

### **Existing Condition and Road Characteristics of Lensmith Drive**

Lensmith Drive is a two-lane local road with single lane per travel direction. It has an urban cross-section with curbs on both sides of the road and sidewalks provided along the south and west sides of the road. The existing pavement width is 8.5 metres and in

accordance to the Town Zoning By-law No. 4574-04.T, the speed limit is 40 km/h and there is no specific parking restriction.

### **Pre-policy Road Conditions Grandfathered Unless Issues Identified**

The Town's policy is applicable to any new roads that were in the approval process at the time or after the policy adoption. Retroactive application is only considered when an issue is identified or raised by the community as is permitted by the policy. This request from the community is sufficient to respond to the requested change and is in alignment with the policy.

### **Sightline Review**

Analysis was undertaken by staff to review the impact on sight distance resulting from parked vehicle(s) along the inside corner radius on Lensmith Drive. The following scenarios were considered:

1. Assumed a vehicle parked near the beginning of the angle bend; and,
2. Assumed a vehicle parked near the middle of the angle bend.

The results are summarized in Table 1 and illustrated in Figure 2 and Figure 3 for scenario nos. 1 and 2, respectively.

**Table 1: Sightline Review Summary**

<b>Scenarios</b>	<b>Sight Distance</b>		
	<b>Without Parked Vehicle Present</b>	<b>With Parked Vehicle Present</b>	<b>Estimated Reductions</b>
No. 1	Approx. 49 metres	Approx. 28 metres	Approx. 21 metres
No. 2	Greater than 50 metres	Approx. 27 metres	Greater than 23 metres

As shown in Table 1, sightline will be effectively reduced by more than 40% for drivers travelling in an eastbound-to-southbound direction when a parked vehicle is present. Given the above, it is recommended to restrict parking as illustrated in Figure 4 in order to ensure sight distance will not be impeded for all road users when navigating around the angle bend on Lensmith Drive.

As a result of the recommended parking restrictions, an estimated of four existing on-street parking spaces will be eliminated.

April 3, 2018

Page 3 of 4

Report No. PDS18-025

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### **Advisory Committee Review**

Not applicable.

### **Legal Considerations**

Not applicable.

### **Financial Implications**

The approximate cost for the installation of the no parking signs is estimated at \$400.00 and the necessary funds are available from the Operations Department Operating Budget.

### **Communications Considerations**

The affected residents will be notified of the new on-street parking restrictions being proposed along the south and west sides of Lensmith Drive from the westerly property limit of house no. 38 Lensmith Drive to a point nine metres south of the corner radius.

The new parking restrictions will minimize the possibility of sightline reductions for drivers travelling in an eastbound-to-southbound direction at the angle bend and improve traffic operations as well as safety for all road users.

### **Link to Strategic Plan**

This report supports the Strategic Plan goal of Support an Exceptional Quality of Life for All through its accomplishment in satisfying requirements in the following key objective within this goal statement:

- Examine traffic patterns and identify potential solutions to improve movement and safety at key intersections in the community.

### **Alternative to the Recommendation**

That Council receive Report No. PDS18-025.

## **Conclusions**

Based on the analysis presented in this report, sight distance will be effectively reduced by more than 40% for drivers travelling in an eastbound-to-southbound direction when a vehicle is parked along the angle bend on Lensmith Drive. Given the above, staff recommends that parking be prohibited at any time on the south and west sides of Lensmith Drive from the westerly property limit of house no. 38 Lensmith Drive to a point nine metres south of the corner radius. This will ensure that the sight distance will not be impeded for all road users when navigating around the angle bend on Lensmith Drive.

As a result of the recommended parking restrictions, an estimated of four existing on-street parking spaces will be eliminated.

## **Attachments**

- Figure 1: Location Map
- Figure 2: Sightline Review Scenario No. 1
- Figure 3: Sightline Review Scenario No. 2
- Figure 4: Proposed No Parking Area

## **Previous Reports**

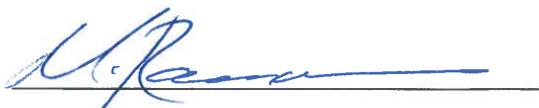
None.

## **Pre-submission Review**

Agenda Management Team Meeting review on March 15, 2018

### **Departmental Approval**

### **Approved for Agenda**



**Marco Ramunno, MCIP, RPP  
Director  
Planning and Development Services**



**Doug Nadorozny  
Chief Administrative Officer**

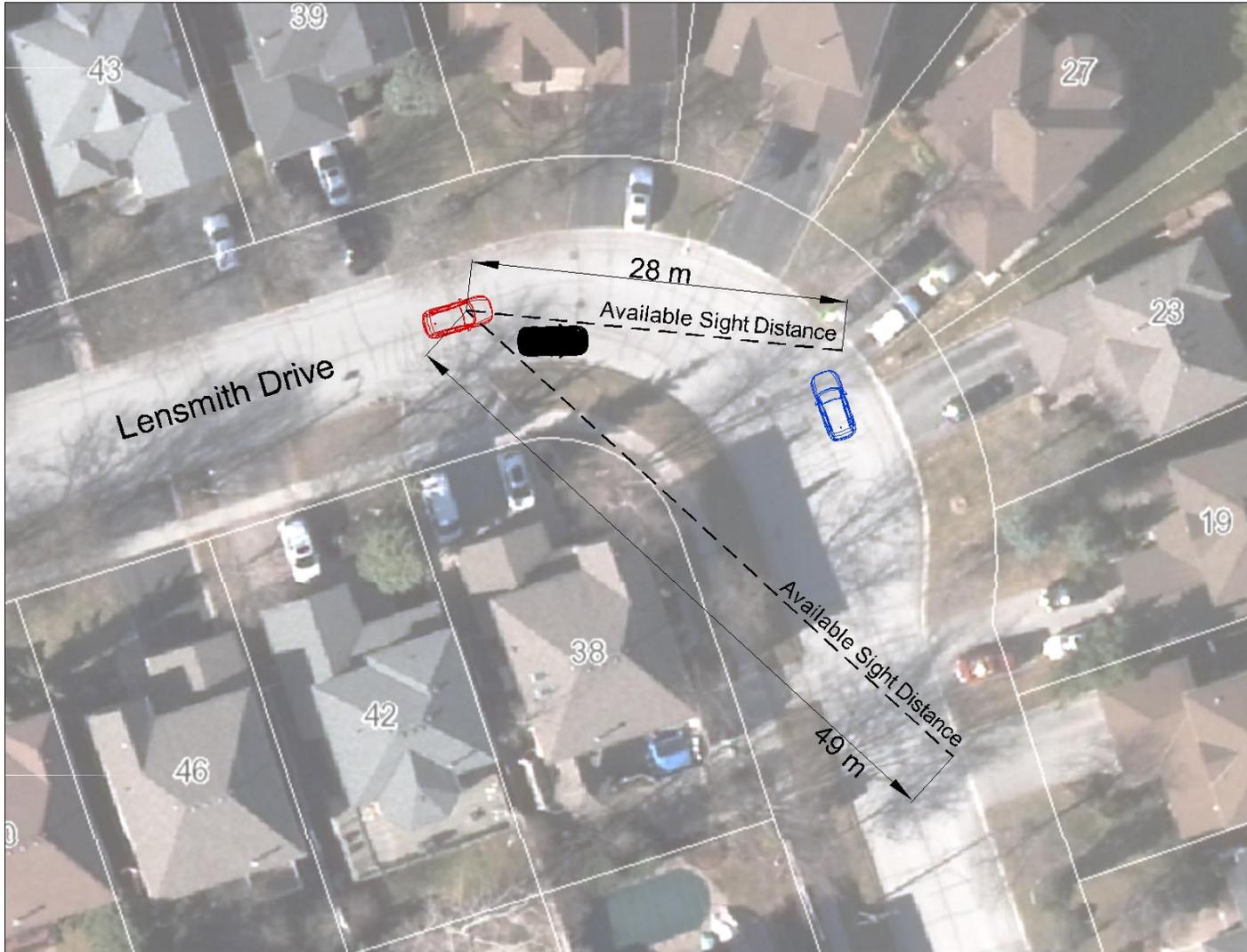


**FIGURE 1**  
**LOCATION MAP**



PDS18-025

Map created by the Town of Aurora Planning and Development Services Department, February 1st, 2018. Base data provided by York Region and Aurora - GIS. This is not a legal survey.

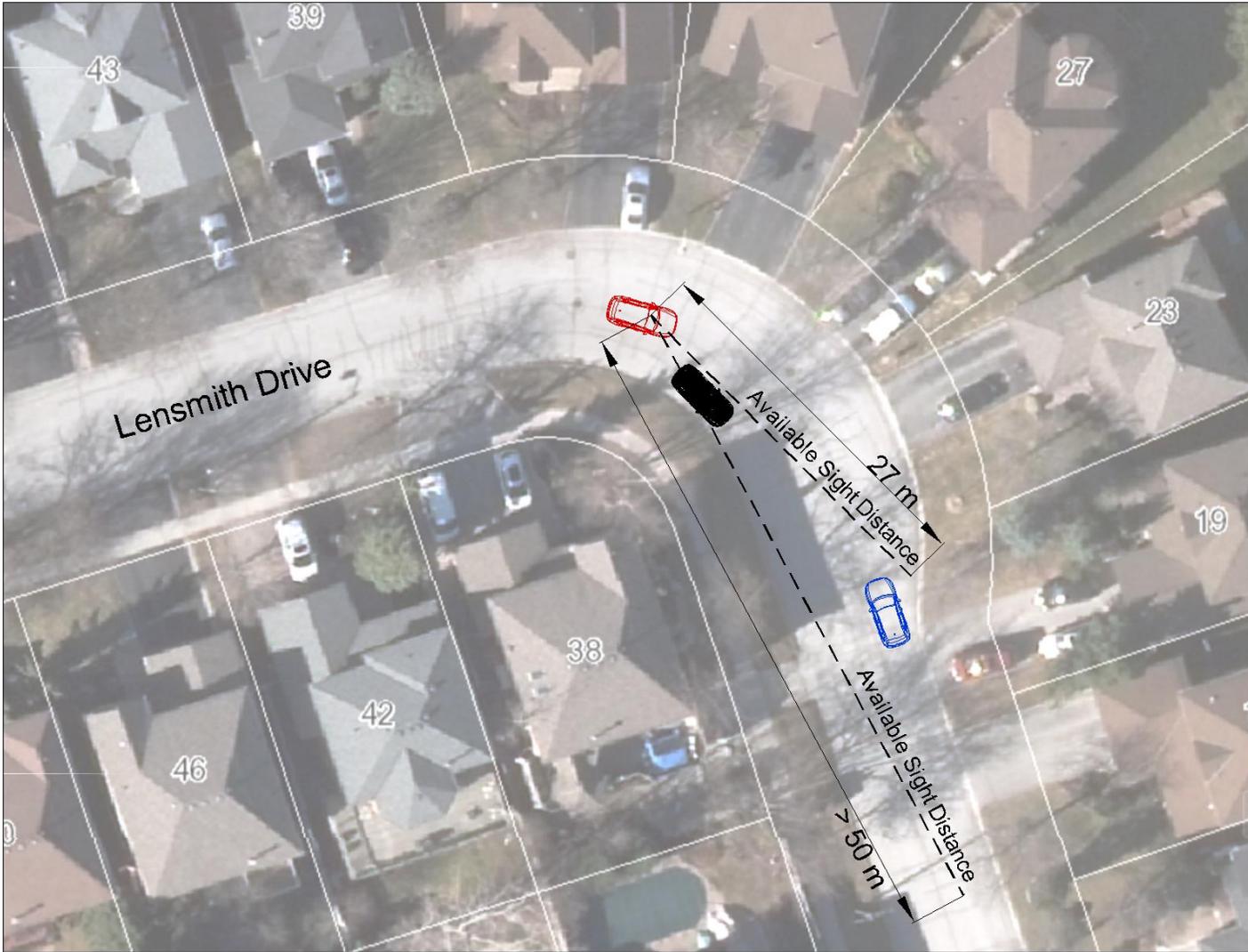


**FIGURE 2**  
**SIGHTLINE REVIEW SCENARIO NO. 1**



PDS18-025

Map created by the Town of Aurora Planning and Development Services Department, February 1st, 2018. Base data provided by York Region and Aurora - GIS. This is not a legal survey.

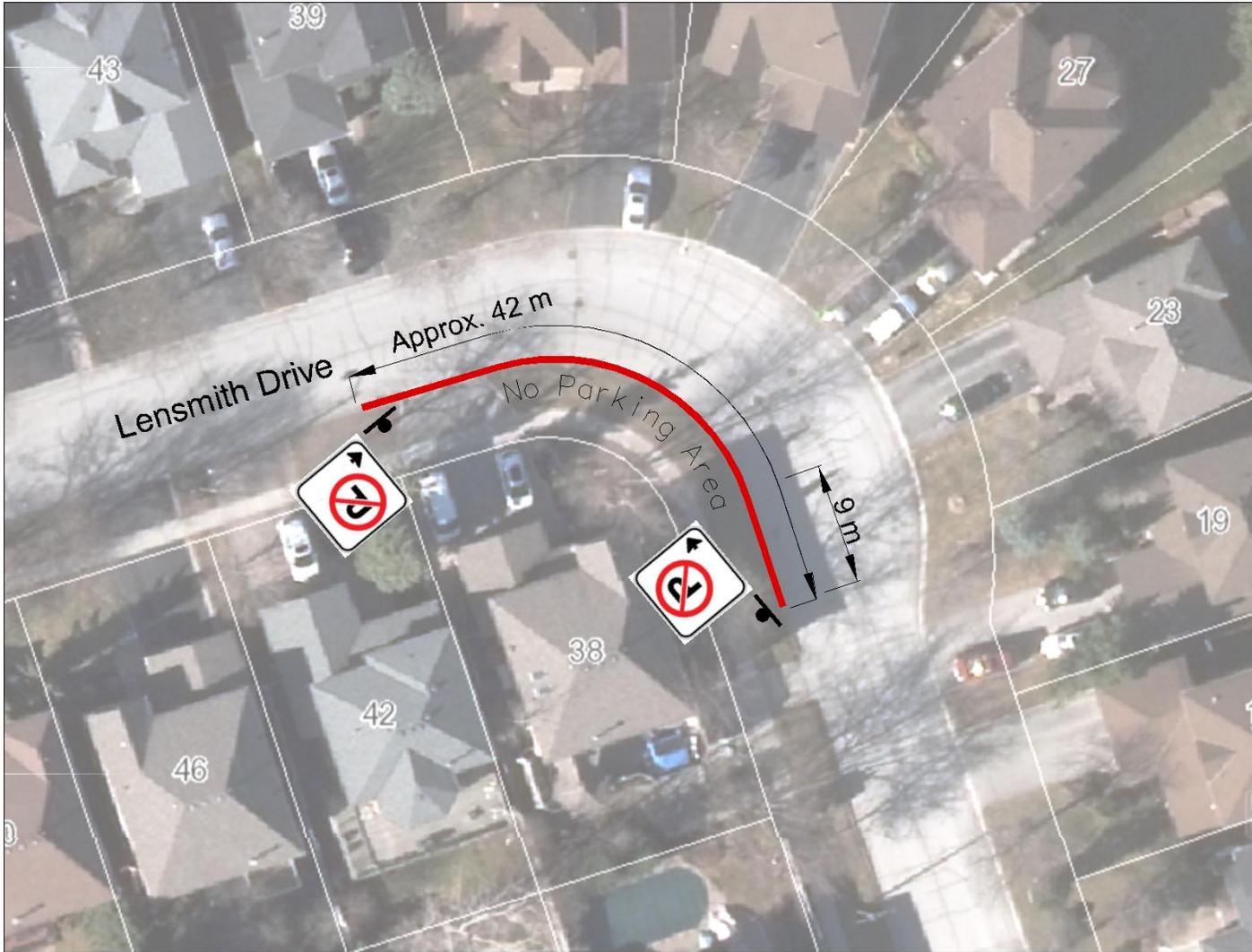


**FIGURE 3**  
**SIGHTLINE REVIEW SCENARIO NO. 2**



PDS18-025

Map created by the Town of Aurora Planning and Development Services Department, February 1st, 2018. Base data provided by York Region and Aurora - GIS. This is not a legal survey.



**FIGURE 4**  
**PROPOSED NO PARKING AREA**



PDS18-025

Map created by the Town of Aurora Planning and Development Services Department, February 1st, 2018. Base data provided by York Region and Aurora - GIS. This is not a legal survey.



**Town of Aurora  
General Committee Report**

**No. PDS18-035**

---

**Subject:** Community Improvement Plan (CIP) Incentive Program  
CIP Agreement Authorization  
PMK Capital Inc.  
95 Wellington Street East  
File No. CIP-2014-02

**Prepared by:** Fausto Filipetto, Senior Policy Planner

**Department:** Planning and Development Services

**Date:** April 3, 2018

---

## **Recommendation**

- 1. That Report No. PDS18-035 be received; and**
- 2. That the Director of Planning and Development Services be authorized to enter into a CIP Agreement to allow for the Tax-Based Redevelopment Grant to be awarded to PMK Capital Inc., including any and all documents and ancillary agreements required to give effect to same.**

## **Executive Summary**

This report is a housekeeping matter in order to obtain Council authorization for the Director of Planning and Development Services to enter into a CIP Agreement to allow for the Tax-Based Redevelopment Grant to be awarded to PMK Capital Inc. for the following reasons:

- The Community Improvement Plan (CIP) application was approved by Council on December 1, 2015 for the new commercial building located at 95 Wellington Street East;
- Due to a staff oversight in Report No. PL15-096 Council did not authorise the Director of Planning and Development Services to enter into the associated CIP Agreement at that time;
- Staff are now seeking authorization as construction of the building is nearing completion.

## **Background**

On December 1, 2015, Council approved a CIP application for a Tax-Based Redevelopment Grant for a new commercial building located at 95 Wellington Street East. Council did not authorize the Director of Planning and Development Services to enter into the associated CIP Agreement at that time.

Therefore, staff are now seeking authorization as construction of the building is nearing completion.

The Tax-Based Redevelopment Grant is focused on achieving comprehensive site redevelopment on principle redevelopment sites. The Tax-Based Redevelopment Grant supports projects likely to result in significant site redevelopment by reducing the financial costs of property rehabilitation and redevelopment through a grant equivalent to the municipal portion of the property tax for a given property. The maximum amount of the grant for non-residential development is 80% of the annual tax increment over the agreed base assessment and property tax liability. It is recommended that the applicant be awarded the full 80% of the annual municipal tax increment with an annual 10% declining phase out for the maximum duration of 10 years.

## **Analysis**

Although the application for a Tax-Based Redevelopment Grant was awarded to PMK Capital Inc. with respect to their new commercial building located at 95 Wellington Street East, authorization to enter into the related CIP Agreement was not granted. Staff are therefore seeking authorization at this time, as construction of the building is nearing completion.

## **Advisory Committee Review**

This application was reviewed by the CIP Evaluation Committee on August 25, 2015.

## **Legal Considerations**

Legal Services has prepared the CIP Agreement authorizing the Director of Planning and Development Services to enter into the CIP Agreement with respect to the previously awarded Grant would allow for the administration of the Grant in accordance with the Aurora Promenade CIP.

April 3, 2018

Page 3 of 4

Report No. PDS18-035

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## **Financial Implications**

Tax-Based Redevelopment Grants result in the Town collecting a lower amount of property tax for a period of time; 10 years in the case of the subject application.

## **Communications Considerations**

No Communication Required.

## **Link to Strategic Plan**

The awarding of funding through the Aurora Promenade CIP Incentive Programs supports the majority of the Strategic Plan Goals, but the goal which has the most support through this program is: ***Enabling a diverse, creative and resilient economy.*** The applicable objectives include: ***Promoting economic development opportunities that facilitate the Growth of Aurora as a desirable place to do business and supporting small business and encouraging a more sustainable business environment.*** Finally, the action item to ***actively promote and support a plan to revitalize the downtown*** is realized through the CIP Incentive Programs.

## **Alternative(s) to the Recommendation**

Not applicable as the Tax-Based Redevelopment Grant has already been awarded.

## **Conclusions**

On December 1, 2015, Council approved a CIP application for a Tax-Based Redevelopment Grant for a new commercial building located at 95 Wellington Street East. Due to a staff oversight in the original approved report, Council did not authorize the Director of Planning and Development Services to enter into the associated CIP Agreement at that time. Therefore, staff are now seeking the authorization as construction of the building is nearing completion.

## **Attachments**

None.

April 3, 2018

Page 4 of 4

Report No. PDS18-035

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### **Previous Reports**

General Committee Report No. PL15-096, dated December 1, 2015

### **Pre-submission Review**

Agenda Management Team Meeting review on March 15, 2018

### **Departmental Approval**

### **Approved for Agenda**



**Marco Ramunno, MCIP, RPP  
Director  
Planning and Development Services**



**Doug Nadorozny  
Chief Administrative Officer**



**Town of Aurora  
General Committee Report**

**No. PDS18-033**

---

**Subject: Proposal for Zoning By-law Amendment Application**  
**Prepared by: Caitlin Graup, Planner**  
**Department: Planning and Development Services**  
**Date: April 3, 2018**

---

## **Recommendation**

- 1. That Report No. PDS18-033 be received; and**
- 2. That Council accept the Zoning By-law Amendment Application related to the following Zoning By-law Proposal:**
  - a) Weston Consulting (254 Kennedy Street West)**

## **Executive Summary**

On June 27, 2017 Council passed Comprehensive Zoning By-law 6000-17 and pursuant to Section 34 (10.0.0.2) of the *Planning Act* passed a Resolution to only accept certain classes of Zoning By-law Amendment Applications. The purpose of this report is to provide Council with an owner's request of a Zoning By-law Amendment proposal. A Council resolution is required to receive, or not receive, the Zoning By-law Amendment Applications.

The Owner's description of their proposal and accompanying plans are attached for Council information and consideration.

- a) Weston Consulting (254 Kennedy Street West), File No. ZP-2018-03

The Applicant proposes to redevelop the property with a 6.0m wide private lane extending from Kennedy Street West to the rear of the subject property. The private lane is proposed to facilitate six (6) lots, with six (6) single detached residential dwellings proposed.

## **Background**

On June 27, 2017 Council enacted Comprehensive Zoning By-law 6000-17.

As reported in staff report PBS17-056 the provisions of Bill 73, incorporated into the

*Planning Act* provides that once a Comprehensive Zoning By-law is approved by Council by simultaneously repealing and replacing all zoning By-laws in effect no new site-specific zoning by-law amendments (Section 34) and no new minor variance applications (Section 45) can be submitted to the Town for a period of two (2) years, unless Council passes a resolution permitting a specific application, a class of application or in respect of such applications generally.

With respect to this on June 27, 2017 Council passed the following resolution:

*“That Report No. PBS17-056 be received; and*

*That, pursuant to Section 45 (1.4) of the Planning Act, Council declares that Committee of Adjustment minor variance applications be permitted; and*

*That, pursuant to Section 34 (10.0.0.2) of the Planning Act, Council declares that Industrial/Employment, Commercial and Institutional (ICI) By-law amendment applications be permitted.”*

The subject proposal does not fall within either of the classes in which Council has passed a resolution. As such, in order for an applicant to submit a complete application to the Town for a Section 34, Zoning By-law Amendment, Council shall, by resolution direct that the application can be received and processed. If accepted all applicable processing provisions of the *Planning Act* would apply to the application.

The proposal under consideration is accompanied with a brief summary and plan which are attached to this report for Council information. The applicant has requested Delegation status to outline their proposal. A description of the proposals is as follows:

Weston Consulting (254 Kennedy Street West). The Applicant proposes to redevelop the property with a 6.0m wide private lane extending from Kennedy Street West to the rear of the subject property. The private lane is proposed to facilitate six (6) lots, with six (6) single detached residential dwellings proposed.

The subject lands are currently zoned “Detached First Density Residential R1(478) Exception Zone” by By-law 6000-17. A Zoning By-law Amendment application is required to permit the proposed development.

The rationale to accept the Zoning Bylaw Amendment application is that the proposal is an infill residential development within the “Stable Residential” designation and conforms to the use of the Official Plan. Upon submission of a complete Zoning Bylaw Amendment application, staff will undertake a review of built form and compatibility of the proposed development to determine conformity to all policies of the Official Plan and compatibility with the surrounding residential uses.

April 3, 2018

Page 3 of 4

Report No. PDS18-033

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### **Advisory Committee Review**

Not applicable.

### **Legal Considerations**

None.

### **Financial Implications**

None.

### **Communications Considerations**

Not applicable.

### **Link to Strategic Plan**

Not applicable.

### **Alternative(s) to the Recommendation**

That Council not accept receipt of the Zoning By-law Amendment application.

### **Conclusions**

A Council resolution is required to accept, or not accept the subject application. Staff recommend that Council accept the Zoning By-law Amendment Applications related to the following Zoning By-law Proposal:

- a) Weston Consulting (254 Kennedy Street West), File No. ZP-2018-03

### **Attachments**

1. Weston Consulting (254 Kennedy Street West), Proposal Letter dated February 22<sup>nd</sup>, 2018
  - Figure 1: Location Map
  - Figure 2: Conceptual Site Plan

April 3, 2018

Page 4 of 4

Report No. PDS18-033

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**Previous Reports**

None.

**Pre-submission Review**

Agenda Management Team review on March 15, 2018.

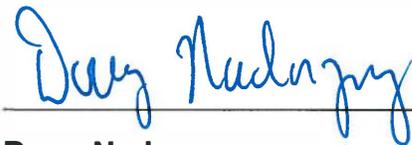
**Departmental Approval**

**Approved for Agenda**



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**Marco Ramunno, MCIP, RPP  
Director  
Planning and Development Services**



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**Doug Nadorozny  
Chief Administrative Officer**



**WESTON  
CONSULTING**

planning + urban design

Attachment 1

Planning and Development Services  
Town of Aurora  
100 John West Way  
Aurora, Ontario L4G 6J1

February 22, 2018  
File 8752

**Attn: Caitlin Graup, Planner**

**Re: Application to Council to Permit the Submission of Zoning By-law Amendment  
Application  
254 Kennedy Street, Town of Aurora**

Dear Madame,

Weston Consulting has been retained by the owner of the property located at 254 Kennedy Street in the Town of Aurora (herein referred to as the "subject property") to prepare and facilitate planning applications to redevelop the lands for residential purposes. The subject property is legally described as "PT LT 79 CON 1 KING AS IN R553277 EXCEPT THE EASEMENT THEREIN ; AURORA".

The subject property is located on the north side of Kennedy Street West, south of Wellington Street West, east of Bathurst Street and west of Murray Drive in the Town of Aurora. The subject property is approximately 0.73 hectares (1.82 acres) in area, and has a frontage of approximately 26.54 metres along Kennedy Street West. The subject property is presently occupied by a single detached dwelling fronting along Kennedy Street West, and a vegetated open space area in the rear of the property.

As Zoning By-law 6000-17 was only adopted on June 27, 2017 we are respectfully submitting this letter to Town of Aurora Council for permission to amend Zoning By-law, to facilitate the development of the subject property. A Pre-Application Consultation Meeting was held with Town of Aurora Staff on February 15<sup>th</sup>, 2018 to review the proposed development concept and to receive Staff feedback regarding the required Planning Applications and supporting materials. At this meeting, Planning Staff indicated that a Zoning By-law Amendment would be required to facilitate the development of the subject property, and a Pre-Application Consultation Checklist was subsequently provided to our Team on February 22, 2018.

The proposed development concept has been provided as an Appendix to this letter. The proposed development concept contemplates a 6.0-metre-wide private lane that extends from Kennedy Street West to the rear of the subject property. Six (6) lots are proposed along this private lane to facilitate the development of six (6) single detached dwellings that are in keeping with the size and orientation of those contained within the surrounding residential neighbourhood. The private lane

is proposed to be screened with dense vegetation from the rear yard of the dwellings located along Lensmith Drive.

To facilitate this development, a rezoning of the subject property from 'R1 – Detached First Density Residential' to 'R3 – Detached Third Density Residential', with site specific exceptions is required. The R3 – Detached Third Density Residential zone is more appropriate for the proposed development based on the zone requirements contained therein. Additionally, lots 1 and 2 of the proposed development will require site specific exceptions, more specifically relied from the required side and rear yard requirements contained within the By-law based on the proposed lot configuration.

It is our understanding that the Town of Aurora Council has considered an Interim Control By-law (ICB) that applies to certain lands within the Town that are designated 'Stable Neighbourhood'. The ICB prevents the enlargement or expansion of existing land, buildings or structures beyond the provisions and regulations of the existing Zoning By-law in order to protect the existing character of the neighbourhood.

Although the subject property is designated 'Stable Neighbourhood' by the Town of Aurora Official Plan, this Interim Control By-law does not apply to the area. It is our opinion that the proposed development of the subject property is consistent with the lot area, size and configuration of the surrounding neighbourhood, particularly those properties located along Creeks Meadow Lane to the east and along Lensmith Drive to the west. The proposed development will bring the subject property into conformity with the character and nature of the surrounding area, and will result in the development of a fully serviced and underutilized lot within the Town of Aurora

Thank you for reviewing our request. Should there be additional information required, please do not hesitate to contact the undersigned at (905) 738-8080 ext. 236 or Sara Gregory at ext. 271.

Yours truly,  
**Weston Consulting**  
Per:



Kevin Bechard , BES, M.Sc., MCIP, RPP      and  
Senior Associate



Nader Kadri, BES, MCIP, RPP  
Senior Planner

c.      Mark N. Emery, Weston Consulting



**LOCATION MAP**

APPLICANT: Weston Consulting

FILES: ZP-2018-03

FIGURE 1



**SUBJECT LANDS**



Metres



Map created by the Town of Aurora Planning and Development Services Department, March 5, 2018. Base data provided by York Region & the Town of Aurora. Air Photos taken Spring 2017, © First Base Solutions Inc., 2017 Orthophotography.



**CONCEPTUAL SITE PLAN**

APPLICANT: Weston Consulting  
 FILES: ZP-2018-03  
 FIGURE 2





**Town of Aurora  
General Committee Report**

**No. PDS18-037**

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**Subject:** Small Cell Technology Pilot with Rogers Communications  
**Prepared by:** Michael Logue, Program Manager, Economic Planning  
**Department:** Planning & Development Services  
**Date:** April 3, 2018

---

## **Recommendation**

- 1. That Report No. PDS18-037 be received; and**
- 2. That the Director of Planning & Development Services be authorized to execute facility licensing agreements with Rogers Communications, including any and all documents and ancillary agreements required to give effect to same; and**
- 3. That revenue from the licensing agreement with Rogers Communications be directed to the Economic Development Reserve Fund.**

## **Executive Summary**

The purpose of the report is to seek Council's permission to enter into an agreement with Rogers Communications for a small cell technology pilot project, similar to that previously entered into with Bell Canada, which will further improve Aurora's broadband connectivity and represent another progressive step towards a smart city or intelligent community concept.

- Pilot locations to include indoor installations at municipal facilities, and outdoor installations in a south-west Aurora neighbourhood.
- Potential to generate approximately \$15,000 per year in fees, which will contribute to the Economic Development Reserve Fund.
- Multiple corporate benefits, as well as for residents.

## **Background**

In mid-2017, Rogers Communications reached out to Town of Aurora staff, regarding the potential for a mutually beneficial arrangement for small cell technology installations.

The initiative would allow Rogers Communications to utilize Town-owned infrastructure to address the increasing demand for improved data coverage and customer connectivity. Mobile data traffic is anticipated to grow 500% from 2016 to 2021, with growth in digital media consumption being driven by mobile.

The small cell technology is small in footprint and provides a solution that is low powered and aesthetically designed. It would be installed on infrastructure such street lights, traffic lights and buildings.

Rogers Communications antennas and equipment proposed to be installed, both indoors and outdoors, follow Safety Code 6 guidelines, and are hundreds of times below the safe limits for public exposure.

## **Analysis**

The general parameters of an agreement have been discussed between Town staff and Rogers Communications.

### **Pilot locations identified; indoor Town facilities & south-west Aurora outdoors**

Similar to the Bell Canada pilot introduced to Council in August 2016, Rogers Communications would like to begin with indoor installations at municipal areas with high concentrations of users. Namely, to start:

- Aurora Town Hall;
- Aurora Joint Operations Centre;
- Aurora Public Library; and
- Aurora Family Leisure Complex.

Different from the Bell Canada pilot, Rogers Communications would like to also introduce at the initial pilot stage a cluster of outdoor small cell installations (e.g. on light standards), in the vicinity of the Henderson Drive neighbourhood.

### **Potential for Town to generate \$750 revenue per year per location**

Staff intend to use the existing terms with Bell Canada as a starting point for negotiations with Rogers Communications; which would include an anticipated fee of \$750 per year per installation location, plus a one-time application fee of \$500 per. This initial pilot could therefore net the Town revenues in the range of \$25,000 in year one, and \$15,000 annually moving forward. It is recommended that the proceeds from the agreement with Rogers Communications be put into the same reserve established for the Bell Canada small cell pilot, to be used for funding economic development initiatives.

The length of the agreement with Rogers Communications is proposed to be ten years, with options for two subsequent five-year extensions.

### **Financial, Corporate, Economic Development, and Community benefits**

For Aurora, this is an opportunity to further establish the Town as technology-advanced, as we were one of the first municipalities in Ontario with such an agreement with Bell Canada, we would very likely one of the first very first to put agreements in place for small cell with both major telecommunications carriers.

Such a pilot would also facilitate wireless data improvements for residents, secure investment in municipal facilities, and make progress towards strategic plan and business retention & expansion goals for broadband connectivity.

Broadband and wireless connectivity are key drivers for economic development, as internet and data needs becoming a pre-requisite service for business, like roads, water, and electricity.

### **Progress Toward Smart City and Intelligent Community Concepts**

The smart cities concept is predominantly technology-focused, highlighting connectivity of communities (government and citizens) to information and technology networks. The Intelligent Communities Foundation describes broadband connectivity as one pillar of an intelligent community – with the further goal of using that technology as a basis for community building and developing smart solutions.

There are many examples of communities that have experienced major economic benefits from being early adopters of smart technology, such as Waterloo, Stratford, and Tilsonburg, Ontario. As York Region pursues smart city and intelligent community initiatives, another project of this nature in Aurora can only help better position the Town as a leader within the Region.

### **Advisory Committee Review**

No Communication Required.

### **Legal Considerations**

As with the Bell Canada agreement, Legal staff will remain involved in negotiating the terms in the agreement with Rogers Communications.

## **Financial Implications**

Rogers Communications would pay Aurora a one-time application fee of \$500 per facility, plus a \$750 annual fee per facility, which will cover any hydro use of the equipment, and provide revenue above and beyond that minimal amount. Based on approximately 20 installations, Aurora would receive an estimated \$10,000 in one-time application fees, plus \$15,000 per year, for a total of \$25,000 in year one, and \$15,000 per year of the pilot thereafter.

The proceeds of the facility leasing agreement with Rogers Communications would be put into the Economic Development reserve fund.

## **Communications Considerations**

No Communication Required.

## **Link to Strategic Plan**

The proposed small cell pilot supports the Strategic Plan goals of: **Supporting an exceptional quality of life for all**, via Objective 2, **Invest in sustainable infrastructure**. The relevant supporting objective is to: **Maintain and expand infrastructure to support forecasted population growth through technology**.

## **Alternative(s) to the Recommendation**

1. Pilot project not to pursued at this time.

## **Conclusions**

Rogers Communications is seeking municipal partners to begin rolling out their own new small cell technologies, much like Aurora's successful pilot project with Bell Canada.

Staff would like to make Aurora one of the first leading municipalities in Ontario with agreements in place with both major telecommunications carriers for this emerging new technology.

April 3, 2018

Page 5 of 5

Report No. PDS18-037

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Priority locations identified for the pilot include outdoor installations in a south-west Aurora neighbourhood, and indoor installations at select high-volume municipal facilities.

From an economic development perspective, this helps further establish Aurora as a municipality on the leading edge of the smart city and intelligent communities concepts.

For residents, this will help meet the exponentially increasing demand for connectivity.

And financially, the pilot project has the potential for the Town to generate \$750 revenue per year per location, as well as additional application fees.

### **Attachments**

None.

### **Previous Reports**

Council Report No. PDS16-049, Small Cell Technology Pilot with Bell Canada, dated August 9, 2016.

### **Pre-submission Review**

Agenda Management Team Meeting review on March 15, 2018.

### **Departmental Approval**

### **Approved for Agenda**



**Marco Ramunno, MCIP, RPP  
Director  
Planning and Development Services**



**Doug Nadorozny  
Chief Administrative Officer**



**Town of Aurora  
General Committee Report**

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**Subject:** Summary of Committee Recommendations Report No. 2018-04

**Prepared by:** Michael de Rond, Town Clerk

**Department:** Corporate Services

**Date:** April 3, 2018

---

### **Recommendation**

- 1. That Summary of Committee Recommendations Report No. 2018-04 be received; and**
- 2. That the Committee recommendations contained within this report be approved.**

### **Heritage Advisory Committee Meeting Minutes of March 5, 2018**

- 1. HAC18-004 – Request to Designate under Part IV of the *Ontario Heritage Act*, 19 and 21 Machell Avenue “The John van Nostrand House”**
  - (a) That the House located at 19 and 21 Machell Avenue be designated under Part IV of the *Ontario Heritage Act* as a property of cultural heritage value or interest; and
  - (b) That the Town Clerk be authorized to publish and serve Council’s Notice of Intention to Designate as per requirements of the Act; and
  - (c) That the designation by-law be brought before Council for passing if no objections were received within the thirty (30) day objection period as per requirements of the Act; and
  - (d) That the owners of 19 and 21 Machell Avenue be thanked for their support of the designation of the subject heritage property.

Committee Recommendations Report No. 2018-04  
April 3, 2018

Page 2 of 2

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**2. HAC18-005 – Additional Information: Request to Remove a Property from the Aurora Register of Properties of Cultural Heritage Value or Interest, 14452 Yonge Street**

- (a) That 14452 Yonge Street be removed from the Aurora Register of Properties of Cultural Heritage Value or Interest; and
- (b) That a financial contribution of \$75,000.00 or an amount to be determined by the Director of Planning and Development Services, be provided to the Town's Heritage Reserve Fund; and
- (c) That the photographic documentation of the fieldstone removal be carried out during the demolition.

**3. HAC18-006 – East Holland River, Fish Barrier Removal, Restoration and Bridge Replacement**

- (a) That the Town of Aurora enter into an agreement with the Lake Simcoe Region Conservation Authority on the East Holland River, Fish Barrier Removal, Restoration and Bridge Replacement project; and
- (b) That staff be authorized to proceed with the preferred option to remove and replace the concrete culvert with a steel span bridge, salvaging the culvert for display opportunities.

**Attachments**

None



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<b>Notice of Motion</b>	<b>Councillor Wendy Gaertner</b>
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**Date:** April 3, 2018

**To:** Mayor and Members of Council

**From:** Councillor Gaertner

**Re: Sewer Use By-law and Environmental Concerns**

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Whereas many of Aurora's streams and creeks are in the Oak Ridges Moraine, or are the Headwaters of the Holland River Watershed which flows to Lake Simcoe; and

Whereas the Headwaters and the Oak Ridges Moraine are where water is filtered and recharged; and

Whereas the moving water picks up sediments and nutrients that will be delivered to the aquatic life downstream; and

Whereas these creeks and streams are extremely sensitive, and greatly influence water quality and quantity across the Watershed; and

Whereas the quality of this water influences the viability of healthy habitats for native plants, animals, and aquatic life; and

Whereas Environmental Stewardship and protection of these Headwaters, the Holland River Watershed, Lake Simcoe and the Oak Ridges Moraine is an important responsibility for all of us who live in Aurora; and

Whereas preventing toxins, used for maintenance and cleaning of swimming pools and hot tubs, from entering the streams and creeks provides necessary protection; and

1. Now Therefore Be It Hereby Resolved That staff be directed to come back with recommendations as to how the Sewer Use By-law could be amended to address environmental concerns relating to discharge of water from swimming pools and hot tubs, and that mechanisms are in place for the enforcement of the By-law.



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<b>Notice of Motion</b>	Councillor Harold Kim and Councillor Sandra Humfryes
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**Date:** April 3, 2018

**To:** Mayor and Members of Council

**From:** Councillor Kim and Councillor Humfryes

**Re: Residential Zoning Amendment Applications**

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Whereas the *Planning Act* stipulates that once the municipality passes a new comprehensive zoning by-law review, a two-year moratorium takes effect; and

Whereas Council, at its June 27, 2017 meeting, approved a resolution regarding exempting classes of applications from the two-year freeze on accepting an application for an amendment to the new Zoning By-law, but said resolution did not include residential zoning amendment applications;

1. Now Therefore Be It Hereby Resolved That Council pass a resolution to allow the receipt of all classes of residential zoning amendment applications, thereby removing the two-year freeze on residential *Planning Act* applications.