



# **General Committee Meeting Agenda**

**Tuesday, February 4, 2020  
7 p.m.**

**Council Chambers  
Aurora Town Hall**



**Town of Aurora  
General Committee  
Meeting Agenda**

Tuesday, February 4, 2020  
7 p.m., Council Chambers

Councillor Thompson in the Chair

- 1. Approval of the Agenda**
- 2. Declarations of Pecuniary Interest and General Nature Thereof**
- 3. Community Presentations**
- 4. Delegations**
  - (a) David LeGallais, representing Aurora Seniors Association**  
**Re: Item R1 – PDS20-003 – John West Way Traffic Calming Measures Feasibility Review**
  - (b) J.B. (Brad) Watson, Resident**  
**Re: Noise By-law Prohibitions**
- 5. Consent Agenda**
- 6. Advisory Committee Meeting Minutes**
- 7. Consideration of Items Requiring Discussion (Regular Agenda)**

**R1. PDS20-003 – John West Way Traffic Calming Measures Feasibility Review**

**Recommended:**

1. That Report No. PDS20-003 be received; and
2. That staff continue to monitor the traffic operations on John West Way as a result of the speed limit reduction.

**R2. PDS20-004 – Centre Street Existing Traffic Calming Measures Review**

**Recommended:**

1. That Report No. PDS20-004 be received for information.

**R3. PDS20-010 – Economic Development Strategic Plan – Implementation Strategy 2020**

**Recommended:**

1. That Report No. PDS20-010 be received; and
2. That Council endorse the attached Economic Development Strategic Plan – Implementation Strategy 2020 as presented by the Aurora Economic Development Board; and
3. That Council approve funding in the amount of \$50,000 from the Economic Development Reserve Fund to hire a consultant to undertake a Target Sector Analysis Study.

**R4. CMS20-003 – Request for Lease Extension and Amendment – Central York Fire Station – Regional Municipality of York – Paramedic Services**

**Recommended:**

1. That Report No. CMS20-003 be received; and
2. That a further extension and amendment to the lease with the Regional Municipality of York for Paramedic Services located at 220 Edward Street

be approved for a five-year term, with an option to extend for two further five-year periods.

**R5. PDS20-009 – Budget Request for Capital Project No. 31217 –  
Construction of a Median at Ridge Road and Yonge Street**

**Recommended:**

1. That Report No. PDS20-009 be received; and
2. That Capital Project No. 31217 – Construction of Median at Yonge Street and Ridge Road be approved; and
3. That a total budget of \$150,000 be approved for Capital Project No. 31217 to fund \$135,000 from the Services Related to a Highway Development Charge Reserve and \$15,000 from the Growth and New Reserve.

**8. Notices of Motion**

**9. New Business**

**10. Public Service Announcements**

**11. Closed Session**

**12. Adjournment**



20 JAN 24 2:25PM A15

Legislative Services  
905-727-3123  
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/Advisory Committee Meeting Date:</b> FEB 4 TH.	
<b>Subject:</b> 3WAY STOP JOHNWESTWAY - AMBERHILL	
<b>Name of Spokesperson:</b> DAVID LEGALLIS	
<b>Name of Group or Person(s) being Represented (if applicable):</b> AURORA SENIOR ASSOCIATION	
<b>Brief Summary of Issue or Purpose of Delegation:</b> Have a 3 way stop sign put in at Amberhill & J.W.W.	
<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 checked="" type="checkbox"/>	
If yes, with whom? MICHAEL BAT,	Date: Jan 24 2020
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes for Delegations.	



100 John West Way  
Aurora, Ontario  
L4G 6J1  
(905) 727-3123  
aurora.ca

Town of Aurora

## Delegation Request

Legislative Services

This Delegation Request form and any written submissions or background information for consideration by either Council or Committees of Council must be submitted to Legislative Services.

<b>Council/Committee Meeting and Date:</b> Tuesday, February 4, 2020	
<b>Subject:</b> Noncompliance with Noise Bylaw	
<b>Name of Spokesperson:</b> J. B. (Brad) Watson	
<b>Name of Group or Person(s) being Represented (if applicable):</b> n/a	
<b>Brief Summary of Issue or Purpose of Delegation:</b> Noise By-Law Schedule 'B' Specific to Noise Prohibitions, Items 6 and 11  * Power Point presentation *	
<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"/>	
<b>If yes, with whom?</b> Alexander Wray, Manager, By-Law Services Mario Munguia, By-Law Officer Mayor Mrakas Councillors Gaertner and Julliland	<b>Date:</b> 7/2019 - 1/2020
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes for Delegations.	



**Town of Aurora  
General Committee Report**

**No. PDS20-003**

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**Subject:** John West Way Traffic Calming Measures Feasibility Review  
**Prepared by:** Michael Bat, Traffic/Transportation Analyst  
**Department:** Planning and Development Services  
**Date:** February 4, 2020

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## **Recommendations**

- 1. That Report No. PDS20-003 be received; and,**
- 2. That staff continue to monitor the traffic operations on John West Way as a result of the speed limit reduction.**

## **Executive Summary**

As directed by Council at its meeting on June 11, 2019, this report reviews the existing traffic control and safety concerns on John West Way.

The report can be summarized as follows:

- The existing road conditions of John West Way and Amberhill Way are generally consistent with the Town's design standards;
- All-way stop control installation for the intersection of John West Way and Amberhill Way is not warranted and therefore it is not recommended by staff; and,
- Staff are not recommending implementation of traffic calming measures on John West Way at this time and will continue to monitor the traffic operations.

## **Background**

On June 11, 2019, Council passed the following motion:

“That the speed limit on John West Way be reduced from 50 km per hour to 40 km per hour to match all residential streets in the Town of Aurora; and,

That staff bring a report on options to address additional safety and sightline issues on that part of John West Way such as a three-way stop at Amberhill Way.”

A by-law to amend By-law 4574-04.T was enacted by Council on October 8, 2019 to reduce the speed limit on John West Way from 50 km/h to 40 km/h. Subsequently, staff have installed and/or replaced the “Maximum Speed” signs to reflect the new “Maximum Rate of Speed” on John West Way.

In addition, staff have notified York Regional Police by email on November 18, 2019 regarding the new speed limit on John West Way.

The subject area is illustrated in Figure 1.

## **Analysis**

### **The existing road conditions of John West Way and Amberhill Way are generally consistent with the Town’s design standards**

John West Way: is a two-lane major collector road with single lane per travel direction. It has an urban cross-section with curbs and sidewalk/trails on both sides of the road. The existing pavement is measured 11.0 metres wide with a planned 23 metres ROW width. In accordance to the Town Zoning By-law No. 4574-04.T the posted speed limit is 40 km/h.

Amberhill Way: 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. Sidewalk is provided on the north side of the road and the existing pavement is measured 8.0 metres wide with 18 metres ROW width. In accordance to the Town Zoning By-law No. 4574-04.T the posted speed limit is 40 km/h

### **All-way stop control installation for the intersection of John West Way and Amberhill Way is not warranted and therefore it is not recommended by staff**

Under existing conditions, John West Way and Amberhill Way is a controlled intersection with a Stop sign approaching from the east (i.e. Amberhill Way).

Traffic data was collected on November 6, 2019 at the subject intersection and no collisions have been reported for the past five years.



a) OTM Book 5 Criteria

In accordance to Ontario Traffic Manual (OTM) Book 5: Regulatory Signs, installation of All-way Stop control can be considered if one of the following warrants (i.e. volume or collision) are met:

Volume Warrant:

- Total vehicle volume on all intersection approaches exceeds 350 for the highest hour recorded; and,
- Vehicle volume split does not exceed 75/25 for three-way control or 65/35 for four-way control.

Details are provided in Table 1 based on the above noted requirements.

**Table 1 – OTM Book 5: Volume Warrant (All-way Stop)**

Warrant Criteria	Peak Hour (7:45 to 8:45 AM)		
	Minimum Threshold	Recorded Volumes	Warrant
Warrant 1: Total vehicle volume on all intersection approaches exceeds 350	350 Vehicles	820 Vehicles	Yes
Warrant 2: Volume split does not exceed 75/25 for three-way control	25% Split	7% Split	No
Both Warrants Satisfied	No		

Collision Warrant:

- For the purposes of this warrant, a high accident frequency is an average of four collisions per year over a three-year period. Only those accidents susceptible to relief through multi-way stop control must be considered (i.e. right angle and turning type collisions).

Based on the information provided by York Regional Police, no collisions have been reported at the intersection of John West Way and Amberhill Way for the past five years.

OTM Book 5 Warrant Summary:

Based on the requirements outlined in the OTM Book 5, installation of All-way Stop control is not warranted.

b) Town of Aurora Policy No. 4 – Multi-Way Stop Installation Criteria

As stipulated in the policy, installation of multi-way stop sign control can be considered if one or more of the following conditions are met:

Volume Warrant:

- The total volume entering the intersection from all approaches must average at least 350 vehicles per hour for any 8 hours of an average day, and the combined vehicular and pedestrian volume from the minor street or highway must average at least 120 units per hour for the same 8 hours.

Details are provided in Table 2 based on the above noted requirements.

**Table 2 – Town Policy No. 4: Volume Warrant (All-way Stop)**

Warrant Criteria	Peak Hour (7:45 to 8:45 AM)		
	Minimum Threshold	Recorded Volumes	Warrant
Warrant 1: Total vehicle volume on all intersection approaches exceeds 350	350 Vehicles	820 Vehicles	Yes
Warrant 2: The combined vehicular and pedestrian volume from the minor street exceeds 120	120 Units	58 Units	No
Both Warrants Satisfied	No		

Collision Warrant:

- An accident problem exists, as indicated by three or more reported accidents of a type susceptible to correction by the installation of multi-way stop sign control in a 12-month period. Such accidents include right-turn and left-turn collisions as well as right-angle collisions.

Based on the information provided by York Regional Police, no collisions have been reported at the intersection of John West Way and Amberhill Way for the past five years.

Sightline Warrant:

- A restricted view problem exists. A “restricted view problem” shall normally be considered to exist when the sight distance from a vehicle at the intersection on the minor approach (i.e. - Stop street) is less than the required stopping sight distance along the major road (i.e. - existing through street). The required sight stopping distances are based on the requirements set out in the Transportation Association of Canada Geometric Design Guide for Canadian Roads Manual (TAC Manual), September 1999, or latest version thereof.

The existing posted speed limit is 40 km/h (recently reduced) and the assumed design speed is 50 km/h (i.e. industry standard of 10 km/h above posted speed).

Details are provided in Table 3 based on the above noted requirements.

**Table 3 – Town Policy No. 4: Sightline Warrant (All-way Stop)**

Direction (at Amberhill Way)	Sightline		
	Design Speed (50 km/h)	Available Sightline	Warrant
John West Way – north approach	60-65 metres	100 metres	No
John West Way – south approach		105 metres	No

Town of Aurora Policy No. 4 – Multi-Way Stop Installation Warrant Summary:

Based on the requirements outlined in the Town’s Policy No. 4, installation of All-way Stop control is not warranted.

c) Inappropriate Use of All-way Stop Control

As outlined in the OTM Book 5, Stop signs are not intended to be used as speed control devices and their usage should be limited to the control of right-of-way conflicts. All-way Stop control should not be used under the following conditions:

- Where the protection of pedestrians, school children in particular, is a prime concern. This concern can usually be addressed by other means;
- As a speed control device;
- At intersections that are offset, poorly defined or geometrically substandard;
- Where traffic would be required to stop on grades; or,

- As a means of deterring the movement of through traffic in a residential area.

Some common concerns regarding installation of unwarranted All-way Stop control includes: low level of compliance particularly on major street, increases travel speed at upstream and downstream of intersection, increases noise and/or air pollution, and increases the potential of rear-end collisions.

**Staff are not recommending implementation of traffic calming measures on John West Way at this time and will continue to monitor the traffic operations**

As stated previously, By-law 4574-04.T was recently amended to reduce the “Maximum Rate of Speed” on John West Way from 50 km/h to 40 km/h. Staff are recommending to monitor the level of compliance and evaluate if additional measures are required.

However, should Council direct staff to proceed with implementing additional measures on John West Way, staff recommends that a Traffic Calming Study be undertaken by an external traffic engineering consultant and this will require Council to approve a capital budget to fund the study. The Traffic Calming Study should at a minimum include the following components:

- Assess existing conditions (including vehicular volumes and travel speed) to validate the needs of traffic calming measures;
- Determine the feasibility from a technical perspective, specifically related to municipal right-of-way, grades and road drainage;
- Evaluate the overall effectiveness;
- Provide the key advantages and disadvantages;
- Review the potential impact on neighbourhood and provide possible mitigation measures;
- Consult with emergency services;
- Cost estimates of construction; and,
- Organize public open house to gather inputs and comments.

**Advisory Committee Review**

None.

## **Legal Considerations**

None.

## **Financial Implications**

There are no direct financial implications associated with this report.

However, should Council decide to proceed with the installation of All-way Stop control at the intersection of John West Way and Amberhill Way and/or a Traffic Calming Study, the estimated costs are provided below:

1. Installation of All-way Stop at the John West Way and Amberhill Way intersection: Approximately \$800 and the necessary funds are available from the Town's Operations Department Operating Budget; and,
2. John West Way Traffic Calming Study: Approximately \$35,000 including the cost of survey, detailed design, public open house and draft/final study. This will require Council to approve a capital budget to fund the study.

## **Communications Considerations**

The area residents and Aurora Seniors Centre were notified by mail on January 21, 2020 that this staff report is to be presented to the General Committee meeting of February 4, 2020.

## **Link to Strategic Plan**

This report supports the Strategic Plan goal of Support an Exceptional Quality of Life for All by examining traffic patterns and identify potential solutions to improve movement and safety at key intersections in the community.

## **Alternative to the Recommendation**

1. That Council provide direction.

## **Conclusions**

Based on the information presented in this report, the intersection of John West Way and Amberhill Way did not satisfy the minimum technical criteria outlined in OTM Book 5 or Town of Aurora Policy No. 4 – Multi-Way Stop Installation. Therefore, installation of All-way Stop control is not recommended.

Given the recent by-law amendment to reduce the posted speed limit to 40 km/h on John West Way, staff are proposing to monitor the level of compliance and evaluate if additional measures are required.

Should Council direct staff to proceed with the implementation of additional traffic calming measures on John West Way at Amberhill Way, staff recommends that a Traffic Calming Study be initiated and undertaken by an external traffic engineering consultant. This will require Council to approve a capital budget to fund the study.

## **Attachments**

Figure 1: Subject Location Map

## **Previous Reports**

None.

## **Pre-submission Review**

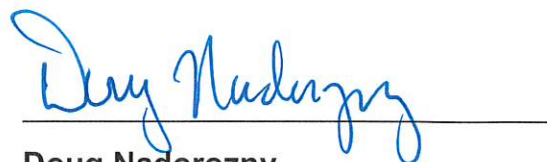
Agenda Management Team Meeting review on January 16, 2020

### **Departmental Approval**



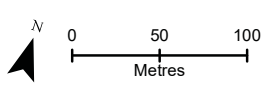
**David Waters, MCIP, RPP, PLE  
Director  
Planning and Development Services**

### **Approved for Agenda**



**Doug Nadorozny  
Chief Administrative Officer**

Figure #1



**SUBJECT LOCATION MAP**  
**JOHN WEST WAY TRAFFIC CALMING**  
**MEASURES FEASIBILITY REVIEW**



PDS20-003

Map created by the Town of Aurora Planning and Development Services Department, December 12th, 2019.  
Air photos taken Spring 2018 © First Base Solutions Inc., 2018 Orthophotography. Base data provided by York Region and Aurora - GIS. This is not a legal survey.



**Town of Aurora  
General Committee Report**

**No. PDS20-004**

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**Subject:** Centre Street Existing Traffic Calming Measures Review  
**Prepared by:** Michael Bat, Traffic/Transportation Analyst  
**Department:** Planning and Development Services  
**Date:** February 4, 2020

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## **Recommendations**

1. That Report No. PDS20-004 be received.

## **Executive Summary**

As directed by Council at its meeting on September 10, 2019, this report is intended to review the existing traffic calming measures on Centre Street and address the traffic issues raised by the residents specially related to traffic infiltration and non-compliance of the one-way street.

The report can be summarized as follows:

- The existing road conditions of Centre Street is generally consistent with the Town's design standards;
- A poll was initiated in February 2019 by staff to gather opinions from residents and the results are generally in support of Option no. 1 "Do Nothing"; and,
- Staff are recommending to maintain the existing traffic calming measures on Centre Street and continue to monitor the traffic operations.

## **Background**

On September 10, 2019, Council passed the following motion:

"That staff report back on mitigation strategies for the traffic issues on Centre Street."

As part of the approved Northeast Quadrant Traffic Calming Plan completed in 2007, the following traffic calming measures were implemented on Centre Street:

- One-way westbound operation between Spruce Street and Wells Street;



- Two sets of speed humps installed between Wells Street and Walton Drive; and,
- Two sets of speed cushions installed between Walton Drive and the railway track.

The Town has received multiple requests from area residents to evaluate the effectiveness of the existing one-way section of Centre Street, particularly related to vehicles traveling the wrong way.

The subject area is illustrated in Figure 1 and the existing traffic calming measures in this area are illustrated in Figure 2.

## **Analysis**

### **The existing road conditions of Centre Street is generally consistent with the Town's design standards**

Centre Street: is a two-lane local road with single lane per travel direction. It has an urban cross-section with curbs and sidewalks on the north side of the road. The existing pavement is measured 7.5 metres wide with a 14.0 metres ROW width. In accordance to the Town Zoning By-law No. 4574-04.T the posted speed limit is 40 km/h.

### **A poll was initiated in February 2019 by staff to gather opinions from residents and the results are generally in support of Option One "Do Nothing"**

In response to complaints received from residents on Centre Street, staff have reviewed the existing traffic calming measures on Centre Street as well as the recommendations provided in the "Northeast Quadrant Traffic Calming Post-Implementation Monitoring Study" prepared by Dillon Consulting Limited, dated October 2008.

A letter dated February 12, 2019 was sent to the residents (the general boundary is illustrated in Figure 3) and a poll was initiated with the following options:

Option One: Maintain the existing traffic calming measure on Centre Street and staff will continue to request York Regional Police to monitor and enforce non-compliances.  
"Do Nothing"

Option Two: Extend the one-way section to Walton Drive providing approximately 275 metres of one-way operation (existing one-way section is approximately 75 metres) to discourage vehicles driving  
"Lengthen One Way Section"

the wrong way.

Option Three: Remove the existing one-way section on Centre Street, monitor  
 “Remove One the condition and implement other suitable traffic calming  
 Way Section” measures accordingly, subject to further study.

A follow up letter was sent on April 18, 2019 providing the poll results, which is summarized in Table 1.

**Table 1 – Poll Results Summary**

Streets	Options			Total Received	Total Sent	Response Rate	
	One: Do Nothing	Two: Lengthen One Way	Three: Remove One Way				
Centre Street	13	2	1	16	58	28%	
Catherine Avenue	2	0	4	6	26	23%	
Wellington Street	0	1	5	6	33	18%	
Yonge Street	1	1	7	9	106	8%	
Spruce Street	1	1	0	2	9	22%	
Wells Street	0	0	0	0	1	0%	
Walton Drive	2	0	0	2	7	29%	
Industrial Parkway	0	0	0	0	1	0%	
Total	Number	19	5	17	41	241	17%
	Percentage	46.3%	12.2%	41.5%	100.0%		-
Less: Undelivered						15	-
Net Total				41	226	18%	

A total of 41 responses were received (or approximately 18% response rate). Approximately 46.3% of the 41 responses selected Option One “Do Nothing”.

As noted above, the results are generally in supportive of Option One “Do Nothing”, particularly residents on Centre Street with over 80% prefer to maintain the existing one-way section on Centre Street.

In addition, York Regional Police installed the armadillo tracker for a period of 18 days from February to March of 2019 and on average only 13 vehicles per day were recorded traveling the wrong way. No concerns were expressed by the York Regional Police regarding this issue.

**Staff recommends to maintain the existing traffic calming measures on Centre Street and continue to monitor the traffic operations**

Given the opinions gathered from the residents coupled with the traffic data provided by York Regional Police, staff are recommending to maintain the existing traffic calming measures on Centre Street and continue to monitor the level of compliance and evaluate if addition measures are required.

However, should Council direct staff to proceed with implementing additional measures on Centre Street, staff recommends that a Traffic Calming Study be undertaken by an external traffic engineering consultant and this will require Council to approve a capital budget to fund the study. The Traffic Calming Study should at a minimum include the following components:

- Assess existing conditions (including vehicular volumes and travel speed) to validate the needs of additional traffic calming measures;
- Review possible options that can be considered on Centre Street;
- Evaluate the overall effectiveness;
- Provide the key advantages and disadvantages;
- Review the potential impact on neighbourhood and provide possible mitigation measures;
- Consult with emergency services;
- Provide cost estimates of construction; and,
- Organize public open house to gather inputs and comments.

**Advisory Committee Review**

None.

**Legal Considerations**

None.

## **Financial Implications**

There are no direct financial implications associated with this report.

However, should Council decide to direct staff to advance with retaining a consultant to undertake a Traffic Calming Study, the estimated cost is approximately \$35,000 which includes the cost of survey, detailed design, public open house and draft/final study. This will require Council to approve a capital budget to fund the study.

## **Communications Considerations**

The area residents were notified by mail on January 21, 2020 that this staff report is to be presented to the General Committee meeting of February 4, 2020.

## **Link to Strategic Plan**

This report supports the Strategic Plan goal of Support an Exceptional Quality of Life for All by examining traffic patterns and identify potential solutions to improve movement and safety at key intersections in the community.

## **Alternative to the Recommendation**

1. That Council provide direction.

## **Conclusions**

Based on the information presented in this report, area residents are generally in supportive of maintaining the existing one-way section on Centre Street, particularly those residing on Centre Street. In addition, York Regional Police did not express any concerns regarding the existing operations.

Therefore, staff are recommending to maintain the existing traffic calming measures on Centre Street and continue to monitor the level of compliance and evaluate if addition measures are required.

Should Council direct staff to proceed with the implementation of additional traffic calming measures on Centre Street, staff recommends that a Traffic Calming Study be initiated and undertaken by an external traffic engineering consultant. This will require Council to approve a capital budget to fund the study.

February 4, 2020

Page 6 of 6

Report No. PDS20-004

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## **Attachments**

Figure 1: Subject Location Map

Figure 2: Existing Traffic Calming Measures in the Area

Figure 3: Poll Boundary Map

## **Previous Reports**

None.

## **Pre-submission Review**

Agenda Management Team Meeting review on January 16, 2020

### **Departmental Approval**

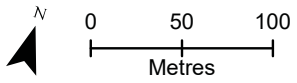
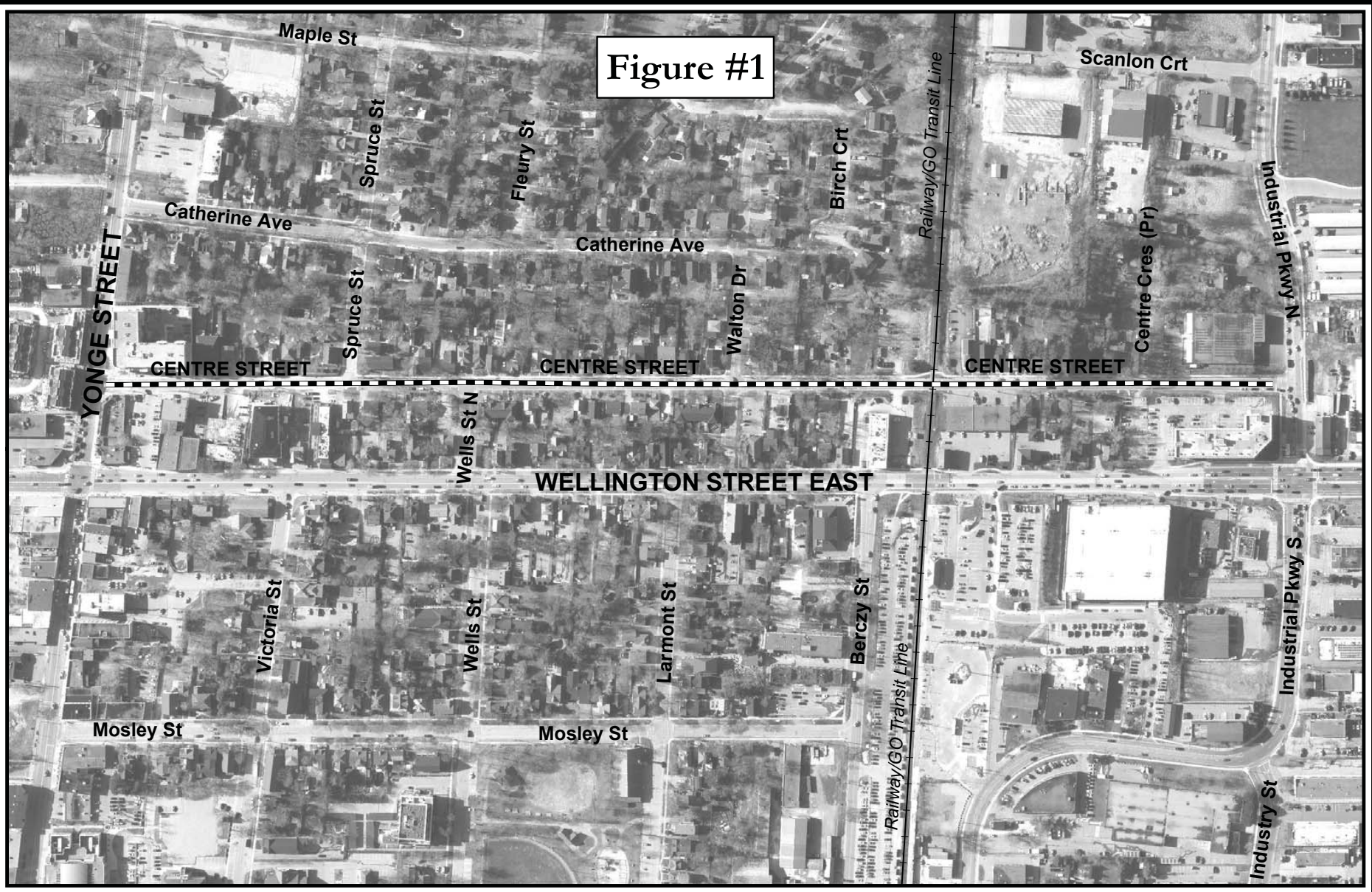
### **Approved for Agenda**



**David Waters, MCIP, RPP, PLE  
Director  
Planning and Development Services**



**Doug Nadorozny  
Chief Administrative Officer**



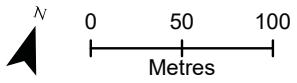
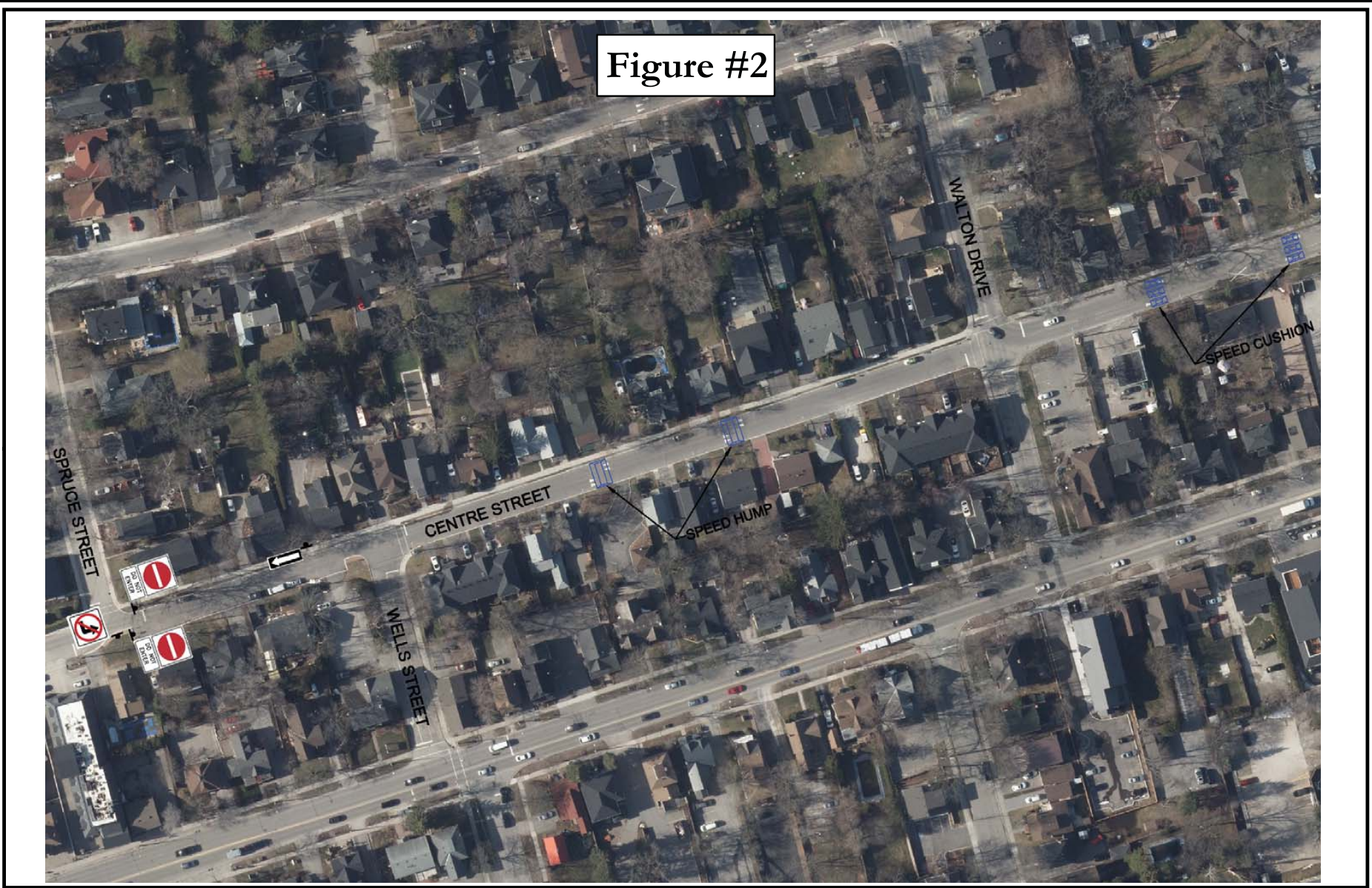
**SUBJECT LOCATION MAP  
CENTRE STREET TRAFFIC CALMING  
MEASURES FEASIBILITY REVIEW**



PDS20-004

Map created by the Town of Aurora Planning and Development Services Department, December 20th, 2019.  
Air photos taken Spring 2018 © First Base Solutions Inc., 2018 Orthophotography. Base data provided by York Region and Aurora - GIS. This is not a legal survey.

Figure #2

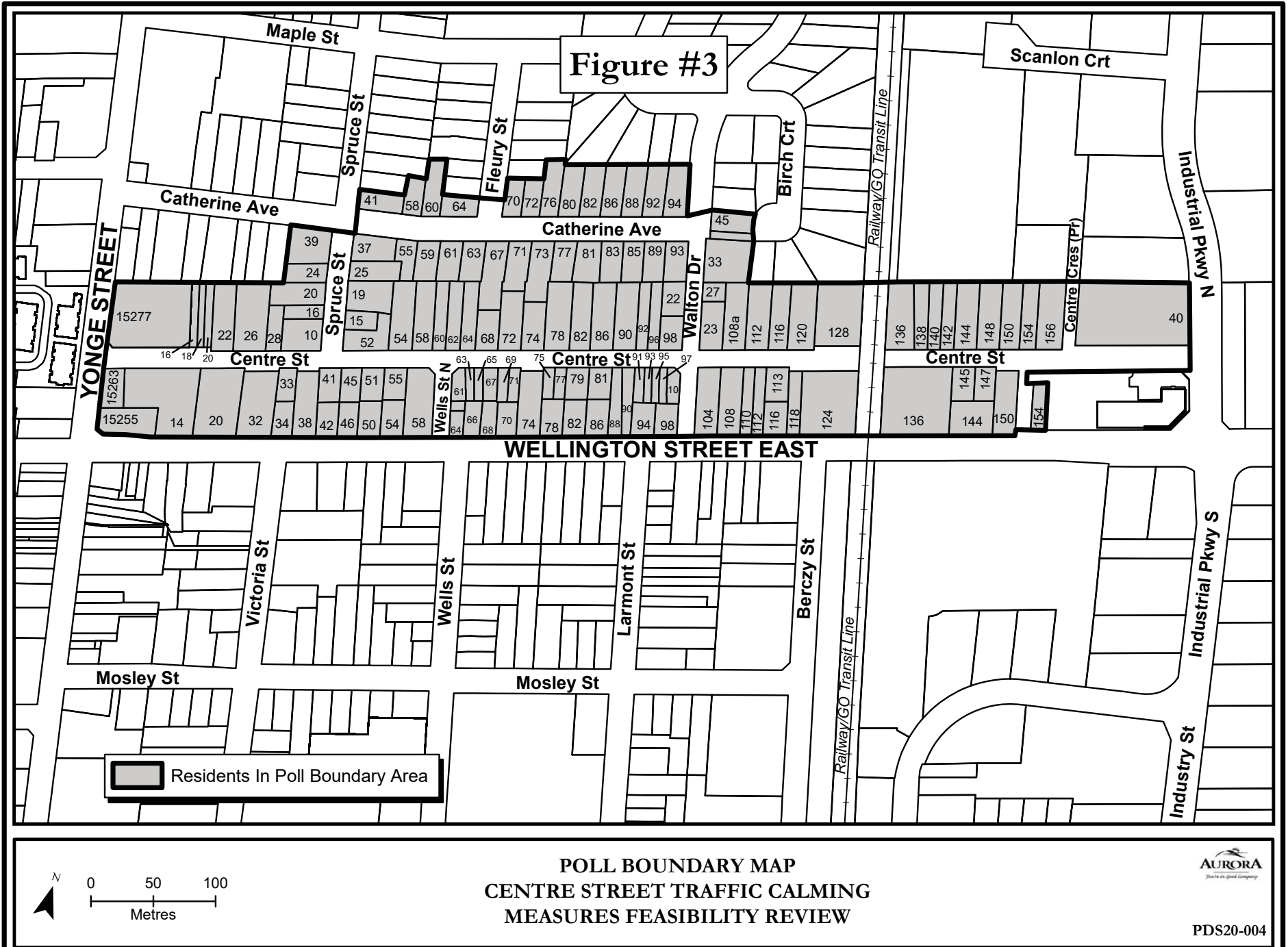


EXISTING TRAFFIC CALMING MEASURES IN THE AREA  
CENTRE STREET TRAFFIC CALMING MEASURES  
FEASIBILITY REVIEW



PDS20-004

Map created by the Town of Aurora Planning and Development Services Department, December 20th, 2019.  
Air photos taken Spring 2018 © First Base Solutions Inc., 2018 Orthophotography. Base data provided by York Region and Aurora - GIS. This is not a legal survey.



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**Town of Aurora  
General Committee**

**No. PDS20-010**

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**Subject: Economic Development Strategic Plan – Implementation Strategy  
2020**

**Prepared by: Nick Kazakoff, Economic Development Officer**

**Department: Planning and Development Services**

**Date: February 4, 2020**

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## **Recommendation**

- 1. That Report No. PDS20-010 be received;**
- 2. That Council endorse the attached Economic Development Strategic Plan – Implementation Strategy 2020 as presented by the Aurora Economic Development Board; and**
- 3. That Council approve funding in the amount \$50,000 from the Economic Development Reserve Fund to hire a consultant to undertake a Target Sector Analysis Study**

## **Executive Summary**

The purpose of this report is seek Council approval of the attached Economic Development Strategic Plan – Implementation Strategy for 2020 as presented by the Aurora Economic Development Board.

- The AEDC Board of Directors prioritized the top ten action items from the Economic Development Strategic Plan for 2020
- Funding is required to support the development of a target sector analysis study

## **Background**

In July 2019, Council approved the Economic Development Strategic Plan prepared by McSweeney & Associates and presented by the Aurora Economic Development Corporation. The report recommended staff to report back to Council with an Implementation Strategy for the Economic Development Strategic Plan for 2020.

The Town of Aurora Economic Development Strategic Plan focuses on four goal areas: Targeting Growth Sectors & Attracting New Investments; Creating a Competitive

Business Climate that Supports Existing Business; Establishing Downtown Aurora as a Destination and Focal Point for the Community; and Improving Quality of Life through, Heritage, Arts, Culture, Tourism and Community Engagement. In addition, the plan identifies 42 action items for implementation over the term of the Plan, 2019-2023.

In order to focus the approach to implementation, the Aurora Economic Development Corporation Board of Directors conducted a prioritization exercise that identified the Top 10 priority Action Items to be implemented in 2020. Staff developed an Implementation Strategy that prioritized the Top 10 action items and identified the necessary staffing and funding resources, needed to implement the recommended actions. The proposed approach for implementation is described in the attached Economic Development Strategic Plan Implementation Matrix 2020.

## **Analysis**

### **The AEDC Board of Directors Prioritized the Top Ten Action Items**

The Aurora Economic Development Corporation Board of Directors conducted a prioritization exercise that identified and ranked the following Top 10 Action Items for 2020.

1. Undertake a target sector analysis to identify potential growth sectors including, but not limited to Healthcare (Southlake Regional Healthcare Centre) and the Food and Beverage Sectors.
2. Develop a business mix strategy to determine the type of retail and commercial businesses that could be attracted to downtown Aurora.
3. Partner with area sporting groups and organizations to develop a Sports Tourism Strategy to determine the viability of sports tourism in Aurora.
4. Work with Magna to retain their permanent Head Office in Aurora
5. Continue to work closely with York Region Economic Development and neighbouring municipalities as an approach to tapping into business attraction opportunities and identify spillover opportunities from neighbouring business communities that would be suitable for Aurora

6. Launch the new Aurora economic development/ investment attraction focused website with current and relevant investment information.
7. Capture and capitalize on the entrepreneurial spirit in Aurora by:
  - a. Identifying co-working spaces and incubation services located in Aurora
  - b. Continuing to work with entrepreneurs to assist with their site selection process by targeting entrepreneurs that need a physical location to establish their business in the Town.
  - c. Partnering with Aurora Chamber of Commerce and innovation centres, such as the Canadian Food and Wine Institute and YSpace, to bring programs to Aurora that supports entrepreneurship such as a satellite location.
8. Create a sub-committee of the Aurora Economic Development Corporation to lead a program aimed at building relationships and networks with C-Suite (top senior staffers including CAOs, CEOs, CFOs) residents living in Aurora. The goal of the program is to uncover business attraction and investment opportunities through connections with C-Suite residents
9. Continue strengthening the local workforce by:
  - a. Engaging Aurora's business community (through the Business Visitation Program) to determine their workforce needs and help to provide opportunities to attract and retain employment.
  - b. Develop a strategy to target highly educated, high-income commuters to better match the existing resident base talent with existing gaps and opportunities within Aurora's businesses and industries.
  - c. Facilitating relationships with local schools (private and public) and business, in an effort to tap into the students, alumni and their families to engage and build their connectivity to Aurora
10. Examine opportunities to provide incentives for new office development in downtown Aurora and the employment lands.

The attached Implementation Matrix identifies the leading and supporting organizations in fulfilling the actions items. The matrix also identifies the estimated staffing and financial resources required as well as performance measurements and timing. The Implementation Matrix allocates staffing resources based on the current compliment. The recommendations arising from the Target Sector Analysis and Downtown Business

Mix Strategies proposed in the matrix will create additional actions to be prioritized in the 2021 Implementation Strategy on top of the remaining action items from the Economic Development Strategic Plan.

### **Advisory Committee Review**

The Aurora Economic Development Board oversaw the Economic Development Strategic Plan's Implementation Matrix process. The Implementation Matrix has been reviewed and recommended for Council to endorse by the Board.

### **Legal Considerations**

None

### **Financial Implications**

#### **Funding Required to Support the Development of a Target Sector Analysis Study**

The AEDC Board and Staff are requesting funding to hire a consultant to undertake a Target Sector Analysis Study in the amount of \$50,000 using funds from the Economic Development Reserve Fund. The Target Sector Analysis has been identified as the first priority as part of the Implementation Plan.

In 2020, additional funds may be required for completing the Business Mix Strategy and Sports Tourism Strategy Action Items identified in the Implementation Strategy. Staff will report to Council once those projects have been further scoped with the appropriate funding requests. These three major studies are anticipated to generate significant additional action items that staff will need to implement going forward as part of the overall Economic Development Strategy.

### **Communications Considerations**

Following the endorsement of the Implementation Strategy, staff will provide quarterly updates on the overall implementation of the Economic Development Strategic Plan for the Aurora Economic Development Corporation Board of Directors.

Staff will report back to Council in the first quarter of 2021 with an update on the progress of the 2020 Implementation Strategy and present the 2021 Implementation Strategy for endorsement.

Staff will also work with the Town's Corporate Communication Branch to develop Communication Plans for major programs and studies to ensure the appropriate engagement with the business community and community stakeholders.

### **Link to Strategic Plan**

The creation of the Economic Development Strategic Plan – Implementation Plan supports the Strategic Plan goal of ***Enabling a Creative, Diverse and Resilient Economy*** through its accomplishment in satisfying requirements in the following key objectives within this goal statement:

**Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business** in accordance with the ***Work with the Aurora Economic Development Corporation to create, implement and regularly update a community wide Economic Development Strategic Plan*** action item.

### **Alternative to the Recommendation**

1. That Council provide direction.

### **Conclusions**

The development of the Economic Development Strategic Plan Implementation Strategy process was overseen by the Aurora Economic Development Board and is recommended for endorsement by Council. Of the 42 action items identified in the Economic Development Strategic Plan, the Board has ranked and prioritized the top ten for implementation in 2020. In addition, the Board is requesting funding of \$50,000 from the Economic Development Reserve Fund to conduct a Target Sector Analysis Study as identified as the top priority action in the 2020 Implementation Strategy.

February 4, 2020

Page 6 of 6

Report No. PDS20-010

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## **Attachments**

Attachment 1: Economic Development Strategic Plan 2019 - 2023

Attachment 2: Economic Development Strategic Plan – Implementation Matrix 2020

Attachment 3: Capital Budget Sheet

## **Previous Reports**

Report # PDS19-064 dated July 23, 2019.

## **Pre-submission Review**

Agenda Management Team review on January 16, 2020

### **Departmental Approval**



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**David Waters, MCIP, RPP, PLE  
Director  
Planning and Development Services**

### **Approved for Agenda**



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**Doug Nadorozny  
Chief Administrative Officer**

# *The Town of Aurora*



# *Economic Development Strategic Plan*

Prepared by:



Prepared for:









# *Economic Development Strategic Plan*

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## Table of Contents

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<b>PROJECT CONTEXT</b> .....	<b>1</b>
1.1. Purpose for a Strategic Plan .....	2
<b>UPDATE PROCESS</b> .....	<b>4</b>
<b>TOWN OF AURORA'S PRIORITY ACTIONS</b> .....	<b>6</b>
<b>TOWN OF AURORA'S ECONOMIC DEVELOPMENT STRATEGIC PLAN</b> .....	<b>7</b>
3.1. Goal #1 – Targeting Growth Sectors and Attracting New Investment .....	9
3.2. Goal #2 – Creating a Competitive Business Climate that Supports Business .....	10
3.3. Goal #3 – Establishing Downtown Aurora as a Destination & Focal Point for the Community .....	11
3.4. Goal #4 – Improving Aurora's Quality of Life through Heritage, Arts, Culture, Tourism and Community Engagement .....	12
3.5. Implementation .....	13
<b>APPENDIX 1. STAKEHOLDER CONSULTATIONS</b> .....	<b>15</b>
<b>APPENDIX 2. A SNAPSHOT OF TOWN OF AURORA</b> .....	<b>18</b>



# Economic Development Strategic Plan

intro

## PROJECT CONTEXT

The Town of Aurora, population of 58,618, is centrally located in York Region, in the Greater Toronto Area (GTA). York Region is home to 1.2 million residents, 660,000 jobs and 52,000 business establishments. As part of the GTA, Aurora has access to a workforce of 2.6 million people.

Aurora is known as a community of affluence and is home to many top senior executives including CAOs, CEOs, and CFOs. Situated in the rolling hills of the Oak Ridges Moraine, housing prices average close to \$1 million, supported by more than half of the population with household incomes of over \$100,000.

Aurora's largest employers include Desjardins Insurance, Magna International, TC Transcontinental Printing, York Catholic District School Board, York Regional Police, York Region District School Board, Genpak LP, Bunn-O-Matic, and St. Andrew's College.

Aurora has room to grow its economic base and add new jobs to the community and has many of the key elements for continued and sustained growth. Based on the Town of Aurora's Situational Analysis, it was uncovered that:

- Aurora has large labour surpluses in occupations related to management, business, finance, and natural and applied sciences. Many C-suite (top senior staffers including CAOs, CEOs, CFOs) residents with the skills and talent to work in these occupations are leaving to work in other communities.
- Aurora primarily attracts labour from Toronto, Newmarket and Richmond Hill. In total, the labour shed available to support businesses in Aurora has approximately 2.5 million employees. From these, the following are a subset of the key occupations identified in the labour shed (those that are growing, emerging, and concentrated), which can be leveraged for labour-based investment attraction including information systems analysts, financial and investment analysts, computer and information systems managers, and business development officers.
- Emerging sectors for the joint economy of Aurora and Newmarket, include management of companies, healthcare, and social assistance, and professional, scientific and technical services.
- Based on employment and exports tales, metal and motor vehicle/parts manufacturing remain important economic drivers.
- There may also be an opportunity to attract small businesses or contractors within management, scientific and technical consulting, business support services and specialized designs industries, as these types of small businesses are growing and can be supported by the skills of the labour shed.



# *Economic Development* *Strategic Plan*

As part of the process to develop the Strategic Plan, over 120 individuals were consulted to provide feedback on the emerging economic trends in the area. This analysis highlighted the following trends for consideration and further exploration:

1. Southlake Regional Health Centre is located in Newmarket, 6 kilometres north of Aurora's northern boundary. The hospital is a newly built, regional infrastructure piece that could likely be leveraged to create additional business development opportunities in the health sector.
2. The emerging food and beverage sector has been growing organically, with little involvement from the Town, and could be seen as a significant opportunity to help to expand the local economy. With a core number of businesses currently located in Aurora and the region, the food and beverage sector needs to be further explored.
3. There is a critical role in the economy for volunteerism and philanthropy to support the community. Aurora has a strong culture of volunteerism and philanthropy and in turn, the town has been able to benefit through additional programs made available to the community while improving the quality of life for the local residents.
4. The community currently has a vibrant and growing arts and culture sector. With the Town of Aurora developing Library Square and the cultural precinct, there is continued opportunity to expand on the arts and culture. Concurrently Aurora has a long history with sports tournaments and there is a strong will in the community to explore the viability of focusing on sports tourism.
5. Being competitive means having the infrastructure and technology in place to support business requirements in the digital economy. Aurora should investigate the requirements needed to become a Smart City (i.e. infrastructure, technology, etc.).



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## **1.1. Purpose for a Strategic Plan**

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An economic development strategic plan sets priorities and directs the efforts of the municipality in order to help grow the local economy. The Town of Aurora approved an Economic Development Strategy in 2003 and has approved Economic Development Action Plans to guide economic development thereafter. As such, the Town has been effectively guiding economic growth over the past 15 years. It is an accepted best practice to routinely refresh economic development strategic plans to re-establish priorities for economic development with the objective of responding to the changes that have taken place and servicing the current needs for the business community.

The 2019 Economic Development Strategic Plan will continue to provide a roadmap for sustainable employment growth for Aurora by focusing on the growth of specific target sectors/industries, including the health sector and food processing.



## *Economic Development* *Strategic Plan*

Aurora will understand the key points of its value proposition to attract targeted industries and understand the target markets from which investment will be attracted and how to attract those investments to the town. The value proposition will also provide the foundation to develop a clear and distinct positioning of Aurora within its broader market context.

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### **The 2019 Economic Development Strategic Plan will continue to provide a roadmap for sustainable business and employment growth for Aurora.**

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The Strategic Plan identifies top priority economic actions for the Town and includes:

- the identification of priority areas of focus that will sustainably and successfully generate wealth, investment and employment and enhance the viability of existing business, expand existing business operations and attract new investment and businesses; and
- short, medium and long-term actions identifying innovative strategies, projects, programs and activities necessary to exploit Aurora's strengths, competitive advantages and priority opportunities, as well as address any challenges.

The Strategic Plan also:

- is focused on supporting and retaining existing businesses and jobs in Aurora,
- leverages assets where it makes sense to do so.
- encourages greater investment and job growth in Aurora;
- aims to attract new businesses and industry to Aurora;
- identifies business sectors that will complement and support existing businesses that Aurora should work to attract; and
- helps Aurora to achieve long-term employment growth.

The Town of Aurora's five-year Economic Development Strategic Plan (2019-2023) builds on the achievements of the previous Economic Development Strategy and provides new initiatives to move Aurora forward into the future. The new Strategic Plan aligns with York Region Economic Development Strategy, Aurora's Corporate Strategy, Province of Ontario's Places to Grow, and the Oak Ridges Moraine Conservation Plan.



# Economic Development Strategic Plan



## UPDATE PROCESS

The process followed to create the Town of Aurora Economic Development Strategic Plan consisted of a document review, statistical analysis of the economy and workforce, and a comprehensive community and economic development partner consultation.

The process was complemented with a community tour of Aurora which gave the project team an understanding of the uniqueness of the community, after which a thorough consultation process was followed that included:

- A series of one-on-one interviews with businesses and economic development stakeholders;
- Focus group sessions with representation from the Chamber, Aurora Business Improvement Association, senior Town of Aurora staff, York Region staff, Aurora Economic Development Corporation Board, and from Tourism, Arts, Culture, Heritage and Business;
- An online survey; and
- A working session with key stakeholders.



This process led to the creation of a set of detailed realistic and doable immediate, short and long-term action items for the next five years with an aim of:

- Supporting and retaining existing businesses and jobs in Aurora.
- Encouraging greater investment and job growth in the community.
- Attracting new businesses and industries to Aurora.
- Identifying business sectors that will complement and support existing businesses that the Town of Aurora should work to attract and identify target sectors/industry cluster investment opportunities.



## *Economic Development Strategic Plan*

- Helping the Town of Aurora achieve long-term employment growth.
- Providing solutions to overcome any investment readiness or development challenges, and to maintain and improve Aurora's overall competitive business environment for the benefit of all firms large and small.

The **Economic Development Strategic Plan** is based on a comprehensive understanding of Aurora, its economy, businesses, and stakeholders, as well as their collective aspirations.



# BUILDING A DIVERSIFIED ECONOMY FOR THE FUTURE

Having a diversified economy means that a community can be resilient through downturns in the economy.

The advantages of a diversified economy is that a community isn't tied to one industry, that it remains flexible and sustainable through a diversified set of economic activities.

## OUR MISSION:

TO BUILD A  
DIVERSIFIED  
ECONOMY  
FOR THE FUTURE



### GOAL 1. Targeting Growth Sectors & Attracting New Investment

- ✓ Build relationships and networks with C-suite (top senior staffers including CAOs, CEOs, CFOs) residents living in Aurora.
- ✓ Undertake a target sector analysis on industries in potential growth sectors.
- ✓ Continue building the 'Why Aurora' value proposition.



### GOAL 2. Creating a Competitive Business Climate that Supports Existing Business

- ✓ Continue strengthening local workforce.
- ✓ Continue to implement the Business Concierge Program and build on its success.
- ✓ Work with Magna to retain their permanent head office in Aurora.



### GOAL 3. Establishing Downtown Aurora as a Destination and Focal Point for the Community

- ✓ Develop and implement a marketing strategy to encourage the use of available parking in downtown.
- ✓ Develop a business mix strategy for downtown.
- ✓ Develop a plan to implement the Aurora Streetscape Plan.



### GOAL 4. Improving Quality of Life through Heritage, Arts, Culture, Tourism and Community Engagement

- ✓ Partner with local sporting groups and organizations to develop a sports tourism strategy.
- ✓ Work with community partners to promote business opportunities in and around the cultural precinct.
- ✓ Complete a business case around a space for community art making and artist rehearsal space.





# Economic Development Strategic Plan

## TOWN OF AURORA'S ECONOMIC DEVELOPMENT STRATEGIC PLAN

The following action areas have been derived through a rigorous process that included a thorough study of the town's economic base analysis, a target sector review, a full consultation and stakeholder engagement exercise and the town of Aurora's SCOAR™. These strategic areas of focus, not weighted and in no particular order, are where the Town of Aurora should center their economic development resources.

### It's all about Place...

- Targeting Growth Sectors and Attracting New Investment
- Creating a Competitive Business Climate that Supports Existing Business

### It's all about People...

- Establishing Downtown Aurora as a Destination and Focal Point for the Community
- Improving Aurora's Quality of Life through Heritage, Arts, Culture, Tourism, and Community Engagement

## BUILDING A DIVERSIFIED ECONOMY FOR THE FUTURE

	
<p>Targeting Growth Sectors and Attracting New Investment</p>	<p>Creating a Competitive Business Climate that Supports Existing Business</p>
	
<p>Establishing Downtown Aurora as a Destination and Focal Point for the Community</p>	<p>Improving Quality of Life through Heritage, Arts, Culture, Tourism and Community Engagement</p>





# Economic Development Strategic Plan

## MISSION STATEMENT: Building a Diversified Economy for the Future

*Having a diverse economy means that a community can be resilient through downturns in the economy. The advantage of a diversified economy is that a community isn't tied to one specific sector and thereby remains flexible and sustainable through various economic cycles.*

This mission is achieved through four goals that have been identified in the Plan. These goals are illustrated in Figure 2 and include:

- Targeting Growth Sectors and Attracting New Investment
- Creating a Competitive Business Climate that Supports Existing Business
- Establishing Downtown Aurora as a Destination and Focal Point for the Community
- Improving Quality of Life through Heritage, Arts, Culture, Tourism, and Community

These goals ultimately support the overall mission of Building a Diversified Economy for the Future.

Figure 2





# Economic Development Strategic Plan

## Strategic Actions



### 3.1. Goal #1 – Targeting Growth Sectors and Attracting New Investment

Growing the economy through new investment is essential to sustaining long term viability for the community. Determining target sectors provides strategic direction on where to direct resources in order to support new investment. Building a foundation for investment attraction strengthens the opportunity for Aurora to attract high-quality businesses.

1. Create a sub-committee of the Aurora Economic Development Corporation to lead a program aimed at building relationships and networks with C-suite (top senior staffers including CAOs, CEOs, CFOs) residents living in Aurora. The goal of the program is to uncover business attraction and investment opportunities through connections with C-suite residents.
2. Undertake a target sector analysis on potential growth sectors including, but not limited to Health Care (Southlake Regional Healthcare Centre) and the Food and Beverage Sector.
3. Continue building the 'Why Aurora' value proposition as the foundation for the Aurora Business Attraction Strategy for the Town of Aurora.
4. Continue to work closely with York Region Economic Development and neighbouring municipalities as an approach for tapping into business attraction opportunities and identify spillover opportunities from neighbouring business communities that would be suitable for Aurora.
5. Connect with GO Train commuters to provide them with information about business development opportunities in Aurora.
6. Capture and capitalize on the entrepreneurial spirit in Aurora by:
  - a. identifying co-working spaces and incubation services located in Aurora.
  - b. continuing to work with entrepreneurs to assist with their site selection process by targeting entrepreneurs that need a physical location to set up their business in the Town of Aurora.
  - c. partnering with the Aurora Chamber of Commerce and innovation centres, such as the Canadian Food and Wine Institute and YSpace, to bring programs to Aurora that support entrepreneurship such as a satellite location.



## *Economic Development* *Strategic Plan*

7. Work with regional, provincial and national partners to ensure Aurora is promoted as a preferred location for investment.
8. Leverage partnerships with local boards, Chamber of Commerce, Business Improvement Association and business organizations to promote Aurora as a preferred location for business.
9. Work with the Northern 6 York Region municipalities to investigate the opportunity to develop a program for investment attraction strategy, with the Town of Aurora as a lead.
10. Examine opportunities to provide incentives for new office development in the downtown core and in employment lands.



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### **3.2. Goal #2 – Creating a Competitive Business Climate that Supports Business**

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The majority of investment and business development opportunities will come from businesses already operating in the community. Creating a competitive business climate is a process of forming a secure and cost-effective environment for businesses to remain in or expand in Aurora. This means understanding the needs of the business community while ensuring that the community offers a competitive, business-friendly environment.

1. Launch the new Aurora economic development/investment attraction focused website with current and relevant investment information.
2. Continue to implement the Business Concierge Program and build on its success. Include early identification of issues and engagement, early coordination of approval agencies and an agreed upon timeline schedule.
3. Continue to implement and build a formalized business visitation program with a tracking system that helps to engage businesses directly and understand needs with proactive issue resolution support. Ensure sufficient resources are in place to expand the program.
4. Review existing planning policies to ensure Aurora has the proper policy framework in place to encourage and protect the types of land uses envisioned to be of high development priority.
5. Examine high-speed internet infrastructure in the Hallgrove Business Park to ensure that there is connectivity for local businesses.



## *Economic Development Strategic Plan*

6. Develop a Smart Cities Infrastructure Plan.
7. Strengthen the Town's value proposition and support programs to spotlight business in Aurora through video, website, brand awareness and by supporting the industry awards hosted by the Chamber of Commerce through the Business Excellence Awards.
8. Work with Magna to retain their permanent head office in Aurora.
9. Continue to work with post-secondary partners to attract additional post-secondary programming in Aurora at a strategic location.
10. Continue strengthening the local workforce by:
  - a. engaging Aurora's business community (through the Business Visitation Program) to determine their workforce needs and help to provide opportunities to attract the workforce.
  - b. developing a strategy to target the highly educated, high-income commuters to better match the existing resident base talent with existing gaps and opportunities within Aurora's businesses and industries.
  - c. facilitating relationships with local schools (private and public) and business, in an effort to tap into the students, alumni and their families, and to engage and build their connectivity to Aurora.
11. Work with the business community and York Region to examine and implement solutions aimed at providing transportation options to allow staff to easily commute to businesses located in employment areas currently not well serviced by public transit.
12. Work with the Northern 6 York Region municipalities to examine the feasibility of a medium-sized enterprise centre located in Aurora that assists local business to support the transition from small to medium-sized business.



### **3.3. Goal #3 – Establishing Downtown Aurora as a Destination & Focal Point for the Community**

Downtowns are often the centres of the community acting as public meeting spaces and commercial centres. Economically vibrant downtowns are the heart and soul of the community, provide an identity for the Town, and should be a point of pride for the community.

1. Develop programs to maximize the existing and planned parking supply in the downtown.
2. Develop and implement a marketing strategy to encourage the use of available parking in the downtown.



## *Economic Development Strategic Plan*

3. Continue to implement the Aurora Promenade Downtown Revitalization Plan that is currently in place.
4. Continue to support and work closely with the newly formed Aurora Business Improvement Association.
5. Develop a plan to implement the Aurora Promenade Streetscape plan.
6. Establish and implement a wayfinding signage program for downtown Aurora.
7. Develop a marketing and communications strategy along with programming to inform, attract and direct local residents to downtown.
8. Continue to support residential intensification in the appropriate locations in the Aurora Promenade.
9. Develop a business mix strategy to determine the types of retail and commercial businesses that could be successful in downtown.
10. Examine the feasibility of providing a bike share/e-bike program to downtown Aurora.
11. Examine opportunities for the Town to actively promote downtown revitalization through the redevelopment of private and public property.



### **3.4. Goal #4 – Improving Aurora’s Quality of Life through Heritage, Arts, Culture, Tourism and Community Engagement**

#### **Heritage, Arts, Culture and Tourism**

Tourism is a broad industry based around the attraction of people into a specific area. The sector encompasses local and regional activities and attractions such as food, accommodations, retail, festivals, sporting activities, arts, culture and heritage. To best benefit from tourism, there needs to be a plan to ensure that it grows and develops based on the community's vision.

1. Partner with local sporting groups and organizations to develop a sports tourism strategy to determine the viability of sports tourism in Aurora.
2. Develop a Cultural Masterplan.
3. Work with Aurora's community partners to highlight and promote business opportunities in and around the cultural precinct and library square.
4. Develop a program to encourage residents to connect with Aurora's history and heritage.



# Economic Development Strategic Plan

5. Work with the development community to explore the feasibility of building artist live/work studio units.
6. Complete a business case for the development of small, accessible, inclusive space for community art-making and artist rehearsal space.

## Community Engagement

Community engagement is about showing loyalty and having an attitude and willingness to give back to the community. Philanthropy and volunteerism are important ways to engage residents and businesses and make them feel a part of the community.

1. Work closely with community partners to understand the Community Volunteer Network in Aurora and if necessary, work to find solutions to continue to promote volunteerism.
2. Continue to support the celebration and recognition of volunteers.
3. Create an outreach program aimed at educating all residents on the importance of philanthropy and volunteerism in Aurora and provide philanthropic and volunteer opportunities that are available in the community.



## 3.5. Implementation

The first priority of the implementation strategy will be to ensure the most effective and efficient strategic plan implementation, Aurora would benefit from identifying all staffing resources and to have in place adequate resources, both human and financial resources, allocated to Economic Development in order to accomplish the actions.

What normally makes a strategic plan successful is the ability and clarity in implementation.



## *Economic Development Strategic Plan*

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Following the endorsement of the Aurora Economic Development Strategic Plan, a detailed Implementation Action Plan will be crafted – in collaboration with Town staff – that will outline and prioritize the actions and steps the Town of Aurora will need to take in order to most effectively implement this Strategic Plan. The Implementation Plan will contain the following elements:

- Name of the strategic theme and accompanying actions;
- A role and responsibility matrix that outlines:
  - Who has the lead responsibility for implementing the action as well as others that will support the lead during implementation;
  - Identify either current or proposed partnerships and collaborations required to achieve success.
- Estimated Resources – what are the estimated costs, resources and any assistance required from others to successfully implement the action (human resources, financial resources, other resources);
- Progress measures – measures and indicators to allow an indication of successful tracking and completion of the actions, and achievement of the intended outcomes on the local economy; and
- Timeline – when the action starts/be completed in the short, medium or long term.



# Economic Development Strategic Plan



## APPENDIX 1. STAKEHOLDER CONSULTATIONS

### Strategic Action Plan Consultation Process

Approximately 155 key community and business stakeholders were consulted throughout this process.

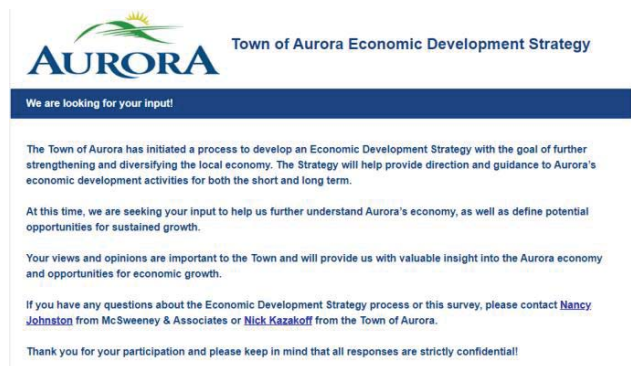
The consultations consisted of confidential one-on-one interviews, an online survey open to the public, eight focus groups based on key stakeholder groups and a working session with targeted community leaders and economic development stakeholders.

### Interviews & Online Survey

One-on-one interviews were undertaken with economic development stakeholders including members of the Economic Development Board members, senior Town staff, regional partners, the Mayor and Council, and key businesses.

As well, there was an online survey posted for the general public to provide input. The same six open-ended questions were used to guide both the interviews and online surveys.

These questions probed into the major strengths and challenges of doing business in the town of Aurora and looked forward to helping define future opportunities, aspirations and results. All participants provided feedback on these questions, contributing to a statistically significant result.



### Focus Groups



Eight focus groups were held with representation from key strategic areas including:

- York Region;
- Aurora Chamber of Commerce;
- Aurora Business Improvement Association;
- Manufacturers,
- ICI Realtors and Brokers;
- Arts/Culture;
- Sports/Tourism; and,
- the Economic Development Corporation Board.



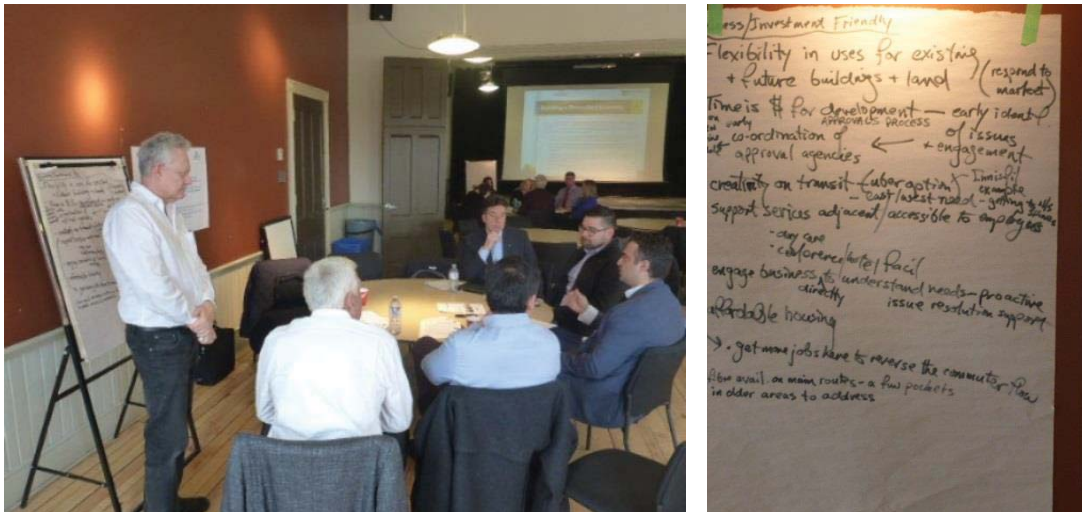


# Economic Development Strategic Plan

## Working Session

The Working Session was held April 2, 2019, and was attended by approximately 50 participants including representation from the Mayor and Council, the business community, real estate community, arts and culture sector, tourism sector, business associations, York Region, and Town of Aurora staff.

The purpose of the Working Session was to bring together economic development, community and business leaders to review the project findings, to get confirmation on the themes that were derived from the research, and to begin strategizing and crafting action items for each of those themes that emerged from the consultation process. Working groups identified actions that would address the challenges and opportunities under each theme.



The following four themes brought forward to the Working Session and validated were:

<p><b>Being Business Friendly and Investment Ready</b></p>	<p><b>Building a Diversified Economy</b></p>
<p><b>Downtown Aurora as a Destination and Focal Point for the Community</b></p>	<p><b>Heritage, Arts, Culture and Tourism as Economic Drivers</b></p>



## *Economic Development Strategic Plan*

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During the Working Session, it was determined that **Community Engagement** should be considered a key priority for the town as well and was subsequently included in the discussions as a fifth theme.

### **Strategic Planning Session**

Upon completion of the Working Session, a draft set of strategic economic development directions and actions were prepared and provided to the Economic Development staff for review in order to ensure that the actions aligned with the town of Aurora's aspirations and vision, a strategic planning session was held with the Town's key Economic Development staff.

Working through the Strategic Planning Session, McSweeney & Associates and Aurora's Economic Development staff were able to reflect collaboratively on the directions and actions and derive a set of agreed-upon strategic initiatives that are doable and realistic for the Town of Aurora over the next five years.

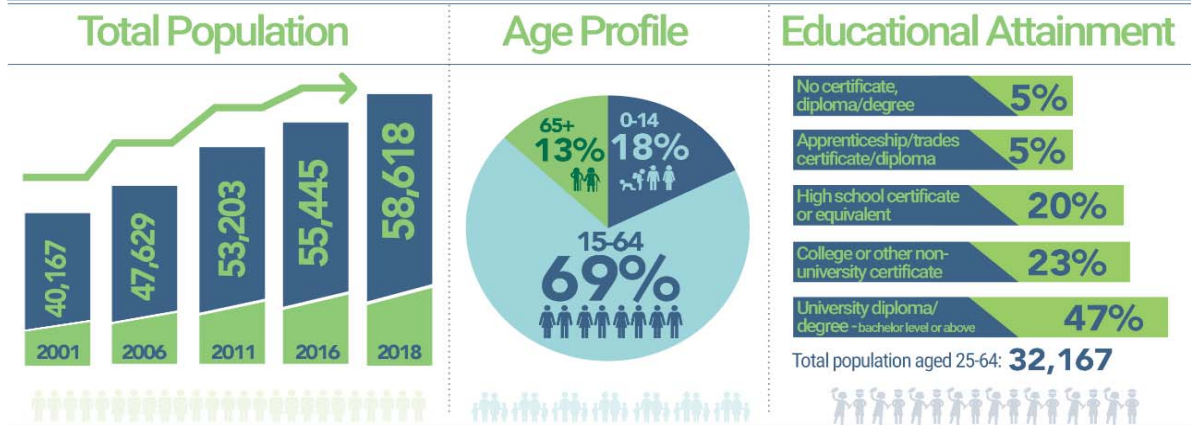


# Economic Development Strategic Plan

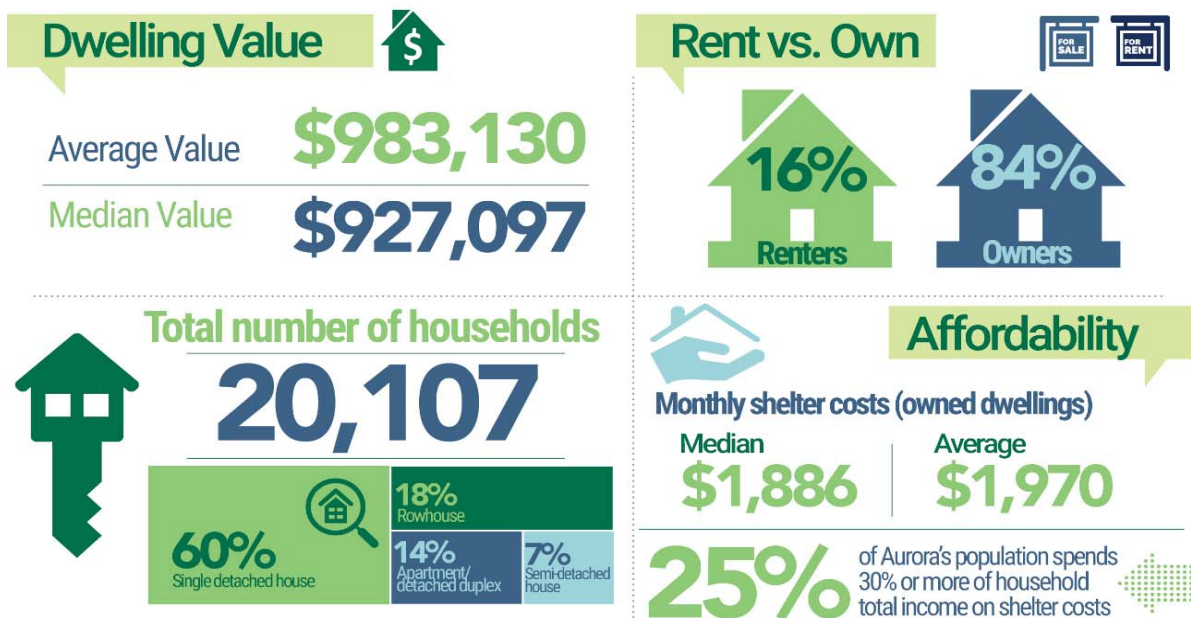
## APPENDIX 2. A SNAPSHOT OF TOWN OF AURORA

# Economic SNAPSHOT of the Town of Aurora

### POPULATION



### HOUSING



All data are estimates from Manifold SuperDemographics 2018, except population levels from the census between 2006 to 2016



# Economic Development Strategic Plan

## Economic SNAPSHOT of the Town of Aurora



All data are estimates from Manifold SuperDemographics 2018 and EMSI 2018.Q4



# Economic Development Strategic Plan



## Executive Summary of the Situational Analysis

### POPULATION

Aurora has a fast-growing population (16% growth over the past 2 census periods), with most of its growth concentrated in young people (less than 30 years old) and mature adults (45 or older). It is an affluent community with average employment incomes 23% higher than those in the rest of the Greater Toronto Area (GTA). This is partly due to a highly educated resident base, where nearly half (47%) of residents between the ages of 25 to 64 have completed a university education at the Bachelor level or above. Residents primarily hold post-secondary degrees or diplomas in the fields of 'Business; management, marketing or related', or 'Engineering and related technologies'.

### WORKFORCE & LABOUR FORCE

The local workforce in Aurora boasts higher participation and employment rates compared to Newmarket and the GTA as a whole. However, when examining the local labour force by age and gender, men ages 15 to 24 were found to have by far the highest unemployment and lowest participation rates. Thus, men in this age group remain an underutilized/underemployed labour group within Aurora.

The municipality has large labour surpluses in occupations related to management, business, finance; and natural and applied sciences. Many residents with the skills and talent to work in these occupations are leaving to work in other communities. Resident labour primarily commutes to Toronto, Newmarket and Markham. Conversely, the municipality primarily attracts labour from Toronto, Newmarket and Richmond Hill.

### EMERGING OCCUPATIONS

In total, the labour shed has approximately 2.5 million employees available to support businesses in Aurora. From these, the following are a subset of the key occupations identified in the labour shed (those that are growing, emerging, and concentrated), which can be leveraged for labour-based investment attraction:

- Information systems analysts,
- Financial and investment analysts,
- Computer and information systems managers, and
- Business development officers



# Economic Development Strategic Plan

## EMERGING SECTORS

In order to better understand the trends in the local economy, the economic base analysis looked at the joint economies of Aurora and Newmarket, as they share consumers, producers and workers. In terms of industry performance for the joint economy of Aurora plus Newmarket, the area had 9% job growth between 2013 and 2018, and a total of 84,800 jobs, approximately.

Emerging sectors for the joint economy include management of companies; healthcare and social assistance; and professional, scientific and technical services. Based on employment and exports sales, Metal and motor vehicle/parts manufacturing remain important economic drivers and core sectors of the economy. There may be an opportunity to further develop the Transportation equipment manufacturing industries given the existing employment concentrations in supporting industries. Lastly, there may also be an opportunity to attract small businesses or contractors within management, scientific and technical consulting; business support services; and specialized designs industries, as these types of small businesses are growing and can be supported by the skills of the labour shed.

## POTENTIAL AREAS OF INTEREST

### Food and Beverage Sector

The emerging food and beverage sector has been growing organically, with little involvement from the Town, and could be seen as a significant opportunity to help to expand the local economy. With a core number of businesses currently located in Aurora and the region, the food and beverage sector is one that needs to be further explored.

### Health Sector

The Southlake Regional Health Centre is located in Newmarket, 6 kilometres north of Aurora's northern boundary. The hospital is a newly built, regional infrastructure piece that Aurora would like to leverage to create additional business development opportunities in the health sector.





# Economic Development Strategic Plan

## Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR™)



The following comprehensive SCOAR™ (Strengths, Challenges, Opportunities, Aspirations, Results) Analysis was prepared by analyzing the current statistics and data, a document review plus the feedback from elected officials, staff, community stakeholders, and residents engaged in the consultation.

To best explain the process, the themes are a result of the information collected through quantitative and qualitative analysis. Using the quantitative data from the Situational Analysis and the qualitative research from the stakeholder consultations (online survey, one on one interviews, focus groups, and working session), document review and internal staff knowledge, the strengths, challenges and opportunities are consolidated. Based on the strengths, challenges and opportunities, strong aspirations came out of the process, which in turn produced the desired results. It is out of the results that the themes and strategic actions are developed.



- supportive Mayor, Council, Staff and Economic Development Corporation
- financially affluent, educated resident population
- small town feel, safe place to live and work
- a historic downtown area with a newly established Business Improvement Area
- good location in the Greater Toronto Area with strong connections to the 400 series highways, Toronto and Pearson International Airport
- GO Train accessibility that connects to Toronto
- access to a labour shed of 2.5 million with a large pool of highly skilled workers
- existing machine manufacturing expertise found locally and regionally
- existing transportation equipment and motor vehicle manufacturing supply chains found in the region
- growing population within a growing York Region
- existing concierge program in place to guide investment (commercial/industrial) and support development applications



# Economic Development Strategic Plan

- private educational facilities such as St. Andrews College that attracts international students
- strong relationship/identity with Magna and the Magna brand
- Southlake Regional Health Centre is located in the region



- no central location in the community for residents to congregate for events, etc.
- a downtown that is disconnected, lacking a good mix of business, events, etc. to draw people to the area
- low vacancy rate for industrial/commercial properties
- fibre/broadband/connectivity lacking in employment areas (i.e. Hallgrove Business Park)
- limited amount of serviced available land
- cost of housing is significant making it unaffordable for most
- lack of diversity in housing stock makes it difficult for lower paid workers/people to live here
- public transit gaps in employment areas (24/7 manufacturing facilities)
- attracting lower skilled and entry-level workers
- matching workforce with Aurora businesses
- cost of doing business (i.e. trucks getting to the 400 series highways circuitous routes through town)
- some of the current employment lands (industrial areas) are not strategically located within the town
- lack of east-west connections
- restrictive land use planning and zoning limits business growth
- 75% of persons that commute into Aurora, the majority are lower paid, whereas 76% of residents commuting out of Aurora, the majority are educated, high-income residents
- perceived lack of connection between the residents of old Aurora vs new Aurora
- Southlake Regional Health Centre is located in Newmarket and not in Aurora



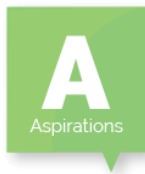
- define employment lands and market them
- plan and develop a successful downtown that is a meeting place and destination for the community
- support industry clusters already embedded in the local economy and promote a business climate that helps them flourish. Ex: food manufacturing; transportation equipment and machine manufacturing; financial investment, computer systems, and design.
- determine types of businesses that are best suited for the employment lands and reach out to those businesses that would be suitable
- continue to develop relationships with York Region to ensure that Aurora attracts their share of business
- better communicate the Aurora message





# Economic Development Strategic Plan

- identify and work with the executives living in Aurora to determine if there are any opportunities to bring their business to Aurora so that they can live and work in the same community
- support the new Business Improvement Association's initiatives to build the downtown
- increase the sports tourism opportunities in Aurora
- build a health hub to complement the Southlake Regional Health Centre



- 1. To have a vital, vibrant downtown that is a destination for the community.**
- 2. To have a diversified economy along with available lands and properties that are ready for business to locate.**
- 3. To capitalize and build on the cultural, heritage and arts sector.**
- 4. To be the best municipality for existing business, for attracting new business and for business start-ups.**



- 1. To have a vital, vibrant downtown that is a destination for the community.**  
*Downtown Aurora will be a vibrant destination with a good mix of exciting businesses (restaurants, unique shops, high-end shops) that residents and tourists visit and support.*
- 2. To have a diversified economy along with available lands and properties that are ready for business to locate.**  
*Aurora will have serviced land available. It won't only be associated with a single industry but will have a broader business base.*
- 3. To capitalize and build on the cultural, heritage and arts sector.**  
*Aurora will be known as a cultural and arts centre, with a strong heritage component that connects the community.*
- 4. To be the best municipality for existing business, for attracting new business and for business start-ups.**  
*Aurora will be known as the best place to have a business in York Region.*



# Economic Development Strategic Plan

## STRENGTHS, CHALLENGES AND OPPORTUNITIES FOR DOWNTOWN AURORA

### Strengths

- small town feel
- loyal customers
- assets include churches, farmers' market, town park, historic buildings, library, street sales, Christmas parade, Aurora Cultural Centre, residential all within walking distance
- new Business Improvement Association with enthusiastic business members
- new developments and new investment taking place including Library Square, seniors' centre, Niagara College

### Challenges

- lack of parking (reality and perception)
- conflict over heritage designated area, façade program creating a lengthy process for improvement approvals
- lack of pedestrian traffic
- lack of unique businesses such as coffee shops, restaurants, boutiques to draw people to the downtown
- large turnover of businesses
- lacking downtown signage
- derelict buildings
- poor communications within the downtown and to the downtown businesses and residents
- no opportunity for businesses to bring products, signage onto the sidewalks
- Yonge Street and Wellington Street have significant traffic and divides the downtown

### Opportunities

- the newly renovated Niagara College to become a draw bringing new people and new investment into the downtown
- opportunities to partner with Niagara College and potential for a food incubator
- improving the arts and culture sector to be more robust
- to create more vibrancy in the downtown through a pedestrian friendly
- opportunity for the newly established Business Improvement Association to lead the coordination of downtown activities



Economic Development Strategic Plan – Implementation Matrix 2020

Action Item	Lead/ Facilitate	Support	Estimated Resources Required	Progress Measurements	Timing
<p>Undertake a target sector analysis on potential growth sectors including, but not limited to Health Care (Southlake Regional Healthcare Centre) and the Food and Beverage Sector.</p> <p>Associated Action Item:</p> <p><i>Continue building the ‘Why Aurora’ value proposition as the foundation for the Aurora Business Attraction Strategy for the Town of Aurora</i></p>	Aurora Economic Development	<ol style="list-style-type: none"> <li>1. Hire Consultant to conduct Study</li> <li>2. AEDC Board Sub-Committee</li> </ol>	<p>¼ EcDev FTE for 4 months</p> <p>\$50,000 for Study</p> <p>Post-delivery – on going 1/4 staff to be included as part of the investment attraction EDO work to implement action items coming from Target Sector Analysis.</p>	Target Sector Strategy including action items delivered to EcDev Staff to implement as part of their business attraction activities	Q1 – Q2 2020
<p>Develop a business mix strategy to determine the type of retail and commercial businesses that could be successful in downtown.</p> <p>Associated Action Items:</p> <p><i>Work with Aurora’s community partners to highlight and promote business opportunities in and around the cultural precinct and Library Square</i></p> <p><i>And</i></p> <p><i>Develop a marketing and communications strategy along with programming to inform, attract and direct local residents to downtown.</i></p>	Aurora Economic Development	<ol style="list-style-type: none"> <li>1. Hire Consultant to conduct Study</li> <li>2. AEDC Board Sub Committee</li> <li>3. BIA</li> <li>4. Aurora Chamber of Commerce</li> </ol>	<p>¼ EcDev FTE for 4 months</p> <p>Study costs to be determined based on size of the study area and scale of the project.</p> <p>Post-delivery – document will support ongoing EcDev work along with cooperation with BIA to attract new business downtown.</p>	A business mix strategy delivered to EcDev Staff to be implemented as part of the targeted investment attraction activities for the downtown and cooperation with the Downtown Aurora BIA.	Q1 – Q2 2020

Action Item	Lead/ Facilitate	Support	Estimated Resources Required	Progress Measurements	Timing
Partner with local sporting groups and organizations to develop a sports tourism strategy to determine the viability of sports tourism in Aurora.	Community Services & Economic Development	1. Sports Groups and Other Organizations	Using assets the Town currently has as well as planning for the next 10 years  Study costs to be determined based on project scope.	A Sports Tourism Strategy delivered to the community to be implemented by the Town's Community Services, Economic Development Divisions and sport organizations	Q2 2021
Work with Magna to retain their permanent head office in Aurora  Associated Action Item: <i>Continue to Implement and build a formalized business visitation program with tracking systems that helps to engage business directly and understand needs with proactive resolution support. Ensure sufficient resources are in place to expand the program.</i>	Mayor's Office	Aurora Economic Development Staff	N/A	N/A	Ongoing

Action Item	Lead/ Facilitate	Support	Estimated Resources Required	Progress Measurements	Timing
<p>Continue to work closely with York Region Economic Development and neighbouring municipalities as an approach for tapping into business attraction opportunities and identify spillover opportunities from neighbouring business communities that would be suitable for Aurora</p> <p>Associated Action Items:  <i>Work with regional, provincial, and national partners to ensure Aurora is promoted as a preferred location for investment.</i>  <b>And</b>  <i>Leverage partnerships with local boards, Chamber of Commerce, BUA and business organizations to promote Aurora as a preferred location for business</i>  <b>And</b>  <i>Work with the Northern 6 York Region Municipalities to investigate the opportunity to develop a program for investment attraction strategy with the Town of Aurora as a lead</i></p>	Aurora Economic Development	<ol style="list-style-type: none"> <li>1. York Region Economic Development Department</li> <li>2. Neighbouring Municipal EDOs</li> <li>3. Toronto Global</li> </ol>	<p>EcDev Staff Time – Moderate</p> <ul style="list-style-type: none"> <li>- N6 Investment Attraction Leadership</li> <li>- York Region EDO Meetings</li> <li>- Quarterly Toronto Global Updates</li> </ul> <p>Ongoing activity as part of the Town’s investment attraction efforts</p>	<ol style="list-style-type: none"> <li>1. Number of leads sourced by partner organizations</li> <li>2. Number of leads converted to investments in Aurora</li> <li>3. N6 Investment Attraction body embedded in YorkLink office.</li> </ol>	Ongoing

Action Item	Lead/ Facilitate	Support	Estimated Resources Required	Progress Measurements	Timing
<p>Launch the new Aurora economic development/ investment attraction focused website with current and relevant investment information</p> <p>Associated Action Item: <i>Strengthen the Town's value proposition and support programs to spotlight business in Aurora through video, website, brand awareness and by supporting the industry awards hosted by the Chamber of Commerce through the Business Excellence Awards.</i></p>	Aurora Economic Development	Town of Aurora's Corporate Communications	<p>¼ EcDev Staff FTE – ongoing</p> <p>Additional part-time marketing staff could be used to develop on-going web and social media content and marketing materials as part of business attraction action items and programming.</p>	<ol style="list-style-type: none"> <li>1. Keep information on website up to date</li> <li>2. Track number of visitors and engagement on the website</li> </ol>	Completed / Ongoing
<p>Capture and capitalize on the entrepreneurial spirit in Aurora by:</p> <ol style="list-style-type: none"> <li>a. Identifying co-working spaces and incubation services located in Aurora</li> <li>b. Continuing to work with entrepreneurs to assist with their site selection process by targeting entrepreneurs that need a physical location to set up their business in the Town of Aurora.</li> <li>c. Partnering with the Aurora Chamber of Commerce and innovation centres, such as the Canadian Food and Wine Institute and YSpace, to bring programs to Aurora that support entrepreneurship such as a satellite location</li> </ol>	Aurora Economic Development	<ol style="list-style-type: none"> <li>1. York Region Small Business and Enterprise Centre (YSBEC)</li> <li>2. Aurora Chamber of Commerce</li> <li>3. Canadian Food and Wine Institute</li> <li>4. YSpace York University</li> </ol>	¼ EcDev Staff FTE - ongoing	<ol style="list-style-type: none"> <li>a. Up to date co-working spaces and incubation services listed on Aurora EcDev Website and Yorklink's website</li> <li>b. Track number of engagements with entrepreneurs and investments into physical locations in Town.</li> <li>c. The establishment of a satellite location for entrepreneurship program in Aurora</li> </ol>	Ongoing

Action Item	Lead/ Facilitate	Support	Estimated Resources Required	Progress Measurements	Timing
<p>Create a sub-committee of the Aurora Economic Development Corporation to lead a program aimed at building relationships and networks with C-suite (top senior staffers including CAOs, CEOs, CFOs) residents living in Aurora. The goal of the program is to uncover business attraction and investment opportunities through connections with C-suite residents</p>	<p>Aurora Economic Development Board</p>	<ol style="list-style-type: none"> <li>1. AEDC Board Sub-committee</li> <li>2. EcDev Staff</li> <li>3. Aurora Chamber of Commerce</li> <li>4. Service Organizations</li> </ol>	<ul style="list-style-type: none"> <li>- Board time and availability</li> <li>- CRM Cost</li> <li>- Staff Support</li> </ul>	<ol style="list-style-type: none"> <li>1. Sub-committee established</li> <li>2. Program developed</li> <li>3. Number of relationships build</li> <li>4. Number of opportunities</li> <li>5. Number of investments resulted</li> </ol>	<p>Q2 2020</p>

Action Item	Lead/ Facilitate	Support	Estimated Resources Required	Progress Measurements	Timing
<p>Continue strengthening the local workforce by:</p> <ul style="list-style-type: none"> <li>a. Engaging Aurora’s business community (through the Business Visitation Program) to determine their workforce needs and help to provide opportunities to attract the workforce.</li> <li>b. Develop a strategy to target highly educated, high-income commuters to better match the existing resident base talent with existing gaps and opportunities within Aurora’s businesses and industries</li> <li>c. facilitating relationships with local schools (private and public) and business, in an effort to tap into the students, alumni and their families to engage and build their connectivity to Aurora</li> </ul> <p>Associated Action Item: <i>Work with business community and York Region to examine and implement solutions aimed at providing transportation options to allow staff to easily commute to businesses located in employment areas currently not well serviced by public transit</i></p>	Aurora Economic Development	<ul style="list-style-type: none"> <li>1. Aurora Chamber of Commerce</li> <li>2. RNC Employment Services (Employment Ontario)</li> <li>3. Workforce Planning Board of York Region</li> <li>4. SAC</li> <li>5. York and York Catholic School Boards</li> </ul>	¼ EcDev FTE Staff - Ongoing	<ul style="list-style-type: none"> <li>a. Track number of business visitations and flag workforce issues that can be addressed via partner organizations</li> <li>b. Establish strategy to convert commuters into live-work residents - Long term monitoring of the Town of Aurora’s workforce export / import figures</li> <li>c. Establish relationship and programing with schools and their alumni to build their connection with Aurora</li> </ul>	Ongoing



Action Item	Lead/ Facilitate	Support	Estimated Resources Required	Progress Measurements	Timing
Examine opportunities to provide incentives for new office development in the downtown core and in employment lands.	Aurora Economic Development	1. Hire Consultant to conduct study	<p>¼ EcDev FTE for 4 months</p> <p>Project to follow completion of Community Benefits Charge Study</p> <p>Study costs to be determined based on scale of project.</p> <p>Post-delivery – Work will be included as part of the ‘Business Concierge Program’ for incentivizing development.</p>	Report with Recommendations to Council	Q1 2021

**Town of Aurora  
Capital Projects**

<b>Project</b>	81022 Economic Development Strategic Plan - Target Sector Analysis		
<b>Department</b>	Planning & Development Services		
<b>Version</b>	Final Budget-Spread	<b>Year</b>	2020

Description
<b>TARGET START DATE AND END DATE: Use format Q4 2017 - Q1 2018</b>
Q1 2020 - Q2 2020
<b>PROJECT DESCRIPTION:</b>
Provide a brief overview of the project and include the key goals, objectives and performance measures.
Undertake a target sector analysis on potential growth sectors to attract new investment to the Town of Aurora including, but not limited to Health Care (Southlake Regional Healthcare Centre) and the Food and Beverage Sector. The Target Sector Analysis study will include action items delivered to Economic Development Staff to implement as part of their business attraction activities.
<b>PROJECT JUSTIFICATION/CAPITAL SERVICE LEVEL IMPACT:</b>
Provide the reasons the project should be approved and what will be the impact of the project to service levels.
<b>PROJECT BENEFITS:</b>
Explain the benefits of the project which could include Citizen/Client, compliance, financial, internal, learning & growth or utility benefits
Strategic analysis that will guide efforts to attract new business to the Town.
<b>IMPACT TO THE ORGANIZATION IF THE PROJECT WAS NOT APPROVED:</b>
Please provide an explanation of what the outcomes would be if the project was not approved.
Economic Development Staff will continue business attraction efforts without the benefit of the study.

	Budget							
	Total	2020	2021	2022	2023	2024	2025	Future
<b>Expenditures</b>								
<b>Estimated Expenditures</b>								
CONSULTING	50,000	50,000						
	50,000	50,000						
<b>Expenditures Total</b>	<b>50,000</b>	<b>50,000</b>						
<b>Funding</b>								
<b>Special Purpose Reserve Funds</b>								
ECONOMIC DEVELOPMENT	50,000	50,000						
	50,000	50,000						
<b>Funding Total</b>	<b>50,000</b>	<b>50,000</b>						
<b>Total Over (Under) Funded</b>								



**Town of Aurora  
General Committee Report No. CMS20-003**

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**Subject:** Request for Lease Extension and Amendment – Central York Fire Station - Regional Municipality of York - Paramedic Services

**Prepared by:** Doug Bertrand, Manager Facilities Management

**Department:** Community Services

**Date:** February 4, 2020

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## **Recommendation**

- 1. That Report No. CMS20-003 be received; and**
- 2. That a further extension and amendment to the lease with the Regional Municipality of York for Paramedic Services located at 220 Edward Street be approved for a five-year term, with an option to extend for two further five-year periods.**

## **Executive Summary**

This report is seeking Council approval to proceed with an agreement to extend the term of the lease and amend other provisions with the Regional Municipality of York for the Paramedic Services (PS) located at 220 Edward Street. The agreement is proposed to commence on January 1, 2020, and will expire on December 31, 2024. Since the original lease did not include a further extension period, Council approval is required to extend the lease for a further term. In addition, amendments will be made to the basic rent clause and other clauses that are no longer applicable.

- York Region Paramedic Services and Central York Fire Services are vital services for the Town of Aurora and are suitably located together at 220 Edward Street
- The amending agreement will be a standard lease format with 3% annual basic rent escalation

## **Background**

The Town currently provides the Fire Hall located at 220 Edward Street for use by Central York Fire Services. It also leases a portion of the building to the Regional Municipality of York for PS to use as an Emergency Medical Services Station.

The original Lease with Regional Municipality of York PS commenced January 1, 2008 for one year, with an option to extend for two additional one-year periods (the "Lease"). The Regional Municipality of York exercised each of the option years.

In 2010, Council approved a second amendment to the Lease with the Regional Municipality of York for a further five-year term, with the option to extend for an additional five-year term. The first five-year term commenced on January 1, 2010 through December 31, 2014. The second five-year term was exercised and commenced January 1, 2015 and expired on December 31, 2019.

The Region has requested an extension to the term of the Lease that is proposed to commence on January 1, 2020 and expire on December 31, 2024. The proposed agreement is subject to all the same terms and conditions as the previous agreements, except for some amendments to the basic rent clause and other clauses that are no longer applicable. Staff met with the Region in the fall of 2019 to review the extension request.

## **Analysis**

### **York Region Paramedic Services and Central York Fire Services are vital services for the Town of Aurora and are suitably located together at 220 Edward Street**

York Region's paramedics are dedicated to providing the highest quality of care to patients in Aurora and all other eight municipalities within York Region. They respond to emergency and non-emergency calls, are available to provide standby service for special events and give presentations about health and safety topics.

Central York Fire Services is supportive of the proposed agreement and Community Services has confirmed that the Town does not have any short or long-term plans for this municipal facility, other than for the provision of Fire and Paramedic Services.

### **The amending agreement will be a standard lease format with 3% annual basic rent escalation**

The proposed agreement is a standard format that is used across the Region in various municipalities. The proposed agreement is used for all leased Region PS locations including the previous leases for the 220 Edward Street location. The proposed five-year agreement would operate from January 1, 2020 until December 31, 2024 and includes a

February 4, 2020

Page 3 of 5

Report No. CMS20-003

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3% increase in basic rent in each year of the agreement. The agreement will also amend the Lease by removing certain clauses that are no longer applicable, such as landlord construction obligations.

### **Advisory Committee Review**

Not applicable

### **Legal Considerations**

The Lease, as in most leases, contains a provision that permits York Region to continue to occupy the premises on a monthly basis on the same terms and conditions of the lease, even though the current term of the lease has expired.

### **Financial Implications**

As a result of the annual 3% increase in basic rent, the Town will receive monthly lease instalments of:

<u>Term</u>	<u>Monthly</u>	<u>Annually</u>
January 1, 2020 to December 31, 2020	\$2,142.80	\$25,713.66
January 1, 2021 to December 31, 2021	\$2,185.66	\$26,227.93
January 1, 2022 to December 31, 2022	\$2,229.37	\$26,752.49
January 1, 2023 to December 31, 2023	\$2,273.96	\$27,287.54
January 1, 2024 to December 31, 2024	\$2,319.44	\$27,833.29

Currently, the lease payments received by the Region are directed to Central York Fire Services pursuant to the prior 2000 Fire Services Amalgamation Agreement and the 2001 Use Agreement made between the Towns of Newmarket and Aurora. Staff will review this agreement in relation to where the lease payments are directed, but in the meantime, staff are recommending approval of the Lease extension as proposed.

### **Communications Considerations**

There are no external communication requirements.

## **Link to Strategic Plan**

The proposed lease agreement supports the Strategic Plan goal of ***supporting an exceptional quality of life for all.***

Its accomplishment in satisfying requirements in the following key objectives within these goal statements: ***Strengthening the fabric of our community:***

- Explore opportunities to further strengthen partnerships with neighboring municipalities.

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

1. Deny the Region of York's request for a new agreement and direct staff to provide applicable notice to the Region to vacate the premises. This however, would have significant adverse public health and safety consequences as the provision of Emergency Services by the Region has been provided to the community from this location for a number of years.
2. Council can provide further direction.

## **Conclusions**

The Region has requested the Town's approval for an extension of a five-year lease agreement to allow PS to remain as a tenant in the Town's Fire Hall located at 220 Edward Street until the end of 2024. The proposed agreement will have the same terms and conditions as the previous agreement, except for a 3% increase in basic rent and other minor amendments. The agreement also includes a termination clause providing 36 months written notice provided by the Town.

Central York Fire Services is supportive of the proposed lease agreement and extension of term and other amendments

Staff recommends that Council approve the five-year lease extension as requested by the Region.

## **Attachments**

None

February 4, 2020

Page 5 of 5

Report No. CMS20-003

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### **Previous Reports**

ADM08-001- Regional Municipality of York Lease Agreement for EMS Services 220 Edwards Street (Aurora Fire Hall)

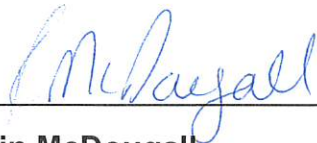
EIS10-003- Regional Municipality of York Lease Agreement for Emergency Medical Services 220 Edwards Street (Aurora Fire Hall)

IES12-030-Regional Municipality of York Emergency Medical Services (EMS) Request for Renovations to EMS Bays 220 Edwards Street (Aurora Fire Hall)

### **Pre-submission Review**

Agenda Management Team review on January 16, 2020

#### **Departmental Approval**



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**Robin McDougall**  
**Director**  
**Community Services**

#### **Approved for Agenda**



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**Doug Nadorozny**  
**Chief Administrative Officer**



**Town of Aurora  
General Committee Report**

**No. PDS20-009**

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**Subject:** Budget Request for Capital Project #31217, Construction of a Median at Ridge Road and Yonge Street

**Prepared by:** Anca Mihail, Manager, Engineering Services

**Department:** Planning and Development Services

**Date:** February 4, 2020

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### **Recommendations**

- 1. That Report No. PDS20-009 be received;**
- 2. That Capital Project No. 31217 – Construction of Median at Yonge Street and Ridge Road be approved; and,**
- 3. That a total budget of \$150,000 be approved for Capital Project No. 31217 to fund \$135,000 from the Services Related to a Highway Development Charge Reserve and \$15,000 from the Growth and New Reserve.**

### **Executive Summary**

This report seeks Council's approval of capital budget allocation for the construction of a median at the intersection of Yonge Street and Ridge Road:

- Applications for an Official Plan Amendment (OPA), Zoning By-law Amendment (ZBA), and Plan of Subdivision were approved by Council in 2014
- The Council approved Draft Plan Conditions outlined two transportation solutions for the subdivision
- The OMB Minutes of Settlement directed that one transportation solution be implemented, which requires modifications to the Ridge Road/Yonge Street intersection, to restrict turning movements to 'right-in, right-out'
- The Town is responsible for the cost of the median at Ridge Road and Yonge Street
- A total capital budget of \$150,000 is requested for the construction of a median at Ridge Road and Yonge Street



## **Background**

### **Applications for an Official Plan Amendment (OPA), Zoning By-law Amendment (ZBA), and Plan of Subdivision were approved by Council in 2014**

Planning applications established 29 single detached dwellings, one open space block, one trail block, a public street (Glensteeple Trail) and two open space blocks held in private ownership. The new public street, Glensteeple Trail, connects at the north end, from Ridge Road southerly to Yonge Street, south of the Ridge Road/Yonge Street intersection. The subject lands are located on the west side of Yonge Street, south of Ridge Road (Attachment 1).

The Official Plan Amendment and Zoning By-law Amendment were approved by Council in August 2014 and the Draft Plan of Subdivision was approved by Council with Draft Plan Conditions in September 2014. The approval of the Draft Plan of Subdivision was appealed by a private party to the Ontario Municipal Board (Local Planning Appeal Tribunal). In its 2015 decision, the Board allowed the appeal in part, and granted Draft Plan of Subdivision approval subject to the conditions set out in the Minutes of Settlement and amended Draft Plan Conditions of Approval.

## **Analysis**

### **The Council approved Draft Plan Conditions outlined two transportation solutions for the subdivision**

The Draft Plan Conditions required the Owner to agree in the subdivision agreement to either:

1. Construct Glensteeple Trail from Yonge Street to Ridge Road, and remove the Ridge Road access to Yonge Street by installing a cul-de-sac; or,
2. Construct Glensteeple Trail from Yonge Street but to construct a cul-de-sac on Glensteeple Trail before Ridge Road. With this option the Ridge Road/Yonge Street intersection would be restricted to a right-in, right-out.

Both options included a full moves access intersection at Glensteeple Trail and Yonge Street.

**The OMB Minutes of Settlement directed that one transportation solution be implemented, which requires modifications to Ridge Road/Yonge Street intersection, to restrict turning movements to 'right-in, right-out'**

The outcome of the OMB Settlement directed that Glensteeple Trail be constructed between Ridge Road and Yonge Street with a full moves access at Glensteeple Trail and Yonge Street. The cul-de-sac at Ridge Road and Glensteeple Trail option was dropped. Condition 96 was amended to require a median to be constructed at the intersection of Ridge Road and Yonge Street, to restrict access to right-in, right-out only.

**The Town is responsible for the cost of the median at Ridge Road and Yonge Street**

Draft Plan Condition 41, which was approved by Council in 2014, the OMB Minutes of Settlement and OMB Decision state that the Town is responsible for the design, financial requirements and construction of modifications to the intersection of Ridge Road and Yonge Street.

The design of the median has been included in the Subdivision Agreement approved engineering drawings (Attachment 2). In accordance with York Region's Draft Plan Condition, securities have been obtained from the Owner for the cost of constructing the intersection improvements and are held by the Town. York Region continues to support the construction of the median as part of the subject development.

**A total capital budget of \$150,000 is requested for the construction of a median at Ridge Road and Yonge Street**

A total capital budget of \$150,000, including taxes and 15% contingencies, is requested to construct the median at Ridge Road and Yonge Street (Attachment 3). Staff recommends that this amount be funded by allocating \$135,000 from the Services Related to a Highway Development Charge Reserve and \$15,000 from the Growth and New Reserve.

**Advisory Committee Review**

Not required.

## **Legal Considerations**

On April 7, 2015, in accordance with Report LLS15-027, Council authorized the entering into of Minutes of Settlement (the “Minutes”). The Ontario Municipal Board, as it then was, issued an oral order on April 13, 2015, allowing the appeals in part and approving the draft plan of subdivision subject to the conditions set out in the Minutes. The Minutes remain binding upon the Town and failure to comply with the Minutes may result in an order being made against the Town for contempt, costs, or other remedies.

## **Financial Implications**

A total capital budget of \$150,000, including taxes and 15% contingencies, is requested to construct the median at Ridge Road and Yonge Street. Staff recommends that this amount be funded from the Services Related to a Highway Development Charge Reserve and the Growth and New Reserve.

## **Communications Considerations**

Public notice will be provided to inform all residents on Ridge Road and new residents in the new development on Glensteeple Trail of modifications to Ridge Road and Yonge Street. The notice would include information on the construction timing and effect of the intersection modifications (right-in, right-out turning restriction).

## **Link to Strategic Plan**

The subdivision will provide a full moves access at Yonge Street and Glensteeple Trail, and a right in-right out restriction at Ridge Road. The construction of a median at Ridge Road and Yonge Street will support effective traffic movements that are coordinated with the future Regional Bus Rapid Transit project. The implementation of the median supports the Strategic Plan goal of “supporting an exceptional quality of life for all” and by meeting the objective of “improve transportation, mobility and connectivity”.

## **Alternative to the Recommendation**

1. That Council provide direction.

February 4, 2020

Page 5 of 5

Report No. PDS20-009

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## **Conclusions**

Staff recommend that the capital budget of \$150,000 be approved from the Services Related to a Highway Development Charge Reserve and from the Growth and New Reserve for the construction of changes to the intersection of Ridge Road and Yonge Street, consistent with the approved Draft Plan Conditions, OMB Minutes of Settlement and Board decision.

## **Attachments**

Attachment 1 – Location Map

Attachment 2 – Median at Ridge Road and Yonge Street

Attachment 3 – Budget Sheet for Capital Project #31217

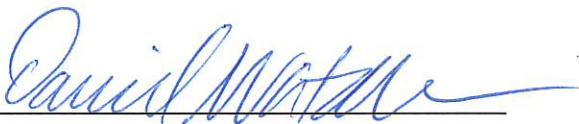
## **Previous Reports**

None

## **Pre-submission Review**

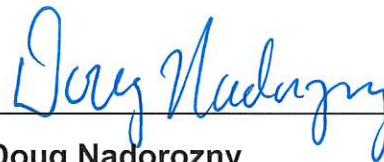
Agenda Management Team Meeting review on January 16, 2020

## **Departmental Approval**

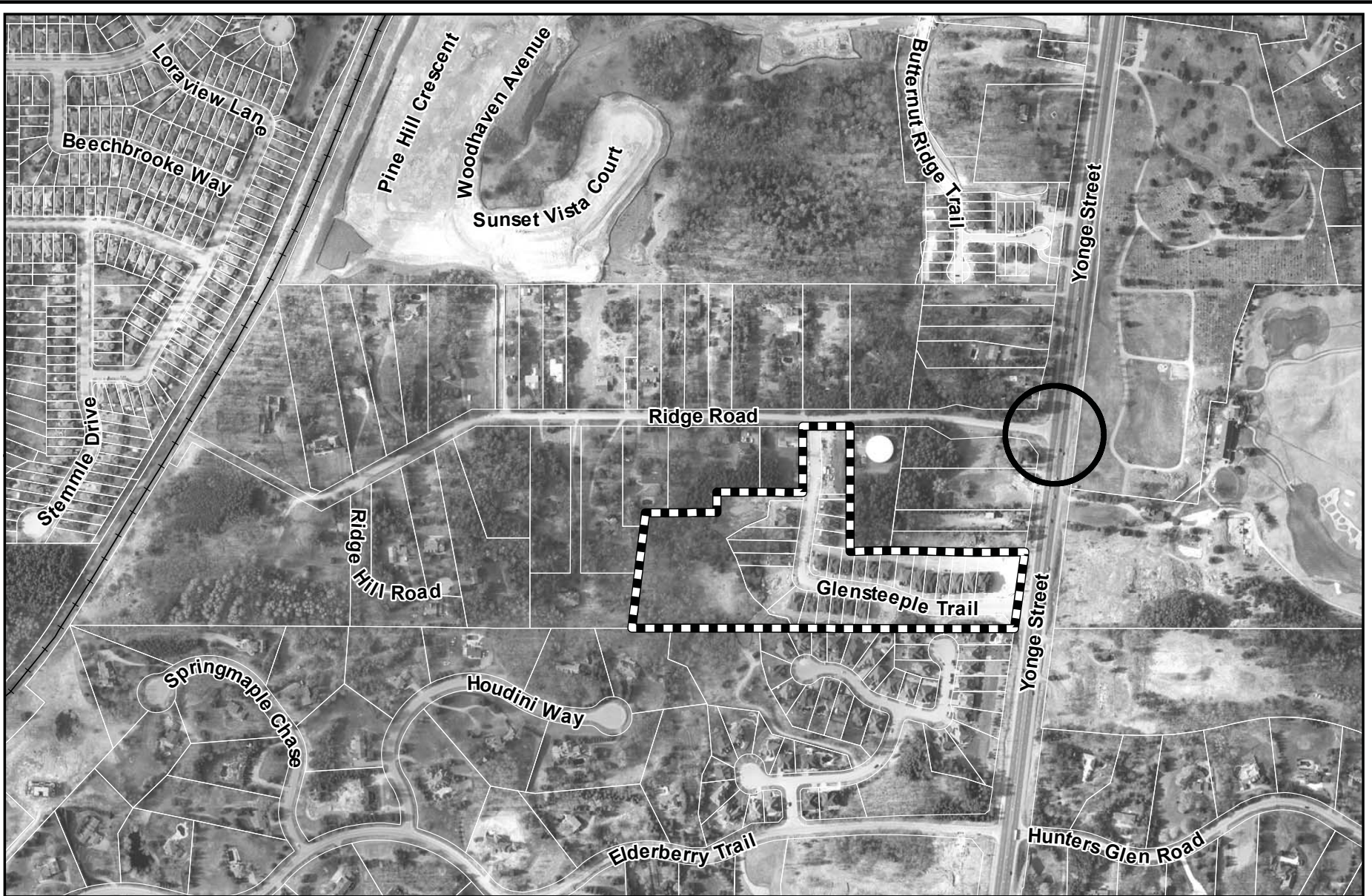


**David Waters, MCIP, RPP, PLE**  
Director  
Planning and Development Services

## **Approved for Agenda**



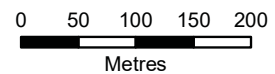
**Doug Nadorozny**  
Chief Administrative Officer



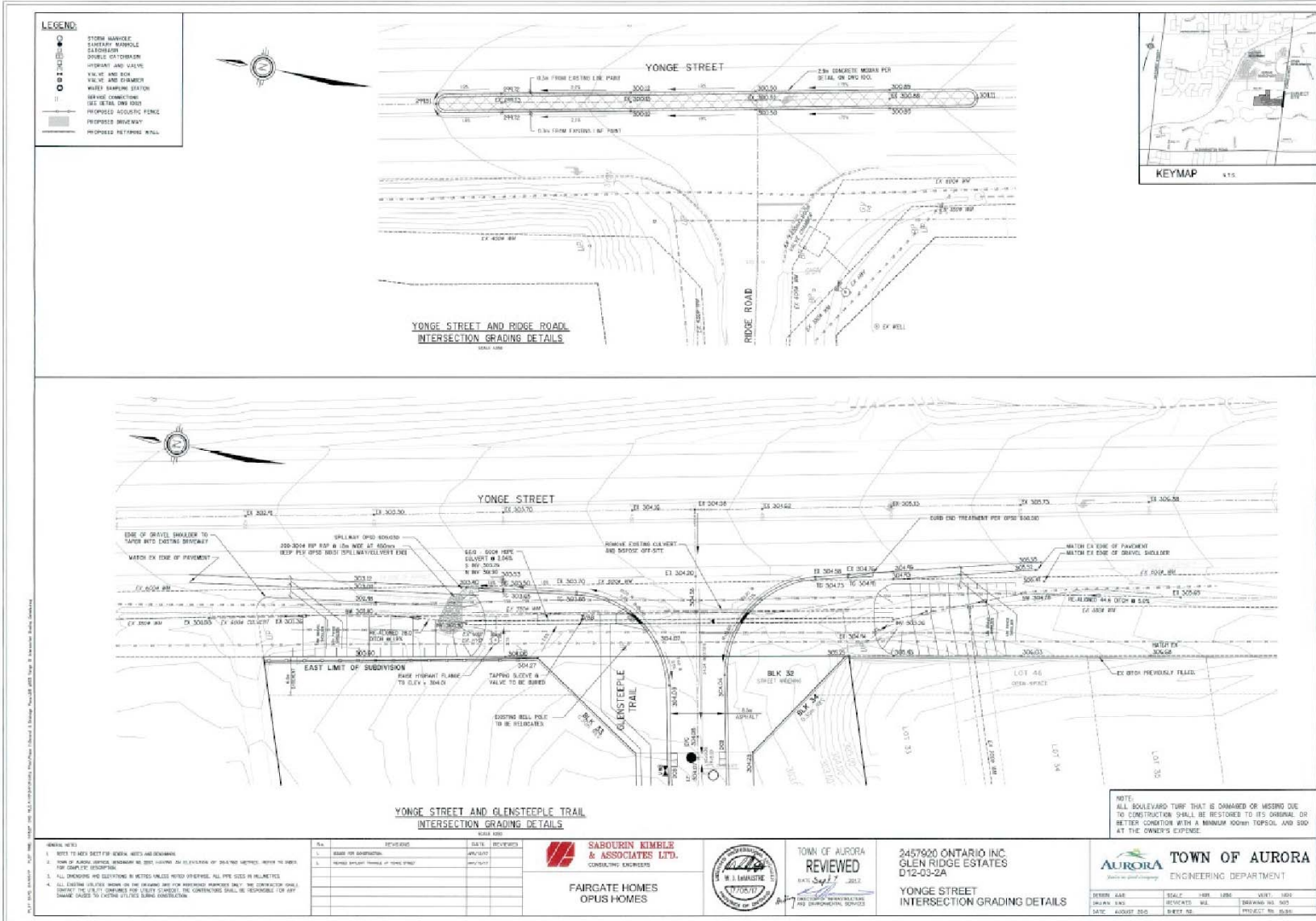
**LOCATION MAP**

APPLICANT: PANDOLFO ET AL.  
 FILE: SUB-2003-02A (Related Files: OPA-2012-03 and ZBA-2003-21)  
 ATTACHMENT 1

-  Subject Lands
-  Median at Ridge Road & Yonge Street



Map created by the Town of Aurora Planning & Development Services Department, January 7, 2020. Base data provided by York Region & Aurora - GIS.



LOCATION OF THE MEDIAN AT RIDGE ROAD AND YONGE STREET

APPLICANT: PANDOLFO ET AL.  
 FILE: SUB-2003-02A (RELATED FILES: OPA-2012-03 AND ZBA-2003-21)

ATTACHMENT 2



**ATTACHMENT #3**

**Town of Aurora**

PDS20-009

**Capital Projects**

<b>Project</b>	31217 Construction of Median at Yonge Street & Ridge Road		
<b>Department</b>	Planning & Development Services		
<b>Version</b>	Final Budget-Spread	<b>Year</b>	2020

Description
<b>TARGET START DATE AND END DATE: Use format Q4 2017 - Q1 2018</b>
Q2 2020 - Q4 2020
<b>PROJECT DESCRIPTION:</b>
Provide a brief overview of the project and include the key goals, objectives and performance measures.
To provide funding for the construction of a median at the intersection of Yonge Street and Ridge Road. Planning applications were submitted to the Town in 2012, to establish 29 single detached dwellings, one open space block, one trail block, a public street (Glensteeple Trail) and two open space blocks held in private ownership. York Region requested that the intersection of Ridge Road and Yonge be restricted by a median, with right-in right-out access, due to the future Bus Rapid Transit (BRT) project along Yonge Street and safety concerns.
<b>PROJECT JUSTIFICATION/CAPITAL SERVICE LEVEL IMPACT:</b>
Provide the reasons the project should be approved and what will be the impact of the project to service levels.
The Town is responsible for the cost of the median at the Ridge Road and Yonge Street as per the Draft Plan Conditions, the OMB Minutes of Settlement and the OMB Decision and the developer will be responsible for building it. The design of the median has been included in the Subdivision Agreement approved engineering drawings and securities have been obtained from the Owner for the cost of constructing the intersection improvements. A total capital budget of \$150,000 is requested for the construction of the median including taxes and 15% contingencies.
<b>PROJECT BENEFITS:</b>
Explain the benefits of the project which could include Citizen/Client, compliance, financial, internal, learning & growth or utility benefits
The construction of the median will improve access into the new subdivision as well as safety concerns regarding sight lines, traffic safety and stopping distances. The future Bus Rapid Transit (BRT) project along Yonge Street will have a median restriction at Ridge Road with right-in, right-out restriction that must be implemented in advance.
<b>IMPACT TO THE ORGANIZATION IF THE PROJECT WAS NOT APPROVED:</b>
Please provide an explanation of what the outcomes would be if the project was not approved.
Safety issues related to sight lines, traffic safety and stopping distances.

	Budget							
	Total	2020	2021	2022	2023	2024	2025	Future
<b>Expenditures</b>								
<b>Estimated Expenditures</b>								
CONTRACTS	150,000	150,000						
	150,000	150,000						
<b>Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>						
<b>Funding</b>								
<b>Development Charges Reserve Funds</b>								
ROADS & RELATED DC CONT'N	135,000	135,000						
	135,000	135,000						
<b>Other Funding Sources</b>								
GROWTH & NEW RES CONT'N	15,000	15,000						
	15,000	15,000						
<b>Funding Total</b>	<b>150,000</b>	<b>150,000</b>						
<b>Total Over (Under) Funded</b>								