



**Town of Aurora
Council Report**

No. FS19-036

Subject: 2020 Final Capital Budget Approval Report

Prepared by: Karen Oreto, Financial Management Advisor

Department: Financial Services

Date: October 22, 2019

Recommendation

- 1. That Report No. FS19-036 be received; and**
- 2. That the Town's Strategic Asset Management Policy be received; and**
- 3. That the 2018 Asset Management Plan be received; and**
- 4. That the updated Ten-Year Capital Investment Plan be received; and**
- 5. That the 2020 Capital Budget for Repair and Replacement of existing infrastructure totaling 20,013,509 as listed in Attachment 4, be approved; and**
- 6. That the 2020 Capital Budget for Growth and New Capital totaling \$3,253,700 as listed in Attachment 5 be approved; and**
- 7. That the 2020 Capital Budget for Studies and Other Projects totaling \$1,090,000 as listed in Attachment 6 be approved; and**
- 8. That the funding sources for each capital project included in this report be approved as those reviewed and recommended by Budget Committee on October 5, 2019.**

Executive Summary

This report is being presented to Council for adoption, as recommended by Budget Committee on October 5, 2019. The following key documents were provided to the Budget Committee in support of the recommended draft 2020 capital budget:

- Strategic Asset Management Policy
- 2018 Asset Management Plan (AMP)
- Ten-Year Capital Investment Plan

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On October 5, 2019 the Budget Committee undertook a review of and recommended that Council approve the following:

- A draft 2020 capital investment plan totaling \$24,357,200 is recommended for approval
- A total 2020 Repair and Replacement capital budget of \$ 20,013,500 is recommended for approval
- The recommended 2020 Growth and New capital plan totals \$3,253,700
- The total recommended capital investment plan for Studies and Other is \$1,090,000

Background

During the Town's 2020 capital planning process, the Budget Committee was presented with the following documents for its review and/or approval:

- Strategic Asset Management Policy
- 2018 Asset Management Plan (AMP)
- Ten-Year Capital Investment Plan
- Draft 2020 Detailed Capital Project Plan

Of these documents, the Town's previously approved strategic asset management policy and Asset Management Plan, as well as, its updated ten year capital plan were provided to the Budget Committee in support of the 2020 capital investment plan for which staff were seeking the Budget Committee's endorsement for approval.

Analysis

Strategic Asset Management Policy

This policy provides leadership in and commitment to, the development and implementation of the Town's asset management program. This policy's primary intent is to integrate the Town's strategic mission, vision and goals with its asset management program, and to ensure that critical municipal infrastructure assets and vital services are maintained and provided to the community in a reliable, sustainable manner. Council approved this document on March 26, 2019 as per FS19-007.

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Asset Management Plan (AMP)

The Town's AMP is strongly aligned with its Strategic Asset Management Policy. Its primary objective is to maximize benefits, control risks, and provide a satisfactory level of service to the community in a sustainable manner. Infrastructure management ensures that the Town is capable of providing the desired level of service in support of the Town's achievement of its high-level strategic goals. The Town's AMP is formally reviewed, updated and re-approved by Council once per term and is scheduled to be updated again in 2022. Council approved the Town's most current AMP on March 26, 2019 as per FS19-007.

Ten-Year Capital Investment Plan

Complementing the Town's AMP is its annual Ten Year-Capital Investment Plan which is a consolidation of the anticipated needs of the Town's departments. All repair and replacement capital projects in the plan are guided by the foundational philosophies outlined in the town's AMP. This plan is intended to assist the managers responsible for each asset category to plan the long term sustainability of each asset, and ensure appropriate and timely budgeting for the replacement of assets at the optimal time, balancing available funding with the need and condition of the asset and its service.

At Budget Committee, on October 5, 2019, the Ten-Year Capital Investment Plan was presented. A link to the complete Ten year Capital Investment Plan has been provided in the Attachments section under Attachment #3.

The plan presented contains the detailed capital investment plan for all Town assets, showing the approved 2019 capital budget plus ten forecast years from 2020-2029.

The ten-year plan reflects a total planned investment requirement of \$258 million over the next ten years: \$131.7 million for Repair and Replacement, \$121.5 million for Growth and New assets and \$4.3 million for Studies and Other.

A draft 2020 capital investment plan totaling \$24,357,200 is recommended for approval

On October 5, 2019, an overview of the draft 2020 Capital Budget along with its detailed capital project business cases was presented to the Budget Committee for its review and endorsement.

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This capital investment plan was presented in three parts:

1. Repair and Replacement projects
2. Growth and New projects
3. Studies and Other projects

Staff strive to ensure that its recommended capital investment plan is affordable through a “Cash to Capital” controlled reserve allocation from the tax levy and its internal funding of capital projects through infrastructure and other reserves best practices which strive to ensure that there is not a direct impact on the tax rate as a result of each year’s capital budget. The proposed 2020 capital investment is affordable.

A few of the 2020 capital investment plan’s projects have been “conditionally approved”. Meaning, these projects have been approved in principle, as the Committee awaits further additional information from staff prior to any contractual obligations being made for the project.

A total 2020 Repair and Replacement capital budget of \$ 20,013,500 is recommended for approval

The proposed Repair and Replacement (R&R) Capital Budget for 2020 represents a gross cost of \$20,013,509 funded primarily from capital reserves, including specific R&R reserves. The 2020 R&R program includes road resurfacing and reconstruction projects, work at a number of our facilities, maintenance of our roads assets through inspections, repair and maintenance programs for sidewalks and infrastructure. Staff have confirmed that they have the capacity to deliver the proposed capital program. Attachment #4 provides a summary of the recommended Repair and Replacement Capital program by project, by decision for 2020. The detailed capital project pages can be viewed through the link provided in the Attachments section under Attachment #4.

The recommended 2020 Growth and New capital plan totals \$3,253,700

The proposed Growth and New Capital Budget for 2020 has a gross cost of \$3,253,700. The program includes funding for new trails, projects related to our snow program, and a sidewalk on Leslie St. Attachment #5 provides a summary of the recommended Growth and New Capital program by project by decision for 2020. The detailed capital project pages can be viewed through the link provided in the Attachments section under Attachment #5.

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**The total recommended capital investment plan for Studies and Other is
\$1,090,000**

The proposed Studies and Other Capital Budget has a gross cost of \$1,090,000 for 2020. Included in the program is a Community Benefit Charge Study, Municipal Heritage Register Review and Update as well as a Building Condition Assessment and Energy Audit. Attachment #6 provides a summary of the recommended Studies and Other program by project by decision for 2020. The detailed capital project pages can be viewed through the link provided in the Attachments section under Attachment #6.

Advisory Committee Review

Not applicable

Legal Considerations

Not applicable

Financial Implications

All funding is sourced from existing reserve funds rather than from the tax levy or utility rate funded operating budgets. At present, the 2020 operating budget has not been approved but it does include a contribution to various reserve funds in support of the town's ten-year capital investment requirements and is not tied to any specific capital project. Therefore, the capital budget as recommended can be approved independent of the operating budget.

The capital budget materials include proposed funding sources for each capital project. For simplicity, the recommendations refer to the approval of all funding as recommended by Budget Committee.

Communications Considerations

This report along with all attachments will be posted to the Town's website on the Budget and Financial Information page.

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Link to Strategic Plan

Developing, reviewing and presenting the annual capital investment plan supports several aspects of the Strategic Plan. This report supports the Plan principles of Leadership in Corporate Management, Leveraging Partnerships, and Progressive Corporate Excellence and Continuous Improvement.

Alternative(s) to the Recommendation

1. May provide alternative directions with respect to the recommendations arising from Budget Committee.

Conclusions

Budget Committee recommends that Council receive for information the Strategic Asset Management Policy, the asset management plan and ten year capital investment plan as supporting documentation to the draft 2020 capital investment plan that it is considering for approval.

It is recommended that Council approve the attached draft 2020 capital budget that was presented to Budget Committee who reviewed in detail and endorses approval of.

Attachments

Attachment #1 – Strategic Asset Management Policy

Attachment #2 – [2018 Asset Management Plan](#) (link only)

Attachment #3 – [Ten-Year Capital Investment Plan](#) (link only)

Attachment #4 – 2020 Final Repair and Replacement Capital Program Summary

Attachment #5 – 2020 Final Growth and New Infrastructure Capital Program Summary

Attachment #6 – 2020 Final Studies and Other Capital Program Summary

Previous Reports

FS19-026, 2020 Capital Investment Program, Strategic Asset Management Policy and 10 Year Asset Management Plan Overview

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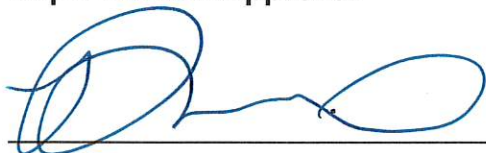
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Pre-submission Review

Budget Committee on October 5, 2019

Departmental Approval



**Rachel Wainwright-van Kessel
Director
Financial Services**

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**

Attachment #1



Administrative Policies & Procedures

Policy No. FS-07 Strategic Asset Management Policy

Topic:	Strategic Asset Management Policy	Affects:	Capital Asset Owners
Section:	Financial Planning	Replaces:	N/A
Original Policy Date:	March 26, 2019	Revision Date:	March 26, 2019
Effective Date:	January 19, 2019	Proposed Revision Date:	March, 2021
Prepared By:	Financial Services – Financial Planning Division	Approval Authority:	Council

1.0 Policy Statement

To guide the Town, the following policy statements have been developed:

1. The Town will implement an enterprise-wide asset management program through all departments. The program will promote lifecycle and risk management of all municipal infrastructure assets, with the goal of achieving the lowest total cost of ownership while meeting desired levels of service.
2. The Town will develop and establish its asset investment and financial strategies with a focus on ensuring the lowest overall lifecycle (service life) cost of the asset rather than the lowest initial construction cost of building said assets.
3. The Town will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:
 - i. Complete and Accurate Asset Data
 - ii. Condition Assessment Protocols
 - iii. Risk and Criticality Models
 - iv. Lifecycle Management
 - v. Financial Strategy Development
 - vi. Level of Service Framework

4. The Town will develop and maintain an asset inventory of all municipal infrastructure assets which includes, at a minimum, a unique ID, description, location information, value (both historical and replacement), performance characteristics and/or condition, estimated remaining life and estimated repair, rehabilitation or replacement date; and estimated cost repair, rehabilitation or replacement costs. Moving forward, the Town will strive to enhance their asset inventory by collecting more valuable asset attributes against their infrastructure assets.
5. The Town will develop an asset management plan (AMP) that incorporates all infrastructure categories and municipal infrastructure assets that are necessary to the provision of services. This may include assets that fall below their respective capitalization thresholds as outlined in the Town's Tangible Capital Asset Policy. The scope of these assets will be determined, according to relevance, based on the professional judgment of Town senior staff. The AMP will be reviewed annually to address the Town's progress in implementing its asset management plan and updated at least every five years in accordance with O. Reg. 588/17 requirements, to promote, document and communicate continuous improvement of the asset management program.
6. The Town will integrate asset management plans and practices with its long-term financial planning and budgeting strategies. This includes the development of financial plans that determine the level of funding required to achieve short-term operating and maintenance needs, in addition to long-term funding needs to replace and/or renew municipal infrastructure assets based on full lifecycle costing.
7. The Town will explore innovative funding and service delivery opportunities, including but not limited to grant programs, public-private partnerships (P3), alternative financing and procurement (AFP) approaches, and shared provision of services, as appropriate.
8. The Town will develop meaningful performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community.
9. The Town will consider the risks and vulnerabilities of municipal infrastructure assets to climate change and the actions that may be required including, but not limited to, anticipated costs that could arise from these impacts, adaptation opportunities, mitigation approaches, disaster planning and contingency funding. Impacts may include matters relating to operations, levels of service and lifecycle management.

10. The Town will ensure that all financial plans are coordinated and align with the established asset management plan and any other applicable legislation.
 - i. The Ten-Year Capital Plan details the financial plans related to the Town's water and wastewater assets, including those prepared under the Safe Drinking Water Act, 2002.
11. The Town will align all asset management planning with the Province of Ontario's land-use planning framework, including any relevant policy statements issued under section 3(1) of the *Planning Act*; shall conform with the provincial plans that are in effect on that date; and, shall be consistent with all municipal official plans.
12. The Town will coordinate planning for interrelated municipal infrastructure assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.
13. The Town will develop processes and provide opportunities for municipal residents and other interested parties to offer input into asset management planning wherever and whenever possible.

2.0 Purpose

The purpose of this policy is to provide leadership in and commitment to the development and implementation of the Town of Aurora's asset management program. It is intended to guide the consistent use of **asset management** across the organization, to facilitate logical and evidence-based decision making for the management of **municipal infrastructure assets** and to support the delivery of sustainable community services in the name of "*Today, tomorrow, our future together*".

By using sound asset management practices, the Town will work to ensure that all municipal infrastructure assets meet expected performance levels and continue to provide desired service levels in the most efficient and effective manner. Linking service outcomes to infrastructure investment decisions will assist the Town in focusing on service, rather than budget driven asset management approaches.

This policy demonstrates an organization-wide commitment to the good stewardship of municipal infrastructure assets, and to improved accountability and transparency to the community through the adoption of best practices regarding asset management planning.

3.0 Background

The Town is responsible for providing a range of essential services to the community, including transportation networks, stormwater management, facilities and parks, and many more. To deliver these services, it owns and manages a diverse municipal infrastructure asset portfolio of roads, bridges, culverts, fleet, sewers, etc. As the social, economic, and environmental wellbeing of the community depends on the reliable performance of these municipal infrastructure assets it is critical to implement a systematic, sustainable approach to their management.

Asset management is such an approach, and refers to the set of policies, practices and procedures that allow an organization to realize maximum value from its municipal infrastructure assets. An asset management approach allows organizations to make informed decisions regarding the planning, building, operating, maintaining, renewing, replacing and disposing of municipal infrastructure assets through a wide range of **lifecycle activities**. Furthermore, it is an organization-wide process that involves the coordination of activities across multiple departments and service areas such as Operational Services, Engineering Services, Community Services, Finance, and Corporate Services. As such, it is useful to adopt a structured and coordinated approach to outlining the activities, roles and responsibilities required of organizational actors, as well as the key principles that should guide all asset management decision-making.

A comprehensive and holistic asset management approach will support efficient and effective delivery of expected **levels of service** and ensure that due regard and process are applied to the long-term management and stewardship of all municipal infrastructure assets. In addition, it will align the Town with provincial and national standards and regulations such as the Infrastructure for Jobs and Prosperity Act, 2015 and Ontario Regulation 588/17, enabling the organization to take full advantage of available grant funding opportunities.

The approval of this policy is an important step towards integrating the Town's strategic mission, vision and goals with its asset management program, and ensuring that critical municipal infrastructure assets and vital services are maintained and provided to the community in a reliable, sustainable manner.

4.0 Definitions

Unless otherwise noted, the definitions provided in this document align with those outlined in Ontario Regulation 588/17 (O. Reg. 588/17), Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*.

1. **Asset management (AM)** – the coordinated activity of an organization to realize value from assets. It considers all asset types, and includes all activities involved

in the asset's life cycle from planning and acquisition/creation; to operational and maintenance activities, rehabilitation, and renewal; to replacement or disposal and any remaining liabilities. Asset management is holistic and normally involves balancing costs, risks, opportunities and performance benefits to achieve the total lowest lifecycle cost for each asset (ISO 55000).

2. **Asset management plan (AMP)** – documented information that specifies the activities, resources, and timescales required for an individual asset, or a grouping of assets, to achieve the organization's asset management objectives (ISO 55000). Under O. Reg. 588/17, by 2023 AMPs for core municipal infrastructure assets will be required to include the current levels of service being provided; the current performance of each asset category; a summary of assets in each asset category, their replacement cost, average age, condition information, and condition assessment protocols; lifecycle activities required to maintain current levels of service; discussion of population and economic forecasts; and documentation of processes to make inventory- and condition-related background information available to the public.
3. **Capitalization threshold** – the value of a municipal infrastructure asset at or above which a Town will capitalize the value of it and below which it will expense the value of it.
4. **Green infrastructure asset** – an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.
5. **Level of service** – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers. Parameters can include, but are not necessarily limited to, safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability (ISO 55000).
6. **Lifecycle activities** – activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.
7. **Municipal infrastructure asset** – an infrastructure asset, including a green infrastructure asset, directly owned by a Town or included on the consolidated financial statements of a Town, but does not include an infrastructure asset that is managed by a joint municipal board.

5.0 Alignment with the Town's Strategic Direction

This policy aligns with the Town of Aurora's Strategic Plan 2011-2031, Official Plan 2010, Corporate Environmental Action Plan 2018, Parks & Recreation Master Plan 2016, Transportation Master Plan 2013, IT Strategic Plan, and Cultural Master Plan 2014-2019. The following passages outline key strategic priorities listed within these documents that the development of an asset management program will support:

1. Strategic Plan 2011-2031

a. Vision

- i. An innovative and sustainable community where neighbours care and businesses thrive.
- ii. Broad community awareness of the town's cultural resources contributes to strong community support for cultural groups and activities.
- iii. A healthy, strong and complete community is designed for all stages of life and includes an array of jobs and investment opportunities, a full range of community services and amenities, opportunities for active and public transportation, and a broad mix of building and housing types. It also includes places to meet and build social connections and supports active and healthy lifestyle choices, while ensuring accessibility to all residents.

b. Goals

- i. Supporting an exceptional quality of life for all
- ii. Enabling a diverse, creative and resilient economy
- iii. Supporting environmental stewardship and sustainability

2. Town of Aurora Official Plan 2010

a. Principles

- i. Promoting Responsible Growth Management
 1. Plan and manage population and employment growth to the year of 2031 with a focus on shifting emphasis from lower density greenfield development to higher density forms of development in the appropriate areas.
- ii. Ensuring Design Excellence
 1. Promote efficient and fruitful land use and development decisions to improve quality of life for Aurora's residents and maintain high quality buildings and well-designed streetscapes.
- iii. Building a Greener Community
 1. Design sustainable communities that incorporate green building technologies and energy-efficient methodologies.
- iv. Providing a Range and Mix of Housing

1. Develop and provide a broad range of housing types, sizes and designs that meet resident's needs and expectations.
- v. Providing Appropriate Community Facilities
 1. Provide suitable community facilities and services that cater to a healthy and active lifestyle for Aurora's residents.
- vi. Providing Stable Neighbourhoods
 1. Protect Aurora's character and urban structure by managing existing and new neighbourhoods to maintain the stability and vibrancy of the community.
- vii. Advancing the Economy
 1. Promote economic development efforts to support a diversified economic base and competitive business environment to advance Aurora's economic long-term prosperity.
- viii. Building a Successful Downtown
 1. Build a successful and vibrant downtown environment that attracts tourists, cultural amenities, and investment attractors and shapes the image of the community.
- ix. Establishing a Linked Greenlands System
 1. Protect and enhance the natural environment and unique features of Aurora's green land for generations to come.
- x. Conserving Cultural Heritage Resources
 1. Conserve and enhance Aurora's cultural heritage resources that reveal the community's evolution and history.
- xi. Providing Sustainable Infrastructure
 1. Provide sustainable infrastructure that allows for the community's successful operation and ability to support development to meet the expectations and needs of all residents.

3. Corporate Environmental Action Plan 2018

- a. Objectives
 - i. Reduce Town-owned facility water consumption
 - ii. Reduce the uncontrolled and inadequately controlled stormwater areas with respect to both quality and quantity
 - iii. Foster a sustainable green development and alternate methods of transportation to improve the quality of life of Aurora's residents and Town staff.
 - iv. Implement sustainable construction practices to reduce waste, incorporate sustainable design and reclaim or recycle materials.
 - v. Reduce waste going to landfill disposal.
 - vi. Enrich Aurora's ecology by protecting and preserving biodiversity.
 - vii. Prepare a Climate Change Adaptation Plan

- viii. Implement the Provincial Climate Change Plan Actions
- ix. Reduce the town's greenhouse gas emissions by town staff and at town facilities.
- x. Encourage the stewardship of Aurora's natural resources and advance green initiatives by promoting community involvement

4. Parks & Recreation Master Plan 2016

- a. Objectives
 - i. Provide an overview of local demographics
 - ii. Identify relevant trends in sport and recreation
 - iii. Assess key municipal indoor and outdoor recreation facilities, and make recommendations to meet future needs
 - iv. Identify the types of municipal parkland required to meet active and passive recreational needs
 - v. Outline the priority, timing, and applicable costs associated with the Master Plan's recommendations
- b. Purpose
 - i. Increase personal health through providing opportunities to increase physical activity and reduce instances of chronic disease and associated costs borne through the health-care sector.
 - ii. Provide positive opportunities to pursue in light of people's limited disposable time and increasingly sedentary lifestyles (with major competition coming in the form of television, video games, etc.).
 - iii. Reduce anti-social behaviours by providing a positive outlet that can build self-esteem and provides an alternative to self-destructive activities which in turn can minimize costs borne through the social services sector and policing.
 - iv. Deliver economic benefits associated with sport tourism, attracting skilled or creative workers to choose a community as their desired place to live, and developing future leaders within the community.

5. Transportation Master Plan 2013

- a. Studies
 - i. Future Conditions Review
 - ii. Transportation Network Options
 - iii. Operations and Safety Review
 - iv. Traffic Signal Progression
 - v. Analysis of Traffic Signals
 - vi. Walking and Cycling Needs Assessment
 - vii. Bicycle Signage and Pavement Markings
 - viii. Sidewalk Priority Plan

6. Cultural Master Plan 2014-2019

a. Vision

- i. Broad community awareness of the town's cultural resources contributes to strong community support for cultural groups and activities
- ii. Aurora embraces a vision of a living heritage connecting past and present and encompassing the many diverse cultural traditions in the community
- iii. Aurora's vibrant downtown is the social and cultural hub of the community and a strong symbol of community identity
- iv. Cultural activities and amenities are magnets attracting talent and investment in a vibrant creative economy
- v. Aurora's creative cultural industries are major economic drivers in the local economy
- vi. A 'culture of design' infuses decisions, producing a town that boasts a vital downtown and beautiful place throughout the community
- vii. Aurora is a tourism destination based on its rich heritage and the vitality of its culture community
- viii. The Municipality of Aurora is recognized as a leading municipality integrating culture into all facets of planning and decision-making

b. Principles

- i. Adopt a collaborative approach to cultural development supported by sustained communication and collaboration between the Municipality and cultural groups, the public and voluntary sectors and other levels of government
- ii. Ensure cultural resources and opportunities are considered in all areas of planning and decision-making in the Municipality
- iii. Provide cultural opportunities, resources and activities that are accessible to resident of all ages, abilities, ethnicities, and economic circumstances and across all parts of the community
- iv. Make the most efficient and effective use of the Municipality's resources ensuring accountability and value for money
- v. Strive for continuous innovation in cultural planning and development involving all stakeholders

6.0 Roles and Responsibilities

The development and continuous support of the Town's asset management program requires a wide range of duties and responsibilities. The following passages outline the persons responsible for these tasks:

1. Council

- i. Approve the AM policy and direction of the AM program through its approval of the Town's asset management plan
- ii. Maintain adequate organizational capacity to support the core practices of the AM program
- iii. Prioritize effective stewardship of assets in adoption and ongoing review of policy and asset management plan
- iv. Approve capital and operating budgets delivered by Staff

2. Leadership Team

- i. Development of policy and policy updates
- ii. Provide corporate oversight to goals and directions and ensure the AM program aligns with the Town's strategic plan
- iii. Ensure that adequate resources are available to implement and maintain core AM practices
- iv. Develop and monitor levels of service and make recommendations to Council
- v. Track, analyze and report on AM program progress and results
- vi. Provide organization-wide leadership in AM practices and concepts

4. Departmental Staff

- i. Utilize the new business processes and technology tools developed as part of the AM program
- ii. Participate in implementation task teams to carry-out AM activities such as the Capital Asset Management Steering Committee (CAMSC)
- iii. Implement and maintain defined capital asset levels of service
- iv. Manage budgets based on lifecycle activities and financial management strategies

5. Public

- i. Engage and voice level of service expectations and concerns to Council and Staff through surveys and public engagement opportunities
- ii. Understand dynamic relationship between performance, cost, and risk of assets to deliver desired services
- iii. Engage in discussions about strategic priorities and target levels of service for next 10 years

7.0 Key Principles

The Town shall consider the following principles as outlined in section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015*, when making decisions regarding asset management:

1. Infrastructure planning and investment should take a long-term view, and decision-makers should consider the needs of citizens by being mindful of, among other things, demographic and economic trends.
2. Infrastructure planning and investment should consider any applicable budgets or fiscal plans.
3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.
4. Infrastructure planning and investment should ensure the continued provision of core public services, such as safe drinking water and reliable transportation services.
5. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.
6. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
7. Infrastructure planning and investment should foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
8. Infrastructure planning and investment should be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
 - i. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public, and
 - ii. information with implications for infrastructure planning should be shared between the Town and broader public sector entities and should factor into investment decisions respecting infrastructure.

9. Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Town, as the case may be, the Town should nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant.
10. Infrastructure planning and investment should promote accessibility for persons with disabilities.
11. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change.
12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.
13. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community.

2020 Final Repair & Replacement Capital Projects

Project #	Project Description	Amount Requested
Planning and Development Services		
Roads		
31054	Road Resurfacing - Industrial Pkwy S (Engelhard - Yonge St), Vandorf Sdrr (Ind Pkwy S - Bayview)	1,705,300
31118	Recon - Browning Crt., Johnson, Rd., Holman Cres., Baldwin Rd.	4,647,000
31119	Recon - Adair, Dr., Bailey Cres., Davidson Rd., Harriman Rd.	4,400,700
31124	Road Resurfacing - Henderson Dr	175,000
31178	Reconstruction of Poplar Crescent	2,960,000
Roads 2020 Repair and Replacement		\$ 13,888,000
Storm Sewer		
42064	Storm Sewer Outlet Cleanup	760,000
42075	Performance Monitoring of LID Controls	80,000
42079	Devlin Place Stream Rehabilitation	200,000
42083	Willow Farm Lane Stream Rehabilitation	150,000
Storm Sewer 2020 Repair and Replacement		\$ 1,190,000
Planning		
81025	GIS Scanner	10,000
Planning 2020 Repair and Replacement		\$ 10,000
Planning and Development Services 2020 Repair and Replacement		\$ 15,088,000
Community Services		
Facilities		
Library		
72431	Library - Rooftop HVAC Units	850,000
72432	Library - Fire Alarm Panel	21,000
72451	Library - Exterior LED Retrofit	31,400
72425	Library - Roofing	440,000
72429	Library - Repairs to elevator door system	10,200
		1,352,600
Aurora Family Leisure Centre		
72302	AFLC - Replacement of Arena Seating	51,200
72303	AFLC - Blinds for Pool Windows	25,600
72324	AFLC - Replace Hollow Metal Doors & Exterior Exit Doors	55,000
72328	AFLC - Replace Built Up Roofing above Arena Dressing Rooms	90,100
72441	AFLC - Pool Boiler Replacement	150,000
72455	AFLC, SARC - Transfer Stations - Accessibility Plan Implementation	25,000
		396,900
Stronach Aurora Recreation Complex		
72263	SARC - Cooling Evaporator Tower	90,000
72305	SARC - West roof Area - Window Sealant	10,200
72316	SARC - Replacement of Plumbing Fixtures	92,100
72450	SARC - Low - E Ceiling - Arenas	128,000
72456	SARC - Hoyer Lifts - Accessibility Implementation Plan	20,000
		340,300

Project #	Project Description	Amount Requested
Town Hall		
72201	TH - Workstation Refurbishment	250,000
72419	TH - Repair of concrete/stone walkways	33,500
		<u>283,500</u>
Other		
72452	Energy and Demand Management Plan Implementation	50,000
72453	Unplanned - Emergency Repairs Contingency	100,000
72454	Victoria Hall - Accessible Ramp - Accessibility Implementation	20,000
		<u>170,000</u>
22 Church Street		
72121	22 Church St - Brick Repairs	30,700
72192	22 Church St - Exterior Doors	90,800
72388	22 Church St - Repaint Interior Wall Surfaces	35,800
		<u>157,300</u>
Aurora Community Centre		
72172	ACC - Sport Flooring	73,900
72297	ACC - Ice Resurfacers Room Heater	20,500
72346	ACC - Reseal concrete floors	28,700
72347	ACC - Replacement of Suspended Ceiling in Lobby	26,900
		<u>150,000</u>
Central York Fire Service		
72381	CYFS 4-3 - Replace windows	28,800
72384	CYFS 4-3 - Replace Suspended Ceiling Panels	26,900
		<u>55,700</u>
Facilities 2020 Repair and Replacement		\$ 2,906,300
Community Services 2020 Repair and Replacement		\$ 2,906,300
Operational Services		
Parks		
73160	Emerald Ash Borer Management Program	235,000
73212	Playground Replacement - Taylor Park	175,000
73213	Playground Replacement - Harman Park	153,600
73232	Trail/Playground Redesign - Jack Wood Park	102,400
Parks 2020 Repair and Replacement		\$ 666,000
Roads		
34001	Christmas Decorations	50,000
34008	Roads Operations Infrastructure Inspection, Repair and Maintenance Programs	200,000
34616	Sidewalk/Engineered Walkway Reconstruction	200,000
Roads 2020 Repair and Replacement		\$ 450,000
Water & Sewer		
41013	Replace Vandorf Lift Station Pumps	50,000
Water & Sewer 2020 Repair and Replacement		\$ 50,000
Operational Services 2020 Repair and Replacement		\$ 1,166,000

Project #	Project Description	Amount Requested
Corporate Management		
Financial Services		
43038	Water Meter Replacement Program	511,900
Financial Services 2020 Repair and Replacement		\$ 511,900
Corporate Services		
Information Technology		
14047	Computer & Related Infrastructure Renewal	171,309
14070	Boardroom Audio/Video Equipment	50,000
Information Technology 2020 Repair and Replacement		\$ 221,309
Corporate Services 2020 Repair and Replacement		\$ 221,309
CAO		
12037	Town of Aurora Website	15,000
CAO 2020 Repair and Replacement		\$ 15,000
2020 Total Repair and Replacement Projects as Presented		\$ 19,908,509
CONDITIONALLY APPROVED		
Corporate Services		
Information Technology		
14075	Business Process Automation and Data Integration	105,000
Corporate Services 2020 Repair and Replacement - Conditionally Approved		105,000
2020 Total Repair and Replacement Projects		\$ 20,013,509

Attachment #5

2020 Final Growth & New Capital Projects

Project #	Project Description	Amount Requested
Operational Services		
31176	Handheld Radios for Operations	10,200
73085	Arboretum Development	96,000
73169	Wildlife Park - Phase 3/4	1,000,000
73290	Tree Inventory for 2C	15,000
73323	Mattamy Phase 4/5 Trail	100,000
73327	DeGraaf Cres Trail	75,000
34003	Snow Plow Safety Enhancements Pilot Project	12,000
34006	Pave Snow Storage Facility at Lambert Willson Park	350,000
34009	Winter Road Monitoring System	15,000
Operational Services 2020 Growth and New		\$ 1,673,200
Planning and Development Services		
34637	Sidewalk - Leslie St - 600m north of Wellington to North Town Limit	1,216,100
Planning and Development Services 2020 Growth and New		\$ 1,216,100
Corporate Management		
Corporate Services		
14037	Joint Ops LAN Room & DR Site	10,000
14068	Wireless Upgrades and Enhancements	20,500
14072	Cityview Upgrade	92,100
Information Technology 2020 Growth and New		\$ 122,600
Corporate Services 2020 Growth and New		\$ 122,600
Community Services		
73324	Pet Cemetery Restoration	20,000
74015	Cultural Services Master Plan	20,000
74019	Active Net Scan System	20,000
72445	CYFS 4-3 - Pylon Sign	30,000
Community Services 2020 Growth and New		\$ 90,000
Fire		
21107	Fire Hall 4-5 Turn Out Gear	75,600
Fire 2020 Growth and New		\$ 75,600
2020 Total Growth and New Projects as Presented		\$ 3,177,500
CONDITIONALLY APPROVED		
Corporate Services		
13023	Access Aurora Telephony Project	51,200
14076	Digital Education Program	25,000
Community Services 2020 Growth and New - Conditional Approval		\$ 76,200
2020 Total Growth and New Projects		\$ 3,253,700

Attachment #6

2020 Final Studies & Other Capital Projects

Project #	Project Description	Amount Requested
Planning and Development Services		
81027	Municipal Heritage Register Review and Update	100,000
81031	Development Review Process and Fee Structure	75,000
81032	Town Wide Green Development Guidelines	50,000
Planning and Development Services 2020 Studies and Other		\$ 225,000
Community Services		
73329	Building Condition Assessment and Energy Audit	175,000
Community Services 2020 Studies and Other		\$ 175,000
Corporate Management		
Corporate Services		
13011	Emergency Response Plan Update and Continuation of Operations Plan	25,000
13015	Employee Engagement Survey - 2020	50,000
13026	Risk Management	30,000
13027	Job Hazard Assessment	30,000
Corporate Services 2020 Studies and Other		\$ 135,000
CAO		
12026	Organization Structural Review	25,000
CAO 2020 Studies and Other		\$ 25,000
Financial Services		
14077	Community Benefit Charge Study	100,000
Financial Services 2020 Growth and New		\$ 100,000
2020 Total Studies and Other Projects as Presented		\$ 660,000
CONDITIONALLY APPROVED		
Planning and Development Services		
42810	Climate Change Adaptation Plan	200,000
Planning and Development Services 2020 Studies and Other - Conditionally Approved		\$ 200,000
Corporate Services		
14073	Information Technology Strategic Plan Implementation	230,000
Corporate Services 2020 Studies and Other - Conditionally Approved		\$ 230,000
2020 Total Studies and Other Projects - Conditionally Approved		\$ 430,000
2020 Total Studies and Other Projects		\$ 1,090,000