



**Town of Aurora
Council Report**

No. FS19-007

Subject: 2019 Final Capital Budget Report

Prepared by: Karen Oreto, Financial Analyst

Department: Financial Services

Date: March 26, 2019

Recommendation

1. That Report No. FS19-007 be received; and
2. That the Town's Strategic Asset Management Policy be approved; and
3. That the renewed 2018 Asset Management Plan be approved; and
4. That the updated 2018 Ten Year Capital Investment Plan be received; and
5. That the 2019 Capital Budget for Repair and Replacement of existing infrastructure totaling \$10,521,210 as listed in Attachment 4, be approved; and
6. That the 2019 Capital Budget for Growth and New Capital totaling \$49,062,550 as listed in Attachment 5 be approved; and
7. That the 2019 Capital Budget for Studies and Other Projects totaling \$980,000 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 February 2 and February 19, 2019.

Executive Summary

The intent of this report is to present to Council for its formal adoption, as recommended by the Budget Committee on February 2 and February 19, 2019, the following items for either formal approval or receipt:

- The Town's Strategic Asset Management Policy,
- The Town's renewed Asset Management Plan,
- The updated Ten Year Capital Investment Plan, and

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- The Town's 2019 Detailed Capital Project Plan.

This detailed capital project plan includes all of the Town's planned 2019:

- Repair and Replacement infrastructure projects,
- Growth and New infrastructure projects, and
- Studies and Other projects.

Background

During the Town's 2019 capital planning process, the Budget Committee was presented with the following documents for its review and/or approval:

- Town's Strategic Asset Management Policy,
- 2018 Asset Management Plan,
- 2018 Ten Year Capital Investment Plan, and
- 2019 Detailed Capital Project Plan.

Upon receipt and/or approval by Council, these documents provide staff with the necessary direction to proceed with the identified capital projects for the following year.

Analysis

The Town's Strategic Asset Management policy

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"*. Through its regulation, the province prescribes the key elements that must be addressed within the policy. 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. The Town's Strategic Asset Management Policy can be found under Attachment #1.

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The Town's renewed 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 to support attaining the Town's high level strategic goals. The AMP is a strategic document stating the characteristics and condition of infrastructure assets, levels of service expected from them, planned actions to ensure that assets are providing the expected level of service, and financing strategies to implement the planned actions. The overall intent of the AMP is to help the Town ensure investments are made at the right time, future repair and rehabilitation costs are minimized, and municipal assets are being appropriately maintained.

The Town's AMP is an outcome of its stewardship responsibilities: how we plan to look after what we own. In addition, the Town has also incorporated future growth and future required asset investments into its plan in order to document what new assets it plans to invest in as the community grows, including how it plans to finance those investments. The growth side of the plan becomes an input into the existing asset replacement side of the plan, as these new growth driven assets begin to require replacement as well, sometimes within the same 10-year period, such as for new fleet light vehicle additions.

2019 represents the current plan's four year anniversary. As per the Town's best practice, staff have undertaken a comprehensive review and update of this plan which now requires Council's formal approval. This four year anniversary period aligns with Council's term in office period. Some financial tables included in the AMP are updated annually. A link to the complete AMP has been provided in the Attachments section under Attachment #2.

The updated Ten Year Capital Investment Plan

Complementing the Town's AMP is its annual Ten Year Capital Investment Plan which represents a consolidation of the anticipated needs of the Town's departments. All repair and replacement capital items contained within this 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 carefully 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.

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On February 2, 2019, the 2018 Ten Year Capital Investment Plan was presented to Budget Committee. A link to the complete Ten Year Capital Investment Plan has been provided in the Attachments section under Attachment #3.

The Ten Year Capital Investment Plan presented contains the detailed plans for assets, showing the approved 2018 capital budget plus ten forecast years from 2019 to 2028. These plans have been reviewed and updated by each asset manager.

The ten year plan shows a planned investment requirement of \$285 million in total over the next ten years: \$138.3 million for Repair and Replacement, \$142.7 million for Growth and New assets, and approximately \$4 million for Studies and Other.

2019 Detailed Capital Project Plan

On February 2, 2019, an overview of the draft of the Town's Capital Budget was presented to the Budget Committee. The committee concluded its review of the 2019 capital budget on February 19, 2019.

As in the past, the capital budget has been presented in three parts:

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

Through its "Cash to Capital" controlled reserve allocation from the tax levy and its internal funding of capital projects through resultant infrastructure and other reserves best practice, the Town ensures that there is not a direct impact on the tax rate as a result of each year's capital budget. As such, the Budget Committee recommended capital budget is driven by asset need rather than impact on taxes. A number of projects have been noted in the schedules as "conditional approval – additional information required." These projects have been approved in principle, but the Committee has asked staff to provide additional information through a future report, prior to any contractual commitments being made for the project.

Repair and Replacement infrastructure projects

The proposed Repair and Replacement (R&R) Capital Budget for 2019 represents a gross cost of \$10,521,210 funded mainly from capital reserves, including specific R & R reserves. The 2019 R&R program includes repair work to facilities, roads, sidewalks, playgrounds and parks, and the replacement of vehicles and equipment. Management has confirmed that they have the resource capacity to deliver the proposed capital program. Attachment #4 provides a summary of the recommended Repair and

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Replacement Capital program by project, by decision for 2019. The detailed capital project pages can be viewed through the link provided in the Attachments section under Attachment #3.

Growth and New infrastructure projects

The proposed Growth and New Capital Budget for 2019 represents a gross cost of \$49,062,550. This capital program includes funding for the construction of new sidewalks, a new skid steer, a new park in 2C and a playground and design for a new recreation facility. Attachment #4 provides a summary of the recommended Growth and New Capital program by project, by decision for 2018. The detailed capital project pages can be viewed through the link provided in the Attachments section under Attachment #5.

Studies and Other projects

The proposed major Studies and Other Projects Capital Budget presents a gross cost of \$980,000. This includes a DC Background Study and Municipal Energy Plan. Attachment #5 provides a summary of the recommended Studies and Other program by project, by decision for 2019. The detailed capital project pages can be viewed through the link provided in the Attachments section under Attachment #6.

Advisory Committee Review

Not applicable

Financial Implications

All funding is sourced from existing reserve funds of the Town rather than directly from the tax levy or utility rate funded operating budgets. The 2019 operating budget presently has not yet been approved by Council, but it does include a sustainable contribution of funding into a variety of reserve funds in support of the town's ten year capital investment requirements, and is not tied to any specific capital project. Accordingly, the capital budget as recommended may be approved independently of the operating budget.

The draft capital budget materials included proposed funding sources for each capital project. To simplify this report, the recommendations refer to the approval of all funding as recommended by Budget Committee for all applicable projects. Where funding was amended by Budget Committee, the detailed materials on the Town's website will be updated to reflect such decisions immediately following approval of this report.

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Communications Considerations

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

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 Special Budget Committee.

Conclusions

The Town's new provincially legislated Strategic Asset Management Policy provides the overarching guidance upon which the Town has built its 2018 Asset Management Plan. The Budget Committee has recommended that Council formally approve this policy.

The 2018 Asset Management Plan provides the foundational framework upon which the town's repair and replacement budget is built through its documentation of the rationale and processes that guide all R&R capital project decisions. The Budget Committee recommends that Council formally approve the Town's renewed Asset Management Plan.

The Budget Committee also recommends that Council formally receive the Town's updated 2018 Ten Year Capital Investment Plan.

Staff presented to the Budget Committee a 2019 capital budget that balances the Town's repair and replacement of existing assets with new growth driven asset requirements, all of which are required in order to maintain the Town's existing levels of service that taxpayers have come to expect. The Budget Committee has reviewed each proposal in detail, and recommends that Council approve the final capital budget as presented herein.

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Attachments

Attachment #1 – Strategic Asset Management Policy

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

Attachment #3 – [2018 Ten Year Capital Investment Plan](#) (link only)

Attachment #4 – [2019 Final Repair & Replacement Capital Program Summary](#)

Attachment #5 – [2019 Final Growth & New Infrastructure Capital Program Summary](#)

Attachment #6 – [2019 Final Studies & Other Capital Program Summary](#)

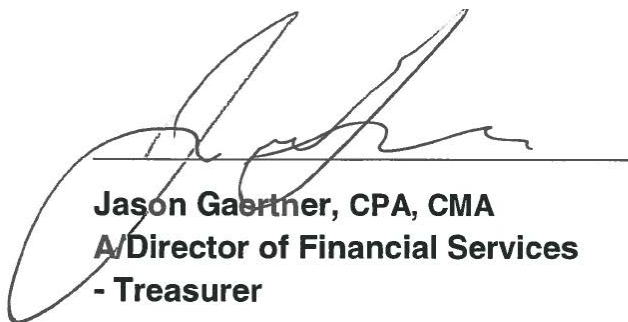
Previous Reports

FS19-001: 2019 Capital Investment Program, Strategic Asset Management Policy and Ten Year Asset Management Plan Overview

Pre-submission Review

Budget Committee – February 2, 2019 and February 19, 2019

Departmental Approval



Jason Gaertner, CPA, CMA
A/Director of Financial Services
- Treasurer

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer



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.

Attachment 4

2019 Repair and Replacement Capital Projects

Summarized by Results of Council Discussions

Project ID	Project	New 2019 Requests
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BUDGET COMMITTEE APPROVED

Community Services

72169	Town Hall - LAN Room HVAC	90,000
72201	Work Station Refresh, Carpet, Paint	150,000
72213	ASC - LED Lighting	50,000
72218	22 Church St - LED Lighting Retrofit	50,000
72274	AFLC - Squash Courts Floor Replacement	100,000
72298	ACC - Snow Melt Pit Boiler	20,000
72323	SARC - Repair of Concrete Walkways	20,000
72326	AFLC - Replacement Overhead Doors and Operators	15,400
72340	ACC - Reseal Exterior Windows	13,500
72342	ACC - Replace Thermoplastic Membrane Roofing	165,600
72389	22 Church St - Repair Wood Flooring	25,000
72393	ASC - Replacement of Roofing Sections	32,160
72404	Town Hall - Replacement of Exterior Entrance Doors	16,500
72405	Town Hall - Replacement of Roof Sections and Skylight Sealant	250,000
72406	SARC - Ice Plant Repairs	62,850
72421	Library - Replacement of Perimeter Sealant of Windows	26,000
72438	SARC - Pool - Supply, Install and Replace Bleachers	43,000
72442	ACC - New Roll Up Doors (3)	60,000
72448	Town hall - Interior Conversion to LED	95,000
72449	SARC - Interior LED Retrofit	30,000
72306	Lifeguard Chairs	18,000
74021	SARC - Comprehensive Sound/Audio/Public Address System	45,200
74022	AFLC - Supply, Install and Replace Change Room Lockers	56,500
72407	ACC - ACC #1 - Sound System Upgrade	50,000
Community Services Sub Total		\$ 1,484,710

Corporate Services

12002	Accessibility Implementation Plan	350,000
14047	Computer & Related Infrastructure Renewal	283,000
Corporate Services Sub Total		\$ 633,000

Financial Services

14012	Financial System	800,000
43038	Water Meter Replacement Program	600,000
Financial Services Sub Total		\$ 1,400,000

Fleet

31097	Traffic Line Painter (#70-19)	10,000
43059	CCTV Camer (#72-19)	10,000
Fleet Sub Total		\$ 20,000

Parks

73315	Sheppard's Bush Parking Lot Resurface	250,000
73320	Subdivision Entry Sign - Batson & Yonge	27,100
Parks Sub Total		\$ 277,100

Roads

31177	Recon - Vandorf Sdrd - Monkman Crt - Carisbrooke	1,000,000
31178	Recon - Poplar Cres	150,000
Roads Sub Total		\$ 1,150,000

Rates

42060	Sanitary Inflow & Infiltration	400,000
42073	Storm Pond Maintenance Program	250,000
42066	Damaged Storm Pipe off Henderson Dr	960,000
42067	Storm Outfall Erosion at Mill St	150,000
Rate Sub Total		\$ 1,760,000

TOTAL PROJECT FUNDING APPROVED AS PRESENTED **\$ 6,724,810**

CONDITIONAL APPROVAL - ADDITIONAL INFORMATION REQUIRED

Community Services

72179	ACC - Multi-Purpose Room	200,000
72394	ASC - Replacement of Vinyl Wall Covering	36,400
72444	Yonge St Electronic Sign Replacement	80,000
74007	AFLC - Fitness Equipment Replacement	50,000
Community Services Sub Total		\$ 366,400

Financial Services

43055	Advanced Metering Infrastructure	2,000,000
Financial Services Sub Total		\$ 2,000,000

Operational Services

34220	GMC/K3500 (#17-20)	85,000
34221	Kubota 4x4 Tractor (#599-19)	45,000
34228	Ice Resurfacer (#595-19)	90,000
34409	Smart Car Replacement (#400-19)	50,000
71103	Wide Area Mower (#255-20)	140,000
71112	Ford 350 Dump Truck (#226-19)	60,000
71119	Tractor - JD/4320 (#240-19)	60,000
72281	AFLC - Skate Park	600,000
73231	Tennis Court Resurface - David English Park	20,000
73240	Walkway/Basketball Repaving - Tamarac Park	30,000
73242	Improvements to Fleury Park Washroom Facility	250,000
Operational Services Sub Total		\$ 1,430,000

CONDITIONAL APPROVAL - MORE INFORMATION REQUIRED **\$ 3,796,400**

TOTAL 2019 REPAIR & REPLACEMENT CAPITAL BUDGET **\$ 10,521,210**

NOT APPROVED

Community Services

72284	SARC - Replace Main Lobby Washroom Partitions	30,000
72356	ACC - Replacement of fire alarm panel	20,000
Community Services Sub Total		\$ 50,000

Operational Services

73212	Playground Replacement - Taylor Park	175,000
41011	Sanitary Sewer CCTV Inspection	150,000
Operational Services Sub Total		\$ 325,000

NOT APPROVED \$ 375,000

TOTAL 2019 REPAIR & REPLACEMENT CAPITAL BUDGET \$ 10,896,210

Attachment 5

2019 Growth and New Capital Projects

Summarized by Results of Council Discussions

Project ID	Project	New 2019 Requests
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BUDGET COMMITTEE APPROVED

Community Services

72443	AFLC - Pylon Sign	60,000
74013	Museum Collection Infrastructure	10,000
73324	Pet Cemetery Restoration	15,000
Community Services Sub Total		\$ 85,000

Corporate Services

24012	By-Law Permit Parking Program	50,000
14058	Project Management Software	50,000
Corporate Services Sub Total		\$ 100,000

Fire Services

21106	Pumper for Fire Hall 4-5	410,000
21114	Fire Master Plan	51,250
Fire Services Sub Total		\$ 461,250

Operational Services

73085	Arboretum Development	96,000
73296	Trails - BG Group Trail Connection	150,000
73319	Canine Commons Upgrades	35,000
34224	Screening of Surplus Soil and Compost	35,000
34713	Street Light Pole Identification	40,000
Operational Services Sub Total		\$ 356,000

Planning & Development Services

34707	Lighting Upgrade - Wellington, Berczy - West of John West Way	350,000
Planning & Development Services Sub Total		\$ 350,000

TOTAL PROJECT FUNDING APPROVED AS PRESENTED **\$ 1,352,250**

CONDITIONAL APPROVAL - ADDITIONAL INFORMATION REQUIRED

Community Services

72410	SARC - Gymnasium	9,400,000
81019	Library Square	35,000,000
74015	Cultural Services Master Plan	100,000
Community Services Sub Total		\$ 44,500,000

Operational Services

34187	3 Ton Truck	50,000
34188	New Snow Blower Attachments	150,000
34420	New Wide Area Mower	140,000
34422	Additional Vehicle - By-Law Services	60,000
34173	New Trackless Sidewalk Utility Vehicle	175,000
73169	Wildlife Park - Phase 1/2/3	1,000,000
73321	Cattle Crawl Underpass	750,000
Operational Services Sub Total		\$ 2,325,000

Planning and Development Services

81016	Aurora Promenade Streetscape Design & Implementation	730,000
34533	Traffic Calming Measures in School Zones	20,000
31179	Hillary House Parking Lot	135,300
Planning and Building Services Sub Total		\$ 885,300

CONDITIONAL APPROVAL - MORE INFORMATION REQUIRED 47,710,300

TOTAL 2019 GROWTH & NEW CAPITAL BUDGET \$ 49,062,550

NOT APPROVED

Operational Services

73322	Walkway - SARC to Salvation Army Property	55,000
Operational Services Sub Total		\$ 55,000

Planning and Development Services

34525	Yonge St Parking Plan	200,000
34534	John West Way - Traffic Light Update	300,000
Planning and Building Services Sub Total		\$ 500,000

NOT APPROVED \$ 555,000

TOTAL 2019 GROWTH & NEW CAPITAL BUDGET 49,617,550

Attachment 6

2019 Studies and Other Capital Projects

Summarized by Results of Council Discussions

Project ID	Project	New 2019 Requests
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BUDGET COMMITTEE APPROVED

CAO

12032	Residents Survey	30,000
CAO Sub Total		30,000

Community Services

72206	Back Up Generation for Evacuation Centre	50,000
72437	Refridgeration Plan Safety Audits	30,000
Community Services Sub Total		80,000

Corporate Services

13020	Appraisal of Town Buildings	55,000
Corporate Services Sub Total		55,000

Planning and Development Services

81021	Engineering Design Criteria Manual Update	50,000
42808	Corporate Energy Management Plan	50,000
Planning and Development Services Sub Total		100,000

TOTAL PROJECT FUNDING APPROVED AS PRESENTED **265,000**

CONDITIONAL APPROVAL - ADDITIONAL INFORMATION REQUIRED

Community Services

72391	22 Church St - Investigation of Water Infiltration	10,000
72401	Structural Study	40,000
73317	Outdoor Field Development Strategy	55,000
73318	User Fee Pricing Strategy	60,000
Community Services Sub Total		165,000

Operational Services

34421	Fleet Consultant	25,000
Operational Services Sub Total		25,000

Planning and Development Services

81023	Architectural Design Guidelines for Stable Neighbourhoods	75,000
81024	Community Improvement Plan Review	50,000
31133	Photometric Analysis and Lighting Gap	100,000
31175	Parking Lot Rehabilitation Study	200,000
42059	Storm Sewer Reserve Fund and Rates Study	100,000
Planning and Development Services Sub Total		525,000

CONDITIONAL APPROVAL - MORE INFORMATION REQUIRED **715,000**

TOTAL 2019 STUDIES & OTHER CAPITAL BUDGET **\$ 980,000**

NOT APPROVED

CAO

12015	Update Town of Aurora Strategic Plan	80,000
CAO Sub Total		80,000

Planning and Development Services

81022	Economic Development Strategic Plan	100,000
Planning and Development Services Sub Total		100,000

NOT APPROVED **180,000**

TOTAL 2019 STUDIES & OTHER CAPITAL BUDGET **\$ 1,160,000**