



# PLANNING AND **DEVELOPMENT SERVICES**

As adopted December 12, 2023



# Planning and Development Services

Planning and Development Services manages the growth and physical form of the Town of Aurora through land use and infrastructure planning in addition to administering the Ontario Building Code. Planning and Development Services provides professional planning advice to Council, Town departments, the public and Council endorsed committees on a variety of planning, engineering and land use policy matters including Planning Act Applications. In addition, public input is actively solicited on land use related to development applications and policy reviews. Heritage Planning oversees the Town’s heritage portfolio proactively identifying and conserving significant heritage resources.

Planning and Development Services delivers its activities and support to internal and external clients through four divisions: Development Planning, Policy Planning and Economic Development, Engineering and Capital Delivery and Building.

## Net budget by division

	2023 Budget		2024 Budget	
	Gross	Net	Gross	Net
<b>Budget (\$000's)</b>				
Development Planning	1,138.6	(1,504.3)	1,239.8	(1,665.3)
Policy Planning & Economic Development	744.8	724.9	823.4	810.4
Engineering & Capital Delivery Building	2,007.3	791.8	2,043.5	332.1
Building Reserve	2,678.4	536.4	2,847.9	562.2
	-	(536.4)	-	(562.2)
<b>Net Budget</b>	<b>6,569.1</b>	<b>12.4</b>	<b>6,954.7</b>	<b>(522.8)</b>
<b>Budget Change</b>			<b>385.6</b>	<b>(535.2)</b>
<b>Permanent Full-Time Staffing (FTE):</b>				
Opening Staffing				42.0
New				2.0
<b>Total Staffing</b>				<b>44.0</b>

	2025 Budget		2026 Budget	
	Gross	Net	Gross	Net
<b>Budget (\$000's)</b>				
Development Planning	1,292.4	(1,707.9)	1,350.1	(1,710.1)
Policy Planning & Economic Development	886.0	873.0	917.6	904.6
Engineering & Capital Delivery	2,269.1	422.2	2,340.2	428.7
Building	2,991.8	606.7	3,143.8	606.7
Building Reserve	-	(606.7)	-	(606.7)
<b>Net Budget</b>	<b>7,439.3</b>	<b>(412.7)</b>	<b>7,751.7</b>	<b>(376.8)</b>
<b>Budget Change</b>	<b>484.6</b>	<b>110.1</b>	<b>312.4</b>	<b>35.9</b>
<b>Permanent Full-Time Staffing (FTE):</b>				
Opening Staffing		44.0		44.0
New		-		-
<b>Total Staffing</b>		<b>44.0</b>		<b>44.0</b>

## Planning and Development Services divisions

Planning and Development Services is comprised of four multi-disciplinary divisions each headed by a manager who reports directly to the Director, Planning and Development Services. These divisions are:

### Development Planning

Development Planning is responsible for processing development applications in accordance with the administrative requirements under the Planning Act, application such as: Official Plan Amendments, Zoning bylaw Amendments, Draft Plan of Subdivisions, Draft Plan of Condominium, Site plan applications and Committee of Adjustment applications in accordance with the requirements of the Planning Act and provincial policy. In addition, Development Planning oversees the Town's heritage portfolio playing an active role in the identification and conservation of significant heritage resources. Furthermore, Development Planning shapes the growth and development in a sustainable and organized manner by expanding its roles and functions, including:

- **Zoning Bylaw Updates:** Consolidating amendments to the Zoning Bylaw and upkeeping a record of the implementation issues to reflect current conditions, community values, and development trends.
- **Servicing Allocation:** Development requires infrastructure like wastewater servicing. Development Planning Division allocate resources for these services based on growth projections and development priorities. Efficient servicing allocation ensures that new developments are adequately supported.
- **Monitoring and Tracking:** Continuous monitoring of land use patterns, new developments and technology. Monitoring helps in assessing the effectiveness of planning decisions.

- **Environmental Considerations:** The Conservation Authority no longer have approval authority on Natural Heritage matters. Development Planning division will have to conduct these reviews in house and consult with a peer reviewer as necessary to identify ecologically sensitive areas, setting aside green spaces, and promoting environmentally friendly development practices, such as green building standards and conservation efforts.
- **Community Engagement:** Engaging with the community is vital. Development Planning hold public consultations to gather input from residents, businesses, and stakeholders. This ensures that the planning process reflects the needs and desires of the community.
- **Development Agreements:** Development Planning drafts the agreement between developers and the Town outlining responsibilities, conditions and financial obligations. Development Planners oversee the process of ensuring that conditions are addressed.
- **Cash in Lieu of Parkland:** Development Planners are responsible for obtaining and drafting the Memorandum of Understanding to ensure the correct amount of cash in lieu will be paid at the time of the final building permit.
- **Ontario Land Tribunal:** In some cases, planning decisions may be subject to appeals. Development Planners act as liaisons between the municipality and appellants, representing the municipality's position in hearings.
- **Monitor and Tracking Planning Policy:** Development land use planning involves staying abreast in planning policies to guide decision-making.
- **Council-directed initiatives:** Development planners respond to specific Planning requests and initiatives from the Mayor and Council. These may include special studies or addressing unique development challenges.

## Policy Planning and Economic Development

Policy Planning and Economic Development is responsible for updating the Town's Official Plan and secondary plans to ensure conformity with provincial plans and the York Region Official Plan. Other responsibilities include long range planning, growth management, policy reviews and special studies, and liaising with external partners. The division is also responsible for implementing the Economic Development Strategic Plan, reviewing appraisals and acquiring and disposing of real property interests.

## Engineering and Capital Delivery

Engineering and Capital Delivery is responsible for the planning and delivery of capital projects, from design to construction and contract administration/inspection of the Town's core infrastructure (water, wastewater, stormwater, roads, bridges, sidewalks and streetlights). Other responsibilities include asset management, traffic and transportation management and energy and climate change planning.

## Building

Building is responsible for the administration of the Ontario Building Code including Aurora's comprehensive zoning bylaw. The division issues building permits and provides inspections for all new or renovated buildings within the Town of Aurora to ensure buildings are constructed to meet the health and safety provisions of the Ontario Building Code, the Building Code Act and other applicable law and standards.

## Planning and Development Services supports the implementation of the Strategic Plan and other key plans

Planning and Development Services provides key services in support of the growing population, business community and transportation network.

### Strategic Plan connections

Planning and Development Services supports multiple objectives in the Strategic Plan in the areas of community, economy, and natural environment.

- **Improve transportation, mobility and connectivity** working with York Region, Metrolinx and other partners to improve transit infrastructure and commuter transportation and considering traffic patterns, transportation and capacity when determining the location of new municipal services/amenities and solutions to improve movement and safety
- **Invest in sustainable infrastructure** through technology, waste management, roads, emergency services and accessibility and develop policies to ensure that growth is phased and coordinated with existing and planned infrastructure to enhance the accessibility and safety of new and existing facilities and infrastructure
- **Strengthening the fabric of our community** by collaborating with developers for inclusive housing, meeting intensification targets, protecting neighbourhood character, managing growth changes and updating the Town's Official plan and promoting Aurora as a business-friendly destination by working with local economic development partners, creating an Economic Development Strategic Plan and leveraging regional, national and local business networks
- **Supporting small business and encouraging a more sustainable business environment** working closely with the Aurora Chamber of Commerce and the business community to better understand and address local business needs and promote business retention/expansion
- **Encouraging the stewardship of Aurora's natural resources** with the Corporate Environmental Plan and improving policies promote and advance green initiatives, infrastructure and ensure the protection of the Town's urban tree canopy
- Promoting and advancing green initiatives with the Climate Change Adaptation Plan and the Green Development Standards

## Other Key Department Plans

- Official Plan (draft 2022)
- Green Development Standards (2022)
- Climate Change Adaptation Plan (2022)
- Energy Conservation Demand Management Plan Update (in progress)
- Community Energy Plan (2021)
- Active Transportation Master Plan (in progress)
- Aurora Economic Development Strategic Plan Update (2023, in progress)
- Natural Capital Asset Management Plan (in progress)

## Supporting Plans

Planning and Development Services also contributes to other key corporate plans and initiatives including:

- Parks and Recreation Master Plan
- Public Art Master Plan
- Accessibility Plan
- Sport Tourism Strategy
- Asset Management Plan

## 2023 Accomplishments

- Completion of a \$3.9M Murray Drive culvert, streambank, watermain and road rehabilitation project
- Pavement condition assessment of 211 kilometres of Town road infrastructure
- Completion of seven kilometres of road rehabilitation work
- Successfully adopted community information meetings as part of the major planning application process for better community engagement
- Continuously adapted to the Planning Legislation changes (Bill 109, 23)
- Largest amount of Heritage Designations in Town history with 18 designations at once
- Over 1250 residential units settled at the Ontario Lands Tribunal
- Completed consultation for the Town's Official Plan Update
- Completed consultation on the Town's Economic Development Strategic Plan Update
- Completed the development portal for registered users to submit development applications, building permit applications, pay, as well check on the status of their application and inspections online. The Town is now equipped to electronically process Building permit and Planning Act applications creating a fully paperless submission process

# Planning & Development Services

## HIGHLIGHTS

**284**

new businesses  
(2019-2022)

**4,000+**

residents engaged in  
the Official Plan Review  
Update

**90%**

of large building permit  
applications reviewed within  
legislation timelines\*

**936**

Building  
permits issued\*

**3,037**

new job growth  
(2019-2022)

**88**

Designated  
Heritage Properties  
Under Part IV

**169**

Part V designated  
Heritage Properties

**15**

Agreements  
executed, including  
Subdivision, Site  
Plan, Minor Site  
Plan and  
Pre-Servicing\*

**134**

number of traffic  
inquiries addressed\*



**97**



Active planning  
applications including  
56 new development  
planning applications and  
41 Committee of  
Adjustment applications\*



**24.7%**

decrease in GHG Emissions  
in Corporate Buildings  
since 2018 (2018 is when  
we started measuring GHG  
Emission decrease through  
our climate change  
program).

**7.0km**

of roads rehabilitated

**16.3km**

of roads, sewers, and  
watermains assumed

**30** subdivisions

Number of unassumed  
subdivisions being actively  
inspected.

\*FROM JANUARY TO SEPTEMBER 20, 2023 - TRAFFIC COUNTS, AGREEMENTS, BUILDING PERMITS AND PLANNING APPLICATIONS

# Operating Budget

## Overview

Planning and Development Services budget includes fees which the costs incurred in this department. This department also includes the Building division which is fully funded through a combination of the fees collected for services with any excess or shortfall funded from the building reserve, resulting in no impact on the tax levy.

The operating budget for Planning and Development Services includes a decrease of \$535,200 in 2024. The main drivers of the decrease includes an increase to development revenues and a review of the allocation of time for engineering staff spent on capital projects, shifting this cost to be funded from reserve. This is partially offset by an increase in salaries and benefits for existing staff. The budget includes two new positions in 2024. The program manager will lead the asset management initiatives for the Town, working in partnership with the positions in Finance and Facilities in 2024 and the Project Management Office in 2025. Planning and Development Services also has a second position in 2024 to enhance the Town’s response to climate change.

The multi-year budget includes an increase of \$110,100 in 2025 and \$35,900 in 2026. These increases are driven mostly by salaries and benefits for existing staff partially offset by increases to development revenues.

## Operating financial summary

\$000's	Net Actual Results		2023	2023	2024	2025	2026
	2021	2022	Net Fcst*	Budget	Budget	Budget	Budget
Expenditures	5,690.1	6,373.3	6,808.6	6,569.1	6,954.7	7,439.3	7,751.7
Non-Tax Revenues	(5,915.4)	(6,422.7)	(6,944.6)	(6,556.7)	(7,477.5)	(7,852.0)	(8,128.5)
<b>Net Tax Levy</b>	<b>(225.2)</b>	<b>(49.4)</b>	<b>(136.0)</b>	<b>12.4</b>	<b>(522.8)</b>	<b>(412.7)</b>	<b>(376.8)</b>
% Tax Funded	(4%)	(1%)	(2%)	0%	(8%)	(6%)	(5%)
Net Budget Change	\$	175.8	(86.6)	148.4	(535.2)	110.1	35.9
	%	(78.1%)	175.3%	(109.1%)	(4323.8%)	(21.1%)	(8.7%)

\*Net forecast as of August 31, 2023

## Multi-year operating budget priorities

Planning and Development Services priorities for 2024 include:

### Building permits

Continue to process building permits and undertake building inspections to ensure the health, safety and well-being of the public in a timely and efficient manner that respects the legislative requirements and timelines of the Ontario Building Code.



## Planning Applications

Staying on track to meet the Town's housing pledge while maintaining efficient development application tracking, leveraging technology, and staying responsive to changing provincial and regional dynamics.

1. **Housing Pledge:** Ensure that the commitment to provide 8,000 new housing units is met by closely monitoring progress, identifying bottlenecks and implementing strategies to accelerate construction and development.
2. **Enhance Data Management:** Establish a data management system to track the status of development applications, housing units, and key performance indicators. Use data analytics to identify trends, anticipate challenges and make informed decisions.
3. **Stay on Target with Timelines:** Develop clear timelines and benchmarks for housing construction and development approvals. Implement project management tools to ensure projects stay on schedule. Hold regular meetings to ensure accountability and address any obstacles.
4. **Regional and Provincial Collaboration:** Stay informed about regional and provincial updates, policies, and funding opportunities related to housing and development. Collaborate with neighbouring municipalities and government agencies to leverage resources and expertise.
5. **Community Engagement and Feedback:** Actively engage with the community and gather feedback to ensure that development plans align with the needs and preferences of residents. Hold public hearings and consultations to foster transparency and inclusivity.
6. **Servicing Allocation:** Optimize the allocation of services such as water, sewage, and transportation to accommodate the increased housing units efficiently. Consider long-term infrastructure planning to support future growth.
7. **Workforce Development:** Invest in workforce development and training programs to ensure that the municipal staff has the skills and knowledge necessary to implement new technologies and effectively manage development applications.

## Asset Management

Plan and deliver the Town's 10-year capital program in accordance with the Town's Council approved capital budget, Asset Management Plan and asset management policy.

The Project Manager, Asset Management being considered by Council as part of the 2024 budget would assist in further developing and advancing the Town's asset management program corporately, to allow the Town to maximize value from its assets, at the lowest overall expense while meeting service level targets for the community. This position will work closely with other departments to assess asset condition, analyze data and apply a risk lens to plan and prioritize capital budget needs.

## Economic Development

Deliver and implement new actions identified in the updated Economic Development Strategic Plan and Implementation Matrix. Working with the Aurora Economic Development Corporation (AEDC), the actions and any budget implications are managed through the Economic Development Operating Budget. Action items in support of the strategy and the AEDC include target sector networking and workforce initiatives, innovation and entrepreneurship support, extended regional collaboration and building strategic partnerships to address gaps in services that support small businesses.

## Energy and Climate Change

Manage climate change impacts on Town infrastructure and the community by developing and implementing conservation demand management programs, energy efficient measures and environmental climate change initiatives.

Through such plans as the Corporate Environmental Action Plan, the Energy Conservation and Demand Management Plan and Community Energy Plan the Town continues to work towards meeting Council's commitment to reduce greenhouse gas emissions 80 percent by 2050.

## Incremental budget changes

	2024		2025		2026	
	FTE	\$000's	FTE	\$000's	FTE	\$000's
<b>Starting Budget</b>	<b>42</b>	<b>12.4</b>		<b>(522.8)</b>		<b>(412.7)</b>
<b>Base</b>						
Salaries & Benefits including COLA, step increases, gapping and other approved staffing actions	-	211.5	-	274.5	-	269.1
Review of Engineering staff allocated to delivery of capital projects	-	(418.3)	-	(54.6)	-	(46.2)
Building Services costs net of increased revenues (excluding salaries and benefits included above)	-	19.3	-	(85.9)	-	(78.0)
Building Services planned reserve draw	-	(139.3)	-	(25.8)	-	(44.5)
Development revenues	-	(262.2)	-	(95.2)	-	(60.0)
Engineering revenues	-	(21.1)	-	(16.5)	-	(11.3)
Economic development promotional materials	-	-	-	30.0	-	5.0
Other minor adjustments	-	1.7	-	0.5	-	(2.8)
	-	<b>(608.4)</b>	-	<b>27.1</b>	-	<b>31.3</b>
<b>Enhancements and Transformation</b>						
Asset Management: Program Manager to lead the operationalization of the Town's Asset Management Plan	1	12.4	-	14.2	-	0.8
Enhance the Town's response to climate change	1	60.8	-	68.9	-	3.8
	<b>2</b>	<b>73.2</b>	-	<b>83.0</b>	-	<b>4.6</b>
<b>Budget Change</b>	<b>2</b>	<b>(535.2)</b>	-	<b>110.1</b>	-	<b>35.9</b>
<b>Total Budget</b>	<b>44</b>	<b>(522.8)</b>	-	<b>(412.7)</b>	-	<b>(376.8)</b>

Business cases for new positions follow on the next page.

## Business case –Enhancement

### Dedicated resource to support the growth of the Town’s asset management program and continue to meet the requirements of Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure

#### Recommendation:

A new Program Manager, Asset Management position be created within the Engineering and Capital Delivery division reporting to the Manager, Engineering and Capital Delivery. This role will focus on asset management planning, implementation and growth of the Town’s asset management program. This position will work closely with asset management staff in the Finance Department to help move the Town’s asset management program forward in a holistic manner taking into consideration financial and technical considerations in developing capital and operational plans.

#### Rationale/Benefits:

This position will be responsible for managing, collecting, and analyzing data and providing support in the implementation and advancement of the Town’s Asset Management Plan and program. This includes its initiatives and strategies to support capital and operating budget development and rehabilitation and replacement planning of Town infrastructure.

This position will develop and manage asset inventories and databases using GIS, financial reporting systems, asset management software, and other data management tools.

Specifically, the key functions of this position will include:

- Developing and managing projects including condition assessments, feasibility studies and completing technical reports as required
- Reviewing and ensuring relevancy of Risk Registers and Risk Mitigation Plans for municipal infrastructure and that they are applied during capital planning
- Analyzing condition assessment data and inventory updates and making recommendations for improved data management and reporting
- Applying asset management principles to actively review and measure performance throughout the municipal infrastructure asset base to prioritize capital budget needs and ensuring Council approved Levels of Service targets are being met
- Supporting the development of the annual capital budget and long-term forecasting

**Impact of Not Proceeding or Delay:**

**Incremental Operating Budget Impact:**

Currently asset management programming is being undertaken in each Town Department separately. This position will facilitate and lead the integration of processes, expertise, activities and information on the Town’s physical assets and finances so informed decisions can be made, supporting sustainable service delivery.

	2024	2025	2026
Staffing - # of FTE	1.0		
<b>Expenditures (\$000s):</b>			
Wages and Benefits	68.9	78.5	4.3
Savings/Efficiencies			
Other			
Subtotal	68.9	78.5	4.3
<b>Non-Tax Revenues:</b>			
User Fees/Revenues			
Reserves	56.5	64.4	3.5
Subtotal	56.5	64.4	3.5
<b>Net Tax Impact</b>	<b>12.4</b>	<b>14.2</b>	<b>0.8</b>

**Comparative Analysis / Performance Metrics:**

The Town’s Asset Management Plan delivers a financial and technical roadmap for the management of the Town’s assets and provides the ability for the Town to maximize value from its assets, at the lowest overall expense while meeting its Levels of Service for its residents.

The consultant who is developing the Town’s Asset Management Plan is currently recommending over forty initiatives be implemented to fill the Town’s current asset management gaps. Some of these recommendations include:

- Developing and implementing an asset condition assessment program and strategy for all infrastructure categories
- Developing a standardized contractor work template to collect updated data on new and rehabilitated infrastructure to ensure data accuracy and quality
- Reviewing the Level of Service performance measures on an annual basis, and updating asset performance data to address trends and ensure goals are being met
- Continuing to integrate data from various studies, reports, and systems (e.g., GIS) with CityWide datasets to create a centralized, comprehensive, and up-to-date asset registry database and ensure new assets are reflected and attributes are detailed
- Aligning the financial and non-financial functions of asset management both vertically and horizontally at all levels of the organization to gain “buy in” on asset management initiatives
- Developing a master plan for the water and wastewater network to include impacts of growth on the network, and prioritize upgrade projects
- Updating and refining risk models as more asset condition information becomes available
- Managing and overseeing the update of the Asset Management Plan every five years and reviewing trends and goals annually to ensure continuous improvement

This dedicated position will help address these gaps in the asset management program to help further grow the Town’s asset management maturity level.

## Business case –Enhancement

**Aurora is a leader in energy and emissions reduction, with a focus on improving quality of life in collaboration with residents, organizations, and businesses**

### Recommendation:

That a new Program Manager, Energy and Climate Change position be created in the Engineering Division. This role will be responsible for leading the development and implementation of conservation demand management programs, energy efficient measures and broad environmental, climate change and energy management initiatives. This role will possess the skills necessary to lead and manage on an ongoing basis a sound energy conservation and climate change municipal agenda.

### Rationale/Benefits:

Energy powers our homes, schools, and workplaces. Energy keeps our economy going, allows us to move around and supports our quality of life. At the same time our energy use can have negative impacts on our natural environment and our financial health.

Presently the global transition to clean energy economics is already underway at a rapidly increasing pace and Canada and the Province of Ontario must be part of it to help provide stable jobs and a diversified economy in a livable climate. A strong majority of Canadians care about addressing climate change and leaving a safer, more prosperous society for the generations to come. Dealing with climate change will take collective efforts from all of us as well as strong involvement and leadership from all levels of government (municipal, provincial, and federal) to act at the scale and speed necessary to prevent the worst impacts of climate change.

Aurora as a leader in energy and emissions reduction, has the opportunity now, through the vision, goals, and strategies of the Corporate Management Energy Plan, Municipal Energy Plan, Climate Change Adaptation Plan, and the Corporate Environmental Action Plan, to create a low carbon future that benefits the environment, the local economy and all who use energy, at the same time implementing actions that further the Town's resilience to climate change.

Aurora's energy conservation plans outline a series of strategies that will achieve a 22 percent reduction by 2030 from 2018 levels and a 65 percent reduction by 2050. These goals put Aurora on a path towards an 80 percent emissions reduction by 2050.

With a very ambitious agenda for energy conservation, greenhouse gas emission reduction and climate change mitigation and adaptation, the Town needs a Program Manager whose role and responsibility would be to lead the municipal agenda for energy conservation and climate change adaptation.

The key elements of adding this position to the team will include:

- Demonstrated experience at management level with demand conservation, delivering energy management and environmental programs

- Sound knowledge of energy management and environmental principles related to federal, provincial, and local agencies with strong emphasis on issues of energy policy, renewable energy, and climate change
- Knowledge of environmental policies and legislation related to federal, provincial, and local agencies with strong emphasis on issues of energy policy, renewable energy, and climate change
- Demonstrated experience as a leader of environmental programs related to energy conservation, greenhouse gas emission reduction and climate change mitigation and adaptation plans at local, provincial, or federal levels
- Demonstrated experience in exploring strategic partnerships to identify and fund energy efficiency projects and lead the implementation of policies, procedures and strategies related to energy, environment, and climate change

**Impact of Not Proceeding or Delay: Incremental Operating Budget Impact:**

	<b>2024</b>	<b>2025</b>	<b>2026</b>
Should the implementation of this position be delayed, the Town risks being unable to deliver on its environmental programs related to energy conservation, greenhouse gas emission reduction and climate change adaptation plans.			
In the coming years, to maintain its leadership position in promoting and delivering environmental programs, the Town needs a Program Manager position to work with internal and external partners and other levels of government to further Aurora’s vision of a sustainable energy future and foster a culture of conservation and climate change resiliency.			
	Staffing - # of FTE	1.0	
	<b>Expenditures (\$000s):</b>		
	Wages and Benefits	60.8	68.9
	Savings/Efficiencies		3.8
	Other		
	Subtotal	60.8	68.9
	<b>Non-Tax Revenues:</b>		
	User Fees/Revenues		
	Reserves		
	Subtotal	-	-
	<b>Net Tax Impact</b>	<b>60.8</b>	<b>68.9</b>
		<b>3.8</b>	

## Comparative Analysis / Performance Metrics:

Reducing the amount of energy used by the Aurora community creates new economic growth, supports an active community, and a healthier atmosphere for people and the planet.

### Aurora's Energy, Emissions and Costs (2018)

- **6.8 million GJ of energy** to heat and power homes and buildings and for transportation fuel within the Town
- **Cost the community \$178 million**; \$2,900 per person annually
- The community of Aurora produced over **326,000 tonnes of carbon-dioxide equivalent**
- Over half of the emissions are produced from **heating** homes and other buildings (such as offices, stores, and schools)
- Travel is also a large source of emissions – the majority of which comes from **personal cars, trucks, and SUVs**

Energy Goals and Strategies to be delivered through Aurora's energy conservation and GHG reduction plans:

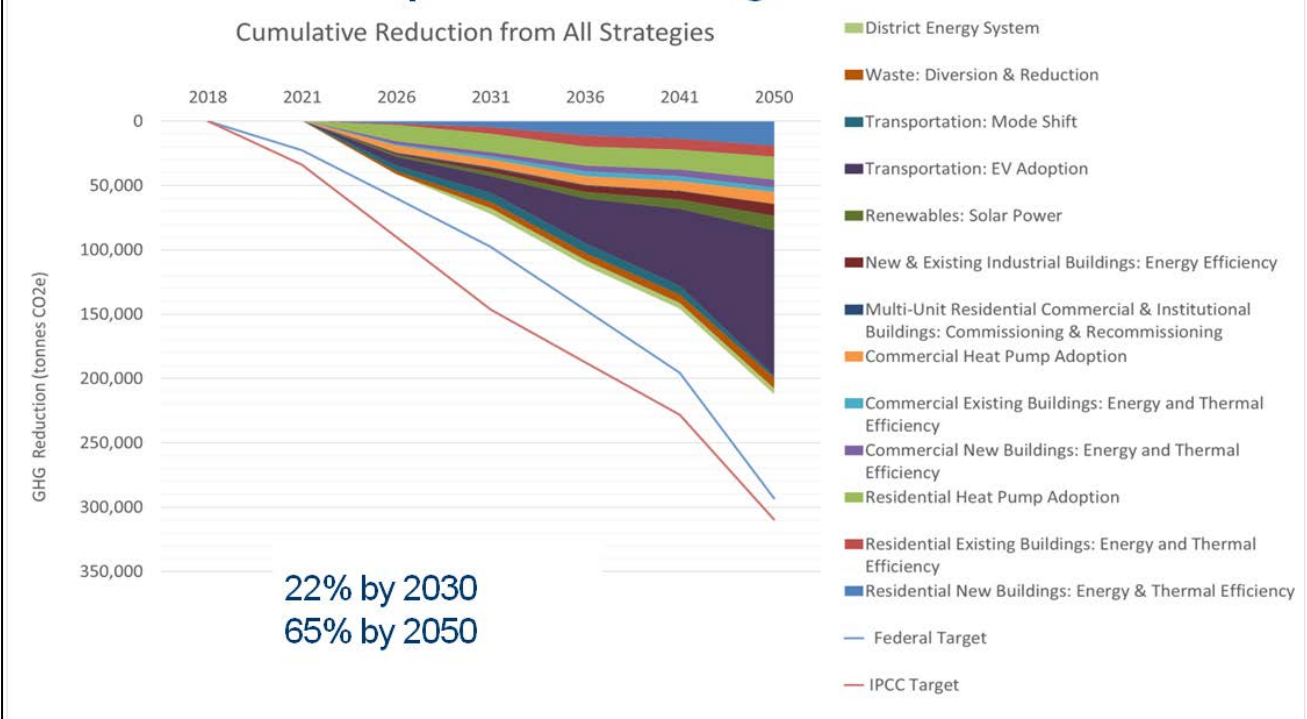
- Educate and communicate with the public about the impact of energy choices
- Encourage local businesses and industries to use energy consciously and increase efficiency
- Encourage healthy and complete communities for residents to live, work and play through land use planning
- Pursue compact, mixed-use development
- Integrate nature-based solutions in land use to capture carbon
- Support a range of low carbon transportation options that are accessible, including electric vehicles, public transit, walking and cycling
- Reduce the amount of waste generated in the Town and support waste reduction efforts at the regional level



**Town of Aurora (Community Energy Plan) - Cumulative annual GHG reduction from all Town's strategies to 2050 based on internal analysis.**

**The strategies outlined will reduce annual emissions in Aurora by 72,361 tonnes CO<sub>2</sub>e in 2030 and 212,364 tonnes CO<sub>2</sub>e in 2050. This is a 22 percent reduction in emissions from 2018 levels by 2030 and 65 percent reduction in emissions in 2050.** A significant transformational effort will be required to meet these reductions by the Town, agencies, homeowners, and businesses. While the Community Energy Plan (CEP) strategies are significant, there remains a gap in achieving an 80 percent emissions reduction by 2050. An additional effort by federal and provincial governments as well as advances in technologies will be needed. CEP has intentionally set a 30-year planning horizon, and the Town will continue to evaluate its progress over time and identify ways to close this gap. The CEP is intended to guide the Town of Aurora and the wider community to reduce energy and greenhouse gas emissions. A strong focus on implementation, governance and monitoring is essential to the Plan's success.

## Cumulative Impact of Strategies



# Capital Budget

## Overview

Planning and Development Services plans to spend \$37.2 million in 2024 on capital projects of the total \$77.6 million in Capital Budget Authority. This includes \$34.6 million for asset management projects, \$1.5 million for growth and new projects and \$1.1 million studies and other.

## 2024 capital budget authority

(\$000s)	Previously Approved Budget	2024 Budget		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/22	2023 Forecast	2024	2025+
Asset Management	41,313.4	62,446.1	21,132.7	12,832.1	11,607.2	34,636.8	3,369.9
Growth & New	11,838.1	12,615.5	777.4	9,970.1	1,159.3	1,486.2	-
Studies & Other	2,008.4	2,549.8	541.4	936.1	562.8	1,050.9	-
<b>Approved Budget</b>	<b>55,159.9</b>	<b>77,611.4</b>	<b>22,451.5</b>	<b>23,738.3</b>	<b>13,329.4</b>	<b>37,173.9</b>	<b>3,369.9</b>
<b>Capital Programs</b>							
Roads R&R	32,124.7	46,717.4	14,592.7	11,373.2	10,308.4	23,620.9	1,414.9
Storm Sewer R&R	7,721.5	12,656.5	4,935.0	1,240.0	1,122.8	10,293.7	-

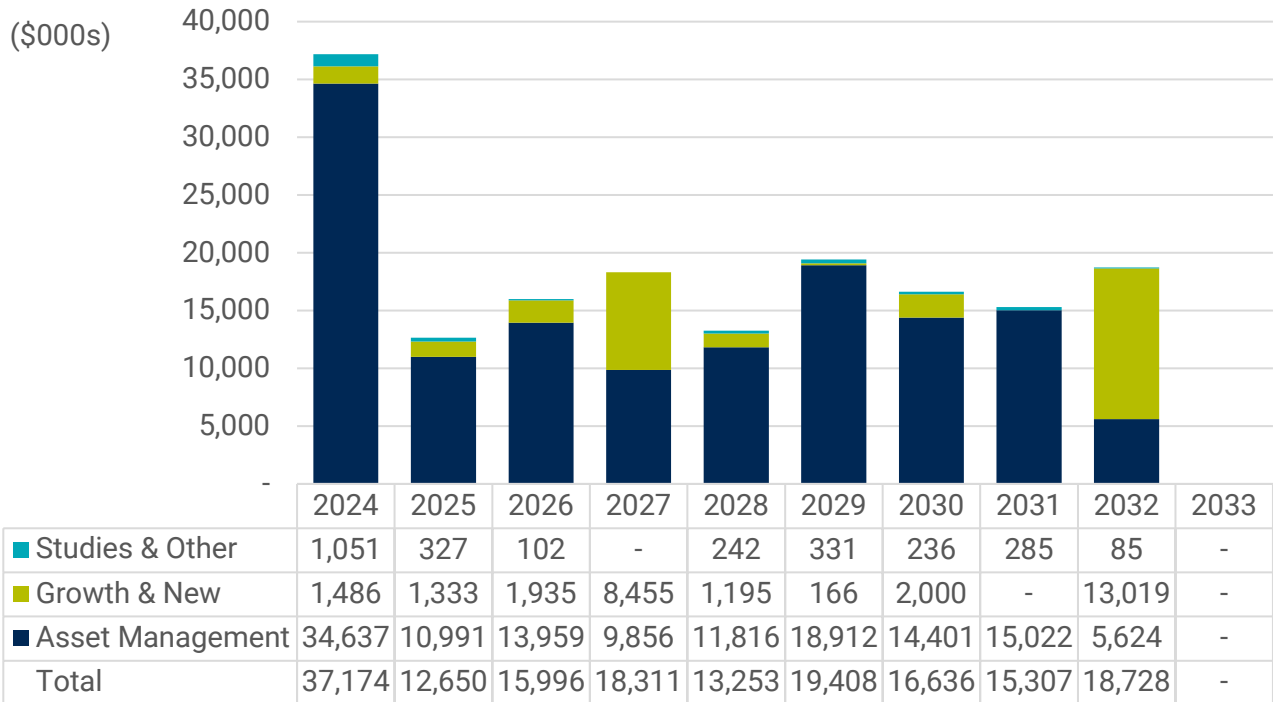
\* Includes all active project budgets, adjustments to project budgets and new budget commitments

## 10-year capital plan

The 10-year capital plan includes \$167.5 million in capital projects. The 10-year plan will invest \$135.2 million in asset management. This represents 81 percent of the 10-year plan. Most of the planned spending in 2024 is to support infrastructure asset management including roads and underground water, wastewater and storm sewer assets.

Currently the 10-year capital plan does not include any projects in the final year. The 2025 budget will revisit the plan in further detail and be informed by the next phase of the asset management plan and the recently completed roads condition assessment.

## 10-year capital plan



## Capital Program

The 2024 Capital Budget includes capital program approvals for roads and storm sewer asset management capital projects. These programs provide the Town the flexibility to move funding between projects while not exceeding the Capital Budget Authority for the capital program and the planned 2024 capital cash flow. The detailed list of projects in the program are included in Tab 16 – Asset Management Capital.

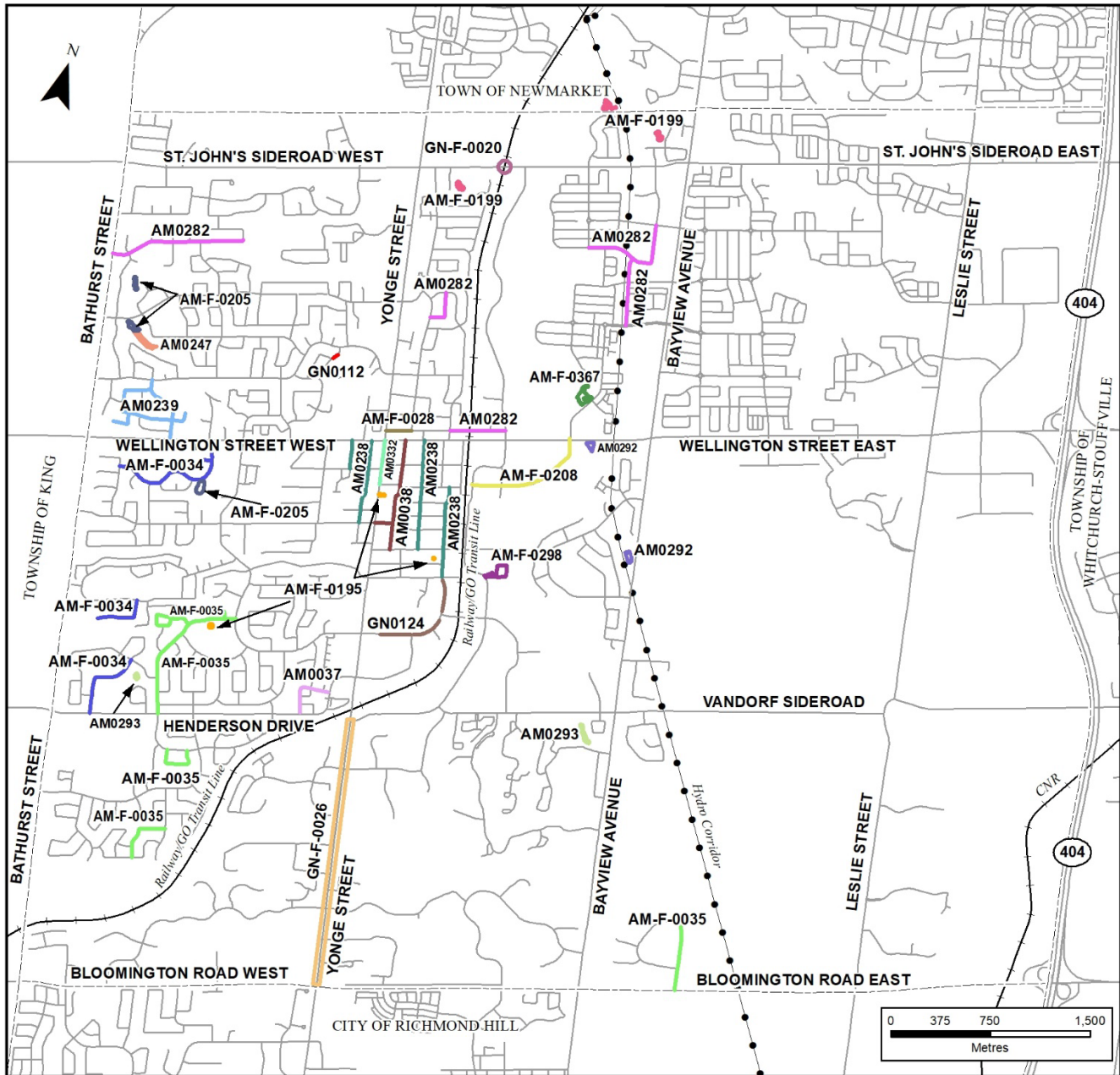
## Key capital initiatives

The capital plan for Planning and Development Services supports infrastructure, transportation, policy, and economic development through planned strategic capital projects. The 2024 budget includes the following key projects to support these initiatives:

### 10-year road reconstruction and rehabilitation program

The 10-year road reconstruction and rehabilitation program is based on a comprehensive asset management plan that ensures the Town's desired road and related asset levels of services are maintained. This program includes reconstruction or rehabilitation projects in each year of the plan. The location of the projects is included on the map on the previous page.

# Map of projects with 2024 Capital Budget Authority



## 2024 CAPITAL PROJECTS MAP

### Project Number, Description

- AM-F-0028, Full Reconstruction - Centre St - Yonge - Spruce St
- AM-F-0034, M & O - Marsh Harbour, McClenny, Timpon, Dinsmore
- AM-F-0035, M & O - Beatty, Babcock, Seaton, Teasdale, Simmons, Sandfield
- AM-F-0195, Maintenance Holes In Streams Erosion Protection Works
- AM-F-0199, Sediment Removal And Remediation - Ponds NC2, NC12, NC13
- AM-F-0205, Remediation Of SW Management Ponds NW2, NW7, WC2
- AM-F-0208, Watermain Rehabilitation - Mary St
- AM-F-0298, Parking Lot Rehabilitation - Department Of Defence
- AM-F-0367, South Town Hall Parking Lot Rehabilitation
- AM0037, Poplar Reconstruction
- AM0038, Road Resurfacing - Gurnett, Kennedy, Victoria
- AM0238, Full Reconstruction - Mills, Wells, Edwards, Temperance
- AM0239, Full Reconstruction - Marksbury, Gilbank, Lacey, McLeod
- AM0247, Delayne Drive Channel Rehabilitation
- AM0282, M & O - Avondale, Centre, Earl Stewart, McMaster, Heathwood Heights
- AM0292, Sediment Removal And Remediation - Ponds C1 And C4
- AM0293, Sediment Removal And Remediation - Ponds SC2 And WC5
- AM0332, Yonge Street Sanitary Sewer Rehabilitation & Streetscape Detailed Design
- GN-F-0020, Train Whistle Cessation At St. John's Sdrd Grade C
- GN-F-0026, Sidewalk - Yonge St - Bloomington To Go Bridge Both Side
- GN0112, Construction Of A Layby Lane On Tecumseh
- GN0124, Sidewalk - Edward/ 100M E Of Yonge-Dunning



## Creek rehabilitation and flood control program

Planning and Development Services also manage the capital projects that support creek management and flood control in the Town. These projects are informed by the Stream Management Master Plan and Flood Relief Study. This master plan identifies the areas of concern and a range of opportunities to address them directly through broader watershed management strategies.

## Town of Aurora – Stormwater Management Inspection, Maintenance and Prioritization Services

The Town has partnered with Lake Simcoe Region Conservation Authority to deliver professional services for inspection and maintenance prioritization of the conventional stormwater management features and Low Impact Development controls. The Town's Operational Services department is leading these efforts interconnected with Engineering, Asset Management and the Town's graphical information system (GIS). Engineering will be leading several capital projects, included in the 10-Year Capital Plan, to address the maintenance and rehabilitation of stormwater management ponds.

## Town-wide parking lot study

As part of the Town's proactive approach to managing its infrastructure assets, the Town is looking at maintaining its parking lot inventory. Well managed infrastructure fosters prosperity, growth, and quality of life for a community's residents, businesses, and visitors. Engineering staff assessed the existing Town's parking lot inventory and looked at opportunities for improvements as recommended by the Lake Simcoe Region Conservation Authority Parking Lot Design Guidelines to Promote Salt Reduction, AODA Design Guidelines and Facility Accessibility Design Guidelines, Engineering Design Guidelines, Comprehensive Zoning By-law, Comprehensive Stormwater Management Master Plan, Community Energy Plan and EV Chargers Policy. Several capital projects related to the reconstruction and rehabilitation of parking lots were included in the 10-Year Capital Plan based on the recommendations of the study.

## Economic Development Strategic Action Plan

The next generation of the Economic Development Strategy will take the form of a strategic action plan that outlines specific initiatives that supports the new Official Plan, the Aurora Promenade, downtown revitalization, and business retention and expansion. Developed in partnership with the Aurora Economic Development Corporation, the updated strategy will provide direction and guide the Economic Development section's activities through 2030.

## Promenade Streetscape Design

The Aurora Promenade Design Guidelines and Streetscape Plan were originally developed in 2013. In 2021, Planning and Development Services and Operational Services staff began the process of updating the plan to incorporate the additions and changes to the Official Plan, the Aurora Promenade Secondary Plan, accessibility requirements, Green Development Standards,

downtown revitalization efforts, and consultation regarding the Community Improvement Plan (CIP) update. A proposed capital project has combined related projects to begin with a detailed design of the area.

## Progress on departmental objectives

These objectives were established through the annual budget process. The following provides a status update on the progress of completing the objectives and identifies new initiatives.

### New objectives

#### Water and Wastewater Master Plan

The Water and Wastewater Master Plan will provide a long-term strategy for water and wastewater servicing for the Town's current and future populations. The study will identify specific areas that need rehabilitation and/or expansion and identify existing capacity constraints to ensure optimal performance of the Town's water and wastewater systems.

#### Promenade Streetscape Detailed Design

A Streetscape Needs Assessment was undertaken by staff to develop a conceptual implementation plan that focused on improvements in the Promenade area on Yonge Street between Wellington Street and Church Street. This assessment was approved by Council in 2021. The next step in this process is the detailed design of this improvement plan that includes streetlight, sidewalk and crosswalk upgrades, landscaping and improved signage. The detailed design process will also include the rehabilitation of a 1932 clay sewer underneath Yonge Street.

#### Zero-Parking Strategy

An upcoming zoning strategy is the implementation of a zero-parking standard in areas of the Promenade and Major Transit Station Area. By eliminating the traditional requirement for a minimum number of parking spaces in new developments, the new proposed developments are encouraged to use alternative transportation methods and reduces traffic and increase the neighbourhood vibrancy. This innovative approach not only promotes sustainability but also fosters a more pedestrian-friendly environment, enhancing the overall quality of life for residents and visitors alike. It reflects a forward-thinking vision for urban development that prioritizes accessibility, community interaction, and reduced dependence on personal vehicles.

#### Pre-Zoning

Engaging in pre-zoning of lands situated along key thoroughfares and within Major Transit Station Areas plays a pivotal role in streamlining the development process for residential units. By proactively establishing clear zoning regulations in these strategic locations, municipalities can create a more efficient and predictable framework for developers. This not only expedites the approval process but also ensures that new residential units are closely aligned with transit options, fostering accessibility and reducing the need for personal vehicles. Consequently, pre-zoning in these areas encourages a smoother and more responsive approach to housing development, ultimately contributing to the growth of vibrant, transit-oriented communities that benefit both residents and the broader urban landscape.

## Completed Objectives

### Pavement Condition Assessment

Capital planning for road rehabilitation is primarily managed through data-driven pavement condition assessment and modelling. The Town performs a quantitative condition assessment on its road network every four years. The condition of pavement is measured by the Pavement Quality Index (PQI) and knowing and tracking the PQI allows the Town to assess how its road network is deteriorating over time and allows for the planning of what type of intervention is required and when. In 2022, the Town undertook a condition assessment of its road inventory. This information will be used to update its 10-year capital plan for roads rehabilitation.

### Digitized and enhance the planning application process through Cityview

Working through planning applications with IT to help better organize application status. A new interactive mapping tool was launched to provide development application information online.

[Planning Application Status Map](#)

### Registrar of Properties of Cultural Heritage Value or Interest Review

Development Planning staff initiated a review of the Town's Registrar of Properties of Cultural Value or Interest. A consultant was selected to consolidate the existing list and to provide evaluations of properties to assist staff in making informed decisions as it relates to legislated municipal processes under the Ontario Heritage Act. The project was completed in June 2022.

### Implementation of transitioning to a paperless operating environment for Building Code plan examination through the purchase of Cityview Portal software

Phase 2 has been completed by implementing CityView portal for online submission of applications and payment of building permit fees. The portal is now live and the Town has been receiving applications through the portal.

## Objectives in progress

### Energy Conservation and Demand Management Plan Update

The Energy Conservation and Demand Management Plan (ECDMP) provides a roadmap for corporate energy and carbon management at the Town of Aurora over a five-year period. The ECDMP attributes most of its focus on energy use and greenhouse gas emissions at Town-owned facilities, and addresses other sources of emissions from Town operations, such as Town-owned fleet, water/wastewater facilities, and waste facilities. To reach its 2050 goals, the ECDMP identifies short- and long-term capital projects and strategies serving to support asset management plans and identify low-carbon measures to reduce emissions and promote energy efficiency across all Town-owned facilities. The Town is nearing the end of its 2019 ECDMP five-year cycle and is developing a renewal plan to address the Town's energy direction for the next five years. The ECDMP update is a provincial requirement that all municipalities must abide by, as per Ontario Regulation 25/23. The objective of the update is to build on the



successes of the previous plan through the incorporation of new energy conservation measures and strategies to help meet the Town's greenhouse gas emission reduction targets of 80 percent by 2050.

## Natural Capital Asset Management Plan

The Natural Capital Asset Management Plan (NCAMP) captures natural, enhanced and engineered assets that include stormwater infrastructure, wetlands, urban trees and parks, bioswales, urban forests and water courses. When complete the NCAMP will provide best practices to enhance and protect the Town's natural capital assets, maximize their useful life, promote opportunities for green initiatives, identify assets that are most at risk in the Town's inventory, and meet the requirements of Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure.

## Economic Development mandate

The Economic Development Strategic Plan identified 30 actions as part of the implementation matrix, with 80 percent completed/started/ongoing, and 20 percent planned to start in 2023. One of the actions was working with the Aurora Economic Development Corporation (AEDC) to continue the economic development campaign/brand "Emerging Aurora" to highlight and build awareness of the many businesses and entrepreneurs in Town. Emerging Aurora was front and centre at the 2022 and 2023 Collision Conferences in Toronto with York Region. In 2023, the AEDC launched the process to update the strategic plan and identify new initiatives and action items to launch in 2024.

## [Business and Development - Town of Aurora](#)

Implement succession planning and training; new technologies drive changes to the Ontario Building Code which requires the Town to continue providing proper training to Building staff

Building Inspectors continue to upgrade their Building Code qualifications to large and complex buildings. Courses have been taken through the Ontario Building Officials Association. Inspectors will be taking the examinations for qualifications in that category of Building in 2023. As part of the division's succession plan, the Zoning Plan Examiner is reviewing building permit applications for small projects and will be upgrading their qualifications under the large buildings category.

## Official Plan Review

The Draft Official Plan and Draft Promenade/MTSA Secondary plan were released in summer 2022 for public review and comment. Staff and the consultant team will be preparing for a public open house in the fall prior to preparing a revised draft of the Official Plan. Project completion is scheduled for mid 2024.

## Community Improvement Plan (CIP) update

Staff received Council approval to proceed with an update to the Community Improvement Plan. Community consultation was conducted and currently staff are reviewing the feedback, best practices, and business case analysis. Intent is to follow the Official Plan's approval and seek adoption of the updated CIP in late 2024.

## **Abandoned objectives**

None