



General Committee Meeting Agenda

**Tuesday, October 1, 2019
7 p.m.**

**Council Chambers
Aurora Town Hall**



**Town of Aurora
General Committee
Meeting Agenda**

Tuesday, October 1, 2019
7 p.m., Council Chambers

Councillor Kim in the Chair

- 1. Approval of the Agenda**
- 2. Declarations of Pecuniary Interest and General Nature Thereof**
- 3. Community Presentations**
- 4. Delegations**
- 5. Consent Agenda**
- 6. Advisory Committee Meeting Minutes**

Recommended:

That the following Advisory Committee Meeting Minutes item, A1, be received:

- A1. Accessibility Advisory Committee Meeting Minutes of September 4, 2019**

Recommended:

1. That the Accessibility Advisory Committee meeting minutes of September 4, 2019, be received for information.

7. Consideration of Items Requiring Discussion (Regular Agenda)

R1. CS19-024 – Delegation to Staff of Certain Powers, Duties and Functions

Recommended:

1. That Report No. CS19-024 be received; and
2. That a by-law that delegates powers, duties and functions to staff be enacted.

R2. FS19-028 – 2020 to 2022 Fees and Charges Update

Recommended:

1. That Report No. FS19-028 be received; and
2. That a by-law be enacted to set the 2020, 2021 and 2022 Fees and Charges for applications, permits, use of Town property, the sale of documents and for the prescribed service charges for administrative matters as itemized on the attached schedules.

R3. FS19-029 – Prudent Investor Standard for Multiple Investments

Recommended:

1. That Report No. FS19-029 be received; and
2. That staff undertake further due diligence to determine the best approach to move to the prudent investor standard and report back to Council with a final recommendation.

R4. OPS19-021 – Backflow Prevention Bylaw and Request for Budget to Install Backflow Preventers

Recommended:

1. That Report No. OPS19-021 be received; and
2. That a by-law to repeal and replace By-law No. 5645-14 – Being a by-law to regulate cross connections and backflow prevention in private plumbing systems – be enacted at a future Council meeting; and

3. That Capital Project No. 43057 – Installation of Backflow Prevention Meters in Town Facilities be approved; and
4. That a total budget of \$125,000 be approved for Capital Project No. 43057 to be funded from the Water Reserve.

R5. OPS19-022 – Award of Sole Source Contract to Wamco Municipal Products Inc.

Recommended:

1. That Report No. OPS19-022 be received; and
2. That a sole source contract in the amount of \$750,000, excluding taxes, be approved for the supply of water meters from Wamco Municipal Products Inc. for a five (5) year period; and
3. That Director of Operations be authorized to renew the contract, at the same rate, for three (3) additional one (1)-year terms, pending an annual analysis and performance review by the Director.

R6. PDS19-053 – Approval of Capital Project No. 81016 – Aurora Promenade Streetscape Design & Implementation

Recommended:

1. That Report No. PDS19-053 be received; and
2. That this report satisfies Council's conditional budget approval for Capital Project No.81016 – Aurora Promenade Streetscape Design & Implementation in the amount of \$470,000.

R7. PDS19-084 – Proposed Amendments to the Town's Parking By-law for Industry Street and Catherine Avenue

Recommended:

1. That Report No. PDS19-084 be received; and
2. That a by-law to amend Parking By-law No. 4574-04.T be enacted to:

- (a) Prohibit parking at any time on the west side of Industry Street from Mary Street to the south limit of Industry Street; and
- (b) Prohibit parking at any time on the north side of Catherine Avenue from Spruce Street to Walton Drive.

R8. PDS19-090 – The State of Maturity Report

Recommended:

- 1. That Report No. PDS19-090 be received for information.

8. Notices of Motion

(a) Mayor Mrakas

Re: The Never Forgotten National Memorial

9. New Business

10. Closed Session

11. Adjournment



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

Date: Wednesday, September 4, 2019
Time and Location: 7 p.m., Holland Room, Aurora Town Hall
Committee Members: John Lenchak (Chair), Hailey Reiss (Vice Chair), Matthew Abas, Max Le Moine, Jo-anne Spitzer, Councillor Rachel Gilliland
Members Absent: Gordon Barnes
Other Attendees: Mat Zawada, Accessibility Advisor, Linda Bottos, Council/Committee Coordinator

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

1. Approval of the Agenda

**Moved by Councillor Gilliland
Seconded by Jo-anne Spitzer**

That the agenda as circulated by Legislative Services be approved.

Carried

2. Declarations of Pecuniary Interest and General Nature Thereof

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50.*

3. Receipt of the Minutes

Accessibility Advisory Committee Meeting Minutes of June 5, 2019

Accessibility Advisory Committee Meeting Minutes
Wednesday, September 4, 2019

Page 2 of 5

**Moved by Jo-anne Spitzer
Seconded by Max Le Moine**

That the Accessibility Advisory Committee meeting minutes of June 5, 2019, be received for information.

Carried

4. Delegations

None

5. Matters for Consideration

1. Memorandum from Planner

**Re: Application for Site Plan Amendment (Minor)
Piramal Healthcare, 110 Industrial Parkway North, Plan 246, Pt Lot
103, Plan 65R4062, Part 3 and 4, File Number: SP-2019-05**

Staff provided an overview of the application, and the Committee reviewed the site plan and discussed the accessibility standards to be considered as part of the site plan application.

**Moved by Hailey Reiss
Seconded by Max Le Moine**

1. That the memorandum regarding Application for Site Plan Amendment (Minor), Piramal Healthcare, 110 Industrial Parkway North, Plan 246, Pt Lot 103, Plan 65R4062, Part 3 and 4, File Number: SP-2019-05, be received; and
2. That the following Accessibility Advisory Committee comments regarding the Application for Site Plan Amendment (Minor) be considered by staff:
 - (a) Request to view a more detailed site plan outlining the location and number of current barrier-free parking spaces to identify whether the new lot requires any additional spaces; and
 - (b) Request that tactile indicators be installed at the stairway for the new building; and

Accessibility Advisory Committee Meeting Minutes
Wednesday, September 4, 2019

Page 3 of 5

- (c) Request that a barrier-free path of travel be added to delineate a pathway from the new parking lot to the new building; and
- (d) Request that automatic door openers be installed for all public access locations in the new building, including proper timed door delays.

Carried

**2. Memorandum from Accessibility Advisor
Re: Ban of Single-Use Plastic Straws**

Staff gave an overview of the memorandum, noting the staff recommendation that an “offer first” policy be implemented for plastic straws at Town facilities pending the implementation of any federal and provincial legislation. The Committee discussed various options and approaches to banning plastics and expressed support for the “offer first” policy in the short term. The Committee recommended that the policy be reviewed regularly to keep the organization up-to-date with regulations, technology, and industry best practices.

**Moved by Hailey Reiss
Seconded by Councillor Gilliland**

1. That the memorandum regarding Ban of Single-Use Plastic Straws be received; and
2. That the Accessibility Advisory Committee supports the implementation of an “offer first” policy for single-use plastic straws at Town facilities.

Carried

**3. Round Table Discussion
Re: Town of Aurora Accessibility Plan 2018 to 2024**

The Committee discussed various issues and made suggestions to include:

- (a) automatic door openers to the men’s and women’s change rooms (next to family change room) at Aurora Family Leisure Complex (AFLC); and
- (b) adult change tables in washrooms for both SARC and AFLC; and
- (c) automatic door openers to pool from change rooms at AFLC.

Accessibility Advisory Committee Meeting Minutes
Wednesday, September 4, 2019

Page 4 of 5

The Committee further suggested that a sensory break room or space be made available at Town events, where Town facilities are available nearby, to provide relief for children and adults that may need a sensory break in order to continue enjoying an event.

**Moved by Councillor Gilliland
Seconded by Jo-anne Spitzer**

1. That the comments and suggestions regarding the Town of Aurora Accessibility Plan 2018 to 2024 be received and referred to staff for consideration and action as appropriate.

Carried

6. Informational Items

4. Memorandum from Senior Policy Planner

Re: Library Square – Preferred Church Street Design Options

Staff provided a brief overview of the memorandum and benefits of Design Option 2B including the addition of three on-street barrier-free parking spaces.

**Moved by Councillor Gilliland
Seconded by Matthew Abas**

1. That the memorandum regarding Library Square – Preferred Church Street Design Options be received for information.

Carried

5. Memorandum from Accessibility Advisor

Re: Accessibility Advisory Committee Input and Comments for Site Plan Applications

Staff gave a brief overview of the memorandum and comments provided on behalf of the Committee regarding five site plan applications. The Committee requested that the applications from L&B Aurora Inc. (File ZBA-2019-01) and Smart Centres-Whitwell Developments Ltd. (File SP-2019-04) be included on the next meeting agenda for Committee review and comment.

Accessibility Advisory Committee Meeting Minutes
Wednesday, September 4, 2019

Page 5 of 5

Moved by Max Le Moine

Seconded by Matthew Abas

1. That the memorandum regarding Accessibility Advisory Committee Input and Comments for Site Plan Applications be received for information.

Carried

**6. Memorandum from Deputy Town Clerk
Re: Advisory Committee Chair Rotation**

Staff provided a brief overview of the memorandum and changes to the Town's Policy for Ad Hoc/Advisory Committees and Local Boards respecting the Chair/Vice Chair rotation process.

Moved by Jo-anne Spitzer

Seconded by Matthew Abas

1. That the memorandum regarding Advisory Committee Chair Rotation be received for information.

Carried

7. Adjournment

Moved by Councillor Gilliland

Seconded by Hailey Reiss

That the meeting be adjourned at 8:12 p.m.

Carried



**Town of Aurora
General Committee Report No. CS19-024**

Subject: Delegation to Staff of Certain Powers, Duties and Functions
Prepared by: Patricia De Sario, Town Solicitor
Department: Corporate Services
Date: October 1, 2019

Recommendation

- 1. That Report No. CS19-024 be received; and**
- 2. That a by-law that delegates powers, duties and functions to staff be enacted.**

Executive Summary

Section 270 of the *Municipal Act, 2001*, as amended, requires municipalities to adopt and maintain certain policies, including those dealing with delegation of powers. The purpose of this report is to update and define the delegation policies and procedures that were approved by Council in 2007 and to consolidate and identify specific delegations in the form of a by-law. The use of a by-law in lieu of a policy is to align this policy with other required policies that have been approved in the form of a by-law.

- A delegated authority by-law will easily identify the powers and authority given to staff, thereby providing greater accountability and transparency
- Delegating authority to staff on various other matters allows for efficiencies and enhanced customer service

Background

Section 270 of the *Municipal Act, 2001*, as amended (the "Act"), requires municipalities to adopt and maintain certain policies, including those dealing with the delegation of powers. Section 23.1 of the Act provides the parameters for the delegation. In general, Council may delegate administrative powers (i.e. matters required for the management of the corporation that do not involve discretionary decision-making). In addition, Council may delegate legislative and quasi-judicial powers (i.e. setting policies or exercising decision-making authority, such as approving certain applications) only if they are minor in nature.

On December 11, 2007, Council adopted a Delegation Policy that provided general guidance to Council in delegating powers, duties or functions to staff. In summary, the policy states that all delegations of powers are to be effected by by-law, a power that is delegated to a specific staff member may not be further delegated, unless someone is acting in the capacity of that staff member or unless further delegation is expressly permitted and powers that are minor in nature may be delegated and be subject to certain terms and restrictions.

As a result of the Delegation Policy, over the years, Council has delegated specific powers, duties and functions to staff on a case-by-case basis. The powers and duties are minor or administrative in nature or implement a previous Council decision without the need to bring a report or by-law to Council.

Staff recommend that Council enact a by-law to update and define the delegation policies and procedures and to consolidate and identify specific delegations in the form of a by-law. The proposed delegation by-law will include the requirements set out in the Delegation Policy and therefore, the Delegation Policy will be repealed if Council enacts the proposed delegation by-law.

Analysis

A delegated authority by-law that easily identifies the powers and authority given to staff will provide greater accountability and transparency.

Over the past several years, Council has delegated its authority and power to staff for various reasons, such as signing agreements, issuing permits and licences, and approving minor site plan applications. These delegated powers and duties are found sporadically in various Council resolutions, by-laws and policies. This has made it administratively difficult to track which authority has been granted to staff. Further, a consolidated by-law is a common practice amongst municipalities to ensure greater accountability and transparency. Therefore, staff is recommending that the current delegated powers and duties be consolidated into one by-law.

Delegating authority to staff on various other matters allows for efficiencies and enhanced customer service.

There are powers and duties that may be delegated to staff in order to provide efficiencies and enhance customer service. Attached are charts that outline the powers, duties and functions that staff are proposing be delegated. The existing delegations

refer to the by-law, resolution or policy that initiated the delegation. New delegations are shaded.

An example of a power, duty or function that staff is recommending be delegated is the power to enter into and execute agreements provided that the subject matter of the agreement is to implement a Council decision. Currently, the authority to sign agreements is recommended in a staff report (i.e. That the Mayor and Clerk be authorized to execute any and all agreements, documents and ancillary agreements required to give effect to the decision). If Council approves the proposed delegation by-law, this recommendation would no longer be necessary in the report. It is important to have this delegation because at times, as staff work to implement Council's decision, they may want to enter into an agreement that was not anticipated at the time of the writing of the report. Having this delegated authority would provide flexibility to staff to enter into such agreements without the need to go back to Council. Where necessary and to ensure compliance with delegation policy and the *Municipal Act*, the chart includes restrictions and requirements in order for this authority to apply.

As other matters may arise, staff may continue to bring forward for consideration any additional authority that will improve workflow and customer service delivery. If these further delegations are approved by Council, the Town Clerk will add them to the delegation by-law, if enacted by Council.

Advisory Committee Review

None.

Legal Considerations

Section 270 of the Act requires municipalities to adopt and maintain a policy in regard to the delegation of powers. Section 23.1 of the Act provides the parameters for the delegation and outlines what powers may not be specifically delegated. The proposed delegation by-law would comply with the requirements set out in the Act.

Financial Implications

None.

Communications Considerations

This report will be posted to the Town website and included in Council Highlights to ensure the community is aware of the changes.

Link to Strategic Plan

Promoting service accountability, excellence and innovation.

Alternative(s) to the Recommendation

1. That Report No. CS19-024 be received only.
2. That various powers and authorities, as directed by Council, not be delegated.

Conclusions

Council has delegated certain authority and power to staff in various policies, by-laws and resolutions. This report recommends that these authorities and powers be consolidated into one by-law. In addition, staff recommend that other powers and authorities be delegated in order to provide greater efficiencies and enhance customer service.

Attachments

Attachment 1 – Delegation Policy 2007

Attachment 2 – General Delegations

Attachment 3 – Development Related Matters

Attachment 4 – Financial Matters

Attachment 5 – Permits and Licences

Attachment 6 – Real Property

Attachment 7 – Legal Matters

October 1, 2019

Page 5 of 5

Report No. CS19-024

Previous Reports

ADM07-016 – Amendments to the Municipal Act, 2001 – Delegation Policy dated December 4, 2007

Pre-submission Review

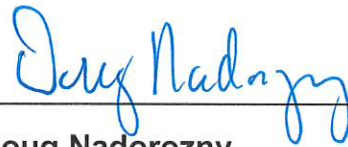
Agenda Management Team review on September 19, 2019

Departmental Approval



**Techa Van Leeuwen
Director
Corporate Services**

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**

Attachment 1

Delegation Policy 2007

I. Purpose/Application

The *Municipal Act, 2001* (the Act) requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority. The purpose of this policy is to set out the scope of the powers and duties which Council may delegate within its legislative and administrative authority and to establish principles governing such delegation. This policy has been developed in accordance with the Act in order to comply with its other applicable sections, including section 270. This policy applies to all committees of Council, departments and staff.

II. Definition(s):

- i) Legislative Powers** - Includes all matters where council acts in a legislative or quasi judicial function including enacting by-laws, setting policies, and exercising decision making authority.
- ii) Administrative Powers** - Includes all matters required for the management of the corporation which do not involve discretionary decision making.

III. Policy Statement

The Council of the Town, as a duly elected municipal government is directly accountable to its constituents for its legislative decision making, policies, and administrative functions. Council's decisions are generally expressed by by-law or resolution of Council carried by a majority vote. The efficient management of the municipal corporation and the need to respond to issues in a timely fashion require Council to entrust certain powers and duties to committees and staff while concurrently maintaining accountability, which can be effectively accomplished through the delegation of legislative and administrative functions. Council authority will be delegated within the context set out in the Act and will respect the applicable restrictions outlined in the Act.

IV. Policy Requirements

1. All delegations of Council powers, duties or functions shall be effected by bylaw.

2. Unless a power, duty, or function of Council has been expressly delegated by bylaw, all of the powers, duties and functions of Council remain with Council.
3. A delegation of a power, duty or function under any bylaw to any member of staff includes a delegation to a person who is appointed by the CAO or selected from time to time by the delegate to act in the capacity of the delegate in the delegate's absence.
4. Subject to section 3, a person to whom a power, duty or function has been delegated by bylaw has no authority to further delegate to another person any power, duty or function that has been delegated, unless such sub-delegation is expressly permitted.
5. Legislative matters may be delegated by Council where they are minor in nature or where Council has explicitly provided for the terms and conditions under which the powers shall be exercised, and must take into account the limitations set out in the Act.
6. "Small" Administrative Matters may generally be delegated to staff subject to the conditions set out in the delegation and in this policy, and must take into account the limitations set out in the Act.

In exercising any delegated power, the delegate shall ensure the following:

- Any expenditure related to the matter shall have been provided for in the current year's budget or authorized by the Purchasing and Procurement By-law.
- The scope of the delegated authority shall not be exceeded by the delegate.
- Where required by the specific delegated authority, reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and this policy.
- All policies regarding insurance and risk management shall be complied with when applicable.
- Delegates shall ensure the consistent and equitable application of council policies and guidelines

V. Specific Delegations to Staff

The following list is comprised of examples of Council powers, duties or functions that have already been delegated to staff by Council:

- The award of contracts through the RFQ, RFP or tender process for services or goods that have a value of \$50,000.00 or less; (Purchasing and Procurement By-law);

- The issuance of pool enclosure permits (fence by-law);
- The issuance of business licenses, unless restrictions are imposed on the license (licensing by-law);
- The issuance of pet licenses (animal control by-law);
- The temporary waiving of parking restrictions for special events (parking by-law);
- The issuance of sign exemptions (temporary sign by-law);
- The granting of certain noise exemptions (noise by-law);
- The power to temporarily close roads (temporary road closure by-law);
- The granting and release of minor easements (Administrative Procedure No. 55 - Real Estate Sales, Purchases and Leases);
- The issuance of fill permits (for up to 1000 cubic metres of fill); (fill by-law); and
- The issuance of topsoil permits (topsoil removal by-law).

Attachment 2

General Delegations

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
1	Exercise general control and management of the affairs of the Town for the purpose of ensuring its efficient and effective operation and execute Agreements related thereto	CAO	Municipal Act (s. 229)	In accordance with s. 229 of the Municipal Act and Job Description No. S221 Agreement to be in a form approved by the Town Solicitor
2	Develop, approve and implement administrative policies, procedures and practices in the exercise of authority under section 229 of the Municipal Act	CAO	Municipal Act (s. 229)	

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
3	Execute general operating Agreements and Agreements required by law	Department Head, or as further delegated by the Department Head		<p>Power to delegate further must be in accordance with staff spending authorization limits</p> <p>Includes Agreements:</p> <ul style="list-style-type: none"> • relating to the standard operations of the Department; • to carry out works within the scope of Council-approved projects; • or required under provincial or federal legislation. <p>Agreement must not:</p> <ul style="list-style-type: none"> • be related to acquisition or disposition of real property; • be related to a matter to which the Procurement By-law applies; or • impose financial or claim risks on the Town <p>Agreement to be in a form approved by the Town Solicitor</p>
4	Execute Agreements required to implement a Council approved decision, plan or program	Department Head, or as further delegated by the Department Head		<p>Power to delegate further must be in accordance with staff spending authorization limits</p> <p>Council approval must be by Council resolution, by-law or policy</p> <p>The exercise of authority must be within limits of an approved decision, plan or program</p> <p>Agreement to be in a form approved by the Town Solicitor</p>

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
5	Execute Agreements with other government bodies, public sector organizations or not-for-profit organizations	Department Head, or as further delegated by the Department Head		<p>Agreement may be:</p> <ul style="list-style-type: none"> • in relation to investigating joint projects or undertakings and sharing in resources; • revenue generating or revenue-neutral; • assist with effective delivery of services; • in the best interests of the Town. <p>Partnership must not:</p> <ul style="list-style-type: none"> • be related to acquisition or disposition of real property; • be related to a matter to which the Procurement By-law applies; or • impose financial or claim risks on the Town. <p>Agreement to be in a form approved by the Town Solicitor</p>
6	Enter into Municipal Road Access agreements with utility companies	Department Head, Engineering Services Division		Agreement to be in a form as approved by the Town Solicitor
7	Full power, duty, and authority to act as the “head” in accordance with Municipal Freedom of Information and Protection of Privacy Act (“MFIPPA”), which powers and duties shall include processing requests for information, responding to inquiries, and conducting appeals on behalf of the Town pursuant to MFIPPA	Clerk	Appointment of Clerk (By-law No. 5969-17)	In accordance with requirements set out in MFIPPA

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
8	Authority to execute any such documents or ancillary agreements as the Clerk may deem necessary to conduct an election, notwithstanding any provisions of the Procurement By-law	Clerk	Appointment of Clerk (By-law No. 5969-17)	
9	Approve or deny Proclamations	Clerk	Proclamation Policy (By-law No. 5925-16)	To be exercised in accordance with Proclamation Policy
10	Approve the flying of flags at half-mast in commemoration of a period of official mourning and solemn occasions	Clerk	Flag Protocol & Flag Raising Policy – Policy No. 59 (By-law No. 5726-15)	To be exercised in accordance with the general principles of the Flag Protocol & Flag Raising Policy
11	Approve or deny any request to fly a Community Flag at a Town Facility	Clerk	Flag Protocol & Flag Raising Policy – Policy No. 59 (By-law No. 5726-15)	To be exercised in accordance with Flag Protocol & Flag Raising Policy
12	Establish protocols between the Town and the Central York Fire Services (CYFS) to facilitate the flying of flags at half-mast at CYFS Facilities during periods of official mourning or the commemoration of other solemn occasions	Clerk	Flag Protocol & Flag Raising Policy – Policy No. 59 (By-law No. 5726-15)	To be exercised in accordance with Flag Protocol & Flag Raising Policy
13	Declare an event to be of municipal significance	Clerk		To be exercised in accordance with Municipal Alcohol Policy – Policy No. 81

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
14	Amend the schedules of the by-law that appoints Municipal Enforcement Officers and Property Standards Officers (By-law No. 6055-18)	Clerk		At the request of the CBO or the Manager of By-law Services Prior to appointment, each candidate for appointment must hold the necessary legislated qualifications for the position to which they are to be appointed.
15	Amend the schedules of the by-law that appoints Municipal Enforcement Officers and Property Standards Officers (By-law No. 6055-18)	Clerk		At the request of the CBO or the Manager of By-law Services Prior to appointment, each candidate for appointment must hold the necessary legislated qualifications for the position to which they are to be appointed.
16	Amend delegation by-law where Council delegates further powers, duties or authorities	Clerk		Delegation must be by Council resolution, by-law or policy and in accordance with any restrictions set by Council or set out in the Council report
17	Waive, reduce, refund or otherwise vary fees or charges	Department Head	Fees and Charges By-law No. 6147-19	In accordance with the Policy CORP 16 - Fee Request Policy
18	Execute agreements with third parties in regard to private parking enforcement	Department Head, By-law Services	Report No. BBS11-007	To be exercised in accordance with Report No. BBS11-007
19	Declare a significant weather event	Department Head, Roads Division or as further delegated by the Department Head	Council Report OPS19-001 (By-law No. 6157-19)	To be exercised in accordance with Council Report OPS19-001 and minimum maintenance standards

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
20	Designate construction zones on highways in accordance with subsection 128(8.1) of the Highway Traffic Act	Department Head, Roads Division or Department Head, Engineering Services Division	Highway Traffic Act	To be conducted in accordance with the requirements of the Highway Traffic Act

Attachment 3

Development Related Matters

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
1	Approve site plans and drawings in the Stable Neighbourhood Study Area and execute Agreements related thereto	Department Head, Development Planning Services Division	Planning Act Site Plan Control By-law No. 6106-18	The exercise of power to be conducted in accordance with the requirements of Site Plan Control By-Law No. 6106-18
2	Approve, waive or amend approval of minor site plan applications and execute Agreements related thereto	Department Head, Development Planning Services Division	Planning Act Site Plan Control By-law No. 6106-18, as amended by By-law No. 6165-19	In accordance with the requirements of Site Plan Control By-Law No. 6106-18, as amended Minor site plan applications include proposed development within the Business Park zone and not abutting an arterial road or Highway 404
3	Execute Agreements arising out of a major site plan, subdivision or condominium application, including any Agreements imposed by conditions	Department Head, Development Planning Services Division		Council approved the application Agreements to be in a form approved by the Town Solicitor
4	Approve or refuse part-lot control applications	Department Head, Development Planning Services Division	Planning Act Procedure By-law No. 6068-18	Lots or blocks to be divided are part of an approved subdivision or condominium application
5	Approve and execute Agreements required as a condition of approval by the Committee of Adjustment	Department Head, Development Planning Services Division	Planning Act By-law No. 5440-13	Summary report required, on a semi-annual basis, to General Committee

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
6	Grant assumptions or provide final acceptance of subdivisions and condominiums	Department Head, Engineering Services Division or as further delegated by the Department Head	Planning Act Procedure By-law No. 6068-18	All applicable departments shall be notified of the request for final acceptance and assumption prior to providing acceptance and assumption. To be done in accordance with the terms of the Agreement.
7	Receive and issue notices of receipt for Heritage Permit Applications	Department Head	Ontario Heritage Act By-Law No. 5365-11	Applies to properties designated as a heritage property pursuant to Part IV of the Ontario Heritage Act or to properties located within a heritage conservation district(s) pursuant to Part V of the Ontario Heritage Act Minor alteration requests may be forwarded to the Heritage Advisory Committee for review
8	Approve or refuse Heritage Permit Applications relating to minor alterations to a property and execute related Agreements	Department Head	Ontario Heritage Act By-Law No. 5365-11	Applies to properties designated as a heritage property pursuant to Part IV of the Ontario Heritage Act or to properties located within a heritage conservation district(s) pursuant to Part V of the Ontario Heritage Act Does not apply to any alterations to a heritage attribute identified in the designation bylaw, whether considered minor or not Minor alterations include: <ul style="list-style-type: none"> • Replacement of siding • replacement of siding; • cleaning or re-pointing of masonry;

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
				<ul style="list-style-type: none"> • replacement of windows or doors; • replacement/removal of minor architectural building elements including, without limiting the generality of the foregoing, shutters, door trims/frames, window trims/frames, soffits, and fascias; • structural repairs to existing structures and structural elements including, without limiting the generality of the foregoing, porches, chimneys, roofs, and exterior walls; • repairs and replacement of non-heritage structures on the property which can be seen from the street including, without limiting the generality of the foregoing, fences, patios, gardens, sheds, and gazebos; and • installation, replacement, or removal of commercial signage. <p>All approvals or refusals must be reported to the Heritage Advisory Committee for information purposes.</p>
9	Approve the application for, and order the creation of, interpretive wood plaques for heritage properties as part of the Heritage	Department Head	By-Law No. 5365-11	None

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
	Advisory Committee education initiative and execute related Agreements			
10	Review, approve or reject applications for accepting and distributing salvage material as part of the Architectural Salvage Program	Department Head, or as further delegated by the Department Head	By-Law No. 5365-11, as amended by By-law No. 5634-14	<p>Where an application adheres to the Program Guidelines set out in the Guide to the Architectural Salvage Program and no fees are involved as part of the transfer of the salvage material.</p> <p>The exercise of power to be conducted in accordance with the Guideline to the Architectural Salvage Program.</p> <p>All approvals or refusals must be reported to the Heritage Advisory Committee.</p>
11	Negotiate and execute Heritage Easement Agreements	Department Head, or as further delegated by the Department Head		<p>Applies to properties designated as a heritage property pursuant to Part IV of the Ontario Heritage Act or to properties located within a heritage conservation district(s) pursuant to Part V of the Ontario Heritage Act</p> <p>Agreement to be in a form approved by the Town Solicitor</p>
12	Execute any agreements to implement an Ontario Municipal Board or Local Planning Appeal Tribunal decision	Department Head, Development Planning Services Division		Agreements to be in a form approved by the Town Solicitor
13	Allocate servicing to developments approved in accordance with an Ontario Municipal Board or Local Planning	Department Head, Policy Planning Services Division		Available capacity

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
	Appeal Tribunal decision			
14	Approve street names on an approved development application	Department Head, Development Planning Services Division		
15	Approve applications to remove holding symbols	Department Head, Development Planning Services Division		Conditions for lifting of holding symbol have been satisfied to satisfaction of the Department Head
16	Negotiate and execute conditional building permit agreements	Chief Building Official		To be exercised in accordance with the Building Code Act, 1992
17	Provide submissions to the Alcohol and Gaming Commission of Ontario in regard to proposed retail store authorization applications for cannabis stores located in Town	Manager, Economic Development	CS19-001 and CS19-004 Council Resolution dated January 21, 2019 (By-law No. 6145-19)	<p>Based upon the following matters of public interest:</p> <ul style="list-style-type: none"> • That private cannabis retail stores not be permitted within 150 metres from daycares, nurseries, parks, group homes or addiction and counselling facilities, the Aurora Community Centre, the Aurora Family Leisure Complex, the Stronach Aurora Recreation Complex, the Aurora Public Library and Town Hall and any other similar public gathering uses; and • That private cannabis retail stores not be permitted within 150 metres of each other

Attachment 4

Financial Matters

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
1	Administer, approve and renew, amend or terminate Town funding, financial incentive, compensation or subsidy and to execute any related Agreements	Treasurer or Department Head, or as further delegated by the Department Head	Examples of existing delegated authority includes: Sponsorship Policy CAO 19-001 Recreation and Cultural Grant John West Memorial, Leaders of Tomorrow Scholarship Award Community Improvement Grants	Must be related to an activity, program, construction, event or other expense Must be within approved budget To be exercised in accordance with any policy or Council report relating to the funding, including reporting requirements to Council Agreement to be in a form approved by the Town Solicitor
2	Apply for federal, provincial or regional compensation, funding or other forms of subsidy on behalf of the Town, to execute any Agreements in relation to such grants and manage any such funds	Treasurer or Department Head, or as further delegated by the Department Head	Council Report CFS11-013	Applications must be related to a Town program, operation, approved capital project or new capital initiatives for proposed projects or undertakings which have been the subject of Committee or Council reports in the 24 months prior to the application submission. Agreement to be in a form approved by the Town Solicitor

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
3	Execute Agreements relating to management and distribution of grant funds received by the Town at no cost to the Town	Treasurer	Council Report CS18-011 (6082-18)	Council approved funding through annual budget or Council resolution Agreement to be in a form approved by the Town Solicitor and in accordance with any conditions and requirements attached to the grant funds
4	Sign cheques issued by the Town upon the Town's general bank account	Treasurer AND either CAO; Town Solicitor; or Clerk; or Department Head	Signing cheques By-law No, 5858-16	If amount of cheque is less than \$50,000.00, then signature may be written or engraved, lithographed, printed or otherwise mechanically or electronically reproduced (cheques over \$50,000 must be signed manually)
5	Authorize, prior to transmission, electronic payments for the payment of vendors through the Accounts Payable system issued by the Town upon the Town's general bank account	Treasurer AND Either CAO; Town Solicitor; or Clerk; or Department Head	Signing cheques By-law No. 5858-16	None.
6	Pre-authorize documents for singular or recurring out-bound electronic payments by the Town upon the Town's general bank account	Treasurer AND Either CAO; Town Solicitor; or Clerk; or Department Head	Signing cheques By-law No. 5858-16	None.
7	Authorize, prior to transmission, all electronic payments for recurring payroll through the Town's payroll system issued by the	Either: Payroll Co-ordinator or Accounting Supervisor	Signing cheques By-law No. 5858-16	None.

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
	Town upon the Town's general bank account	AND Treasurer		
8	Open accounts and establish business relationships with banks or investment brokers for the purposes of purchasing, trading and holding financial investments, and to execute Agreements related to same	Treasurer	Signing cheques By-law No. 5858-16	Investment brokers or banks must be pre-approved in writing with the Town's lead bank
9	Purchase or sale of financial investments and all wire transfers of funds from the Town's general bank account	Financial Analyst OR Manager of Financial Planning – Deputy Treasurer AND Treasurer, or Manager of Accounting & Revenues – Deputy Treasurer; or Manager of Financial Planning – Deputy Treasurer (provided not first approver)	Signing cheques By-law No. 5858-16	Investment brokers or banks must be pre-approved in writing with the Town's lead bank Approved in writing and using the secured wire payments facility of the Town's bank
10	Purchase foreign currency payment instruments	Treasurer	Signing cheques By-law No. 5858-16	None.

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
11	Sign any Agreements related to minor payments from the Town's general bank account	Treasurer	Signing cheques By-law No. 5858-16	Transaction shall not exceed \$5000 Purpose of transaction is documented Payment may not be to any employee of the Financial Services Department
12	Execute Agreements related to conducting or facilitating daily financial transactions, including banking and related Agreements	Treasurer	Signing cheques By-law No. 5858-16	None.
13	Open bank accounts to the credit of the Town with the Town's approved bank	Treasurer	Signing cheques By-law No. 5858-16	A report to Council must be made within sixty (60) days of the opening of the account
14	Transfer funds between Town accounts to properly manage the Town's financial affairs	Treasurer	Signing cheques By-law No. 5858-16	None.
15	Initiate and file notices of tax or assessment appeals, including Requests for Reconsideration, to resolve, mediate, settle or withdraw any appeal for any property in Town with the Assessment Review Board and to attend before the Assessment Review Board on property tax or assessment matters as a party, whether filed by the Town or another person or entity.	Treasurer or delegated to Manager of Accounting and Revenues	Assessment Appeals By-law No. 4422-03.F	None.

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
16	Execute minutes of settlement arising out of any appeal at the Assessment Review Board.	Treasurer or Manager of Accounting and Revenues	Assessment Appeals By-law No. 4422-03.F	The minutes of settlement have to be, in the opinion of the Treasurer, in the best interests of the Town and in a form approved by the Town Solicitor.
17	Write off interest and penalties added to trade account receivable balances as a result of administrative errors	Treasurer or Manager of Accounting and Revenues		
18	Write off of uncollectible taxes in accordance with the provisions of section 354 of the Municipal Act	Treasurer or Manager of Accounting and Revenues	Tax Collection Policy No. FIN-08	In accordance with the provisions of section 354 of the Municipal Act
19	Prepare and administer appropriate write-off procedures and best practices relating to receivable accounts deemed uncollectable up to a maximum of \$10,000 per account	Treasurer or Manager of Accounting and Revenues		
20	Spend in advance of the approval of the annual budget	Treasurer		<p>Spending authority equivalent to six months of previous year's approved budget.</p> <p>No new expenditures, no enhancements or new spending is permitted prior to the approval of the new budget.</p>

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
21	Transfer funds and budget between Town Accounts, if required, to properly manage the Town's financial affairs	.Treasurer	Presently this is managed on a case by case basis through a report to council	
22	Make technical adjustments to the annual approved capital and operating budget based on business needs and good accounting practices	Treasurer	Presently this is managed on a case by case or lump sum basis through a quarterly report to council	
23	Establish new reserve funds as a result of the approved annual budget	Treasurer	Presently this is approved on a case by case basis through a report requesting a reserve bylaw amendment. All existing town reserves are governed by a single bylaw with the exception of the hydro fund reserves.	
24	Close any capital project deemed complete including the adjustment to project funding to return or draw from originating funding sources	Treasurer	Presently this is managed on a case by case or lump sum basis through a quarterly report to council	

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
25	Increase a capital project's approved budget and transfer funds between approved capital projects for this purpose	Treasurer		<p>Increase an approved capital project budget to a maximum of 10% of its original approved budget. A maximum of 10% of similar funding may be transferred from another existing approved capital project budget to another project.</p> <p>Amount of funding must be available within another approved capital project</p>
26	Discharge loan Agreements and mortgages registered on properties located within the Town	Treasurer		
27	Divide Town-owned land which is assessed in one block into two or more parcels or apportion unpaid taxes on land among parcels, including holding the required hearing under the Municipal Act	Treasurer or Manager of Accounting and Revenues		Within the limitations prescribed by s.356, Municipal Act
28	All powers and duties of the Treasurer with respect to the collection of taxes	Treasurer or Manager of Accounting and Revenues		Within the limitations prescribed in ss.357, 358, 359
29	Reduce, waive or cancel late payment charges, penalties and interest on overdue tax accounts	Treasurer or Manager of Accounting and Revenues		<p>Up to \$500.00 may be waived in the discretion of the Treasurer in support of customer service</p> <p>Where interest, penalties or charges result from inadvertent late payment for a period less than 14 days, the Treasurer may</p>

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
				waive, reduce or cancel charges without limitation
30	Exercise the powers of Treasurer under the Municipal Act	Treasurer	Municipal Act	In accordance with any requirements in the Municipal Act

Attachment 5

Permits and Authorizations

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
1	Approve, amend, refuse, execute or refund facility licenses, permits or Agreements for occupancy on a short term basis in recreational facilities or lands	Manager, Business Services, or as further delegated by the Manager	Municipal Act	Permits and Agreements are to be in a form approved by the Town Solicitor.
2	Grant, refuse or grant with conditions a Facility Permit for an event requiring a Special Occasion Permit	Department Head, Business Services Division, or as further delegated by Department Head	Municipal Alcohol Policy – Policy No. 81	To be exercised in accordance with Municipal Alcohol Policy – Policy No. 81
3	Issue or refuse pool enclosure permits	Chief Building Official	Fence By-law No. 4753-05.P	To be exercised in accordance with the requirements of the Fence By-law No. 4753-05.P
4	Issue or refuse fill permits for up to one-thousand cubic meters (1,000 m ³) of fill	Chief Building Official	Fill Control By-law No. 4751-05.P	To be exercised in accordance with the requirements of the Fill Control By-law No. 4751-05.P
5	Issue or refuse model home permits and to execute model home agreements	Chief Building Official	BA07-008 Council Resolution dated November 27, 2007	Issued in accordance with Model Home Policy 07-08
6	Cause a property to be repaired or demolished in accordance with a Property Standards Order	Department Head, By-law Services Division or as further delegated by the Department Head	Property Standards By-law No. 4044.09.P	To be exercised in accordance with the requirements of the Building Code Act and any relevant regulations
7	Issue, renew, impose conditions, cancel,	Department Head, By-law	Farmers Market and	Power and further delegation is to be

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
	revoke or decline to issue permits, and enter into Agreements for the Farmers Market and Artisan Fair	Services Division or as further delegated by the Department Head	Artisans Fair By-law No. 6092-18	exercised in accordance with the requirements of the Farmers Market and Artisans Fair By-law No. 6092-18
8	Issue, renew, impose conditions, cancel, revoke or decline to issue permits, and enter into Agreements for a sign	Department Head, By-law Services Division or as further delegated by the Department Head Or Chief Building official	Sign By-law No. 5840-16, as amended by By-law No. 6058-18	Power and further delegation is to be exercised in accordance with the requirements of the Sign By-law No. 5840-16, as amended by By-law No. 6058-18
9	Authorize sign variances	Chief Building Official	Sign By-law No. 5840-16, as amended by By-law No. 6058-18	To be exercised in accordance with the requirements of the Sign By-law No. 5840-16, as amended by By-law No. 6058-18
10	Issue, revoke, suspend and regulate business licences	Licensing Officer	Licensing By-law No. 5630-14	To be exercised in accordance with the requirements of the Licensing By-law No. 5630-14
11	Issue, renew, impose conditions, cancel, revoke or decline to issue permits, and enter into Agreements for pet tags	Department Head, By-law Services Division or as further delegated by the Department Head	Animal Services By-law No. 6197-19	Power and further delegation is to be exercised in accordance with the requirements of the Animal Services By-law No. 6197-19
12	Issue parking permits for spaces at Town Hall and Town Park	Manager, Customer Service	Council Report BBS15-017 (By-law No. 5794-15)	To be exercised in accordance with the requirements of Council Report BBS15-017

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
13	Temporarily waive parking restrictions for special events	Department Head, By-law Services Division or as delegated by the Department Head	BBS15-017 (By-law No. 5794-15)	To be exercised in accordance with the requirements of Council Report BBS15-017
14	Grant exemptions for section 3, 10 & 11 of Schedule B of the Noise By-law	Department Head, By-law Services Division or as delegated by the Department Head	Noise By-law No. 4787-06.P	To be exercised in accordance with the requirements of the Noise By-law No. 4787-06.P
15	Approve or deny a request to set off fireworks for special events other than Victoria Day and Canada Day	Department Head, By-law Services Division or as delegated by the Department Head	Council Report No. CS18-012 re: Fireworks By-law No. 5373-11	Proof of insurance required as approved by the Town Solicitor
16	Provide written authorization to the Fire Chief in regard to the issuance of a Display Fireworks Permit for an event	Department Head, By-law Services Division or as delegated by the Department Head	Fireworks By-law No. 5373-11, as amended by 6113-18	None
17	Temporarily close highways for social, recreational, athletic, community, or filming purposes or combination of such purposes	Clerk	Municipal Act By-law No. 4750-05.T	To be exercised in accordance with the requirements of By-law No. 4750-05.T
18	Temporarily close highways for the construction, repair, maintenance or improvement of such highway or portion thereof, or for any other cause deemed sufficient	Department Head, Roads Division or Department Head,	Municipal Act By-law No. 4750-05.T	To be exercised in accordance with the requirements of By-law No. 4750-05.T

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
		Engineering Services Division		
19	Issue, refuse, extend, suspend or revoke road excavation or road occupancy permits, including impose, alter or revoke conditions in the permit, give any associated notices and execute any related Agreements	Department Head, Roads Division, or as further delegated by Department Head	Excavation and Installation on Highways By-law No. 5733-15	To be exercised in accordance with the requirements of the Excavation and Installation on Highways By-law No. 5733-15
20	Issue or refuse topsoil permits	Department Head, Engineering Services Division	Topsoil Removal By-law No. 3399-92	To be exercised in accordance with the requirements of the Topsoil Removal By-law No. 3399-92
21	Approve or refuse sewer connections and disconnections to municipal sewage works	Department Head, Engineering Services Division, or as further delegated by the Department Head or Department Head, Water/Wastewater Division, or as further delegated by Department Head	Sewer Use By-law No. 5518-13	In accordance with the requirements of the Sewer Use By-law No. 5518-13
22	Execute Sewer Service Agreements relating to investigation of sewer blockages and to undertake corrective measures	Department Head, Water/Wastewater Division	Sewer Use By-law No. 5518-13	In accordance with the requirements of the Sewer Use By-law No. 5518-13

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
23	Approve or refuse planting of trees on the municipal boulevards	Department Head, Parks Division	Boulevard Tree By-law No. 4734-05.P	To be conducted in accordance with the requirements of the Boulevard Tree By-law No. 4734-05.P
24	Remove trees from municipal highways and to provide any required notices	Department Head, Parks Division	Boulevard Tree By-law No. 4734-05.P	Removal of trees and provision of notice to be done in accordance with the requirements of Boulevard Tree By-law No. 4734-05.P
25	Post signage of permission, regulation, restriction, warning or prohibition with respect to uses of or activities in any park	Department Head, Parks Division	Parks and Public Spaces By-law No. 4752.05.P	To be conducted in accordance with the requirements of the Parks and Public Spaces By-law No. 4752.05.P
26	Approve or refuse permits to access parks for short-term use and execute any related Agreements	Department Head, Parks Division, or as further delegated by the Department Head		To be exercised in accordance with the Aurora Parks and Property By-law No. 4752-05.P Term shall not exceed one (1) year Securities to be obtained at the discretion of the Department Head Agreement shall be in a form approved by the Town Solicitor
27	Approve or refuse permits to install a gate on a fence line abutting Town owned property	Department Head, Parks Division, or as further delegated by the Department Head	Aurora Parks and Property By-law No. 4752-05.P	To be exercised in accordance with the Aurora Parks and Property By-law No. 4752-05.P
28	Approve or deny requests to fly Remotely Piloted Aircraft Systems (RPAS) "Drones" while in a park or public space	Department Head, Business Services Division or as further delegated by	Council Motion, May 28, 2019 (By-law No. 6185-19)	Process to be determined by Delegate and must include insurance requirements approved by the Town Solicitor

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
		the Department Head		
29	Close off parks, or parts thereof, to relieve/prevent overcrowding and traffic congestion, or in the interests of public safety	Department Head, Parks Division	Parks and Public Spaces By-law No. 4752.05.P	To be conducted in accordance with the requirements of the Parks and Public Spaces By-law No. 4752.05.P
30	Any regulations re: Roadways in Parks	Department Head, Parks Division	Parks and Public Spaces By-law No. 4752.05.P	To be conducted in accordance with the requirements of the Parks and Public Spaces By-law No. 4752.05.P

Attachment 6

Real Property Matters

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
1	Approve and execute Agreements for occupancy of space on a short term basis in recreational facilities or on Town owned lands	CAO		<p>The authority is limited to the following circumstances:</p> <ul style="list-style-type: none"> • term shall not be for a period longer than one (1) year • the lease/license shall be on the terms and conditions and in the form satisfactory to the Town Solicitor
2	Approve and execute Agreements to lease or licence any premises on a short term basis required for municipal purposes	CAO		<p>The authority is limited to the following circumstances:</p> <ul style="list-style-type: none"> • the lease/license is required for Town uses; • any associated costs or fees have to be within a budgeted amount approved by Council; • rent or fees to be at or below fair market value; • the leases/licenses are not for a period longer than five (5) years; • the lease shall be on the terms and conditions and in the form satisfactory to the Town Solicitor.
3	Approve and execute leases and licences with government bodies, public sector organizations or not-for-profit organizations for occupancy of space in recreational facilities or on Town owned lands	Department Head		<p>The authority is limited to the following circumstances:</p> <ul style="list-style-type: none"> • rent or fees to be at or above fair market value; • term shall be not for a period longer than ten (10) years; • the lease/license shall be on the terms and conditions and in the form satisfactory to the Town Solicitor;

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
				<ul style="list-style-type: none"> existing leases/licenses may be renewed provided that such leases are on terms that are equal or better than the initial terms approved by Council for the initial term.
4	Negotiate and execute easements or permission to enter agreements and any associated Agreements with other levels of government, public sector agencies and private property owners	Department Head or Town Solicitor	Administration Procedure No. 55: Real Estate Sales, Purchases and Leases	<p>Where required for municipal purposes or Town approved projects</p> <p>Agreement to be in a form approved by Town Solicitor</p>
5	Convey transfers, grant easements or licences over Town owned lands and any associated Agreements with other levels of government public sector agencies and private property owners	Town Solicitor	Administration Procedure No. 55: Real Estate Sales, Purchases and Leases	<p>Transfer, easement or licence</p> <ul style="list-style-type: none"> is minor in nature; is for the purpose of providing a right of access, utility, telecommunications, services, conservation or other municipal purpose; will not substantially interfere with the utility or value of Town lands; or will have a value of up to \$5000.00 <p>Agreement to be in a form approved by Town Solicitor</p>
6	Release easements over Town owned land where the easement is no longer required for municipal purposes	Town Solicitor	Administration Procedure No. 55: Real Estate Sales, Purchases and Leases	No consideration to release easement, except for processing fees chargeable under the Fees and Charges By-law
7	Execute electronic forms for the registration of any documents that have already been executed on behalf of the Town	Town Solicitor, or as further delegated by the Town Solicitor	Council Report ADM01-032	None

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
8	Authorize the registration of all documents releases and discharges, including the electronic registration of documents related to real property matters	Town Solicitor	Council Report ADM01-032	
9	Negotiate and execute Agreements, undertakings, certificates, declarations and similar documents required for the completion of any transaction involving the purchase, sale or exchange of any interest in land	CAO or Town Solicitor		Council approval obtained by Council resolution, by-law or policy Agreements to be in a form approved by the Town Solicitor
10	Approve extension of the closing date of purchase and sale transactions and execute any related Agreements	Town Solicitor, in consultation with the Department Head		
11	Execute by electronic means any documents requiring registration that relate to a transaction involving the purchase, sale or exchange of any interest in land	Town Solicitor, or if execution by a lawyer is not required, Law Clerk acting under the direction of the Town Solicitor		Transaction has been approved by Council

Attachment 7

Legal Matters

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
1	Accept service of any legal document on behalf of the Town	Town Clerk	Litigation and Claims Policy No. 52	None.
2	Take all necessary steps to defend claims and any Local Planning Appeal Tribunal matters	Town Solicitor	Litigation and Claims Policy No. 52	In accordance with Council instructions or the requirements of the Litigation and Claims Policy No. 52
3	Call an emergency Special Council Meeting	Town Solicitor	Litigation and Claims Policy No. 52	Where time is of the essence in dealing with a claim Upon a minimum of 24 hours notice
4	Commence small claims court matter to recover costs incurred or paid out by the Town	Town Solicitor		To be conducted in accordance with the requirements of the Litigation and Claims Policy No. 52
5	Commence any legal proceeding on behalf of the Town so that a limitation period or other time restriction does not expire or in an emergency to protect the Town's interest	Town Solicitor, in consultation with the CAO or relevant Department Head		Town Solicitor must bring a report at the next available Closed Session Council meeting to seek instructions to continue the proceeding
6	Commence cross-claims, third-party claims or counterclaims and defendant's claims	Town Solicitor		Town Solicitor must bring a report at the next available Closed Session Council meeting, unless costs are incurred by the Town's insurer
7	Retain external legal counsel to provide legal opinions or legal expertise for a particular matter and execute associated Agreements	Town Solicitor	Litigation and Claims Policy No. 52	Amount not to exceed \$50,000.00, excluding HST and disbursements. Retainer is to be in accordance with the requirements of the Litigation and Claims Policy No. 52

#	Delegated Authority	Delegate	Source of Power or Duty	Delegation Restrictions and Other Requirements
8	Retain external legal counsel, necessary consultants or expert witnesses for Local Planning Appeal Tribunal matters and execute associated Agreements	Town Solicitor		Total amount to not exceed \$50,000.00, excluding HST and disbursements. Retainer is to be in accordance with the requirements of the Litigation and Claims Policy No. 52
9	Settle uninsured claims and execute associated Agreements	Town Solicitor	Litigation and Claims Policy No. 52	Settlement amount does not exceed \$25,000, exclusive of costs To be conducted in accordance with the requirements of the Litigation and Claims Policy No. 52
10	Settle insured claims by or against the Town that are below the Town's deductible and execute associated Agreements	Town Solicitor, or as further delegated by the Town Solicitor	Litigation and Claims Policy No. 52	Power to delegate further must be in accordance with staff spending authorization limits To be conducted in accordance with the requirements of the Litigation and Claims Policy No. 52
11	Settle insured claims by or against the Town that are above the Town's deductible and execute any associated release documents	Town Solicitor	Litigation and Claims Policy No. 52	Upon recommendation of the Town's insurance provider or its lawyer.



**Town of Aurora
General Committee Report No. FS19-028**

Subject: 2020 to 2022 Fees and Charges Update
Prepared by: Laura Sheardown, Financial Management Advisors
Department: Financial Services
Date: October 1, 2019

Recommendation

- 1. That Report No. FS19-028 be received; and**
- 2. That a by-law be enacted to set the 2020, 2021 and 2022 Fees and Charges for applications, permits, use of Town property, the sale of documents and for the prescribed service charges for administrative matters as itemized on the attached schedules.**

Executive Summary

All fees and charges listed on the schedules attached to the Fees and Charges Bylaw are for user pay services, where the requesting party is the sole beneficiary from the service. Most of the fees are on a full cost recovery basis, which allows the Town to fully recover the costs of providing a specific service or use of property.

The regular review of the Fees and Charges Bylaw allows staff the opportunity to ensure that the Town is recovering the cost of user pay services and make changes if required. Please note that this review of the bylaw is setting the fees and charges for 2020, 2021 and 2022, which is necessary in order to align with the Town's newly adopted multi-year budgeting framework.

- The changes in the Town's fees and charges for 2020, 2021 and 2022 predominantly relate to an adjustment for inflation
- Should a need arise to modify the fees and charges for 2020, 2021 or 2022, the Town's Fees and Charges Bylaw would require amendment

Background

Council last reviewed the Town's Fees and Charges Bylaw in December of 2018. The bylaw is structured to align fees with departmental owners in the form of schedules for

each department in order to facilitate reviews and updates as required. It has been the Town's practice to review the attached schedules annually and to make revisions as required.

On June 25, 2019 Council approved a new multi-year operating budget framework for the Town of Aurora. This new framework aligned the Town's operating budget planning horizon with each four year term of Council. Council would approve a single operating budget for the first year of its term; then a three year operating budget for the remaining years of its term. In order for the Town to effectively prepare a three year revenue budget, it must determine what its required fees and charges are going to be over this time period as well.

Analysis

The changes in the Town's fees and charges for 2020, 2021 and 2022 predominantly relate to an adjustment for inflation

Most of the changes on the schedules are as a result of a minimum 2.0% increase to reflect the impact of inflation on the cost of each service's delivery as per the direction of Council. These inflationary increases are necessary in order to maintain desired applicable service cost recovery benchmarks. All fees increased for other reasons or rationales will be explained within the individual schedules listed below and are flagged with the "*" symbol on the right hand side. The final schedules to the Fees and Charges Bylaw will only include the 2020 – 2022 fees columns.

Schedule A – General Fees and Charges

Inflationary increases only.

Schedule B – Planning & Development Services

Planning and Development Services is currently in the process of reviewing all of their fees included on this schedule and comparing them to other municipalities within York Region. It is anticipated that this review will be completed and presented to Council by December 2019.

One new fee has been added for Planning Services. The Pre-application Consultation Fee covers the cost of staff reviewing all applications prior to submission. All other fees have only inflationary increases applied.

Schedule C – Corporate Services

Corporate Services are proposing the following changes to its fees:

- **Civil Marriage Solemnization Fee** – The price of this service is being kept to \$500 to keep us in line with the surrounding municipalities.
- **By-law Exemption** – This new fee is being added to support any exemption requests made of the Town. This fee is currently being charged by most of the municipalities in York Region.
- **Road Closure Fees** – Although these are not new fees as they have been part of By-law 4750-05, they have not been increased since 2005. Staff have added them to the Town's Fees and Charges schedules to ensure that they are also being reviewed on a regular basis, therefore not creating any additional stress on the tax base. Please note that these fees are all being increased by more than the inflationary rate to try and bring them closer to the true cost of providing the services.

Schedule D – Community Services

A user fee review is currently underway and the results of this review will be presented to Council at a later date.

Community Services are proposing the following changes to its fees:

- **Section 3 (a) & (b) Registered Aquatics Programs** – The upper limit of these fees has been increased to accommodate new programs.
- **Section 5 (a) Youth Drop In Activities** – The upper limit of this fee has been raised to accommodate new opportunities and programming.
- **Section 7 (a) Individual Workshop/Clinics/Tournaments** – The increase of the top end of this category will allow staff to offer new interactive opportunities during Town special events.
- **Section 8 Pool Party Packages** – This fee is being eliminated as pool parties are no longer offered in this format.
- **Section 9 (c) Float Registration Fees** – Staff are recommending that these fees are not increased as it is already challenging to get

float participants for Canada Day and our prices are at the higher end of the spectrum when compared to surrounding municipalities.

- **Section 10 Memberships (All)** – Staff are recommending that these fees remain at 2019 levels for the next three years as we are currently priced higher than many of our competitors.
- **Section 11 (f) Daily User Fees** – This pass is no longer offered.

Schedule E – Operational Services

Operational Services is requesting the addition of a Road Occupancy Permit Rush Fee. The normal period to organize and issue the permit is two weeks, however if it is required in a shorter timeframe, this fee recognizes the extra staff time and effort to meet the need. The Road Excavation/Occupancy Fee has been increased to better recognize the amount of staff time and effort that is required to arrange the permits.

All other fees have only inflationary increases.

Schedule F – Financial Services

Financial Services is starting in 2020 to offer Tax and Water/Wastewater Certificates through an online service, which eliminates the need to come to Town Hall for its issuance. The prices for single certificates covering just water or tax have been increased to better represent the staff time and effort that are required in their creation.

Schedule G – Building Division

Inflationary increases only.

Schedule I – By-law Service Division

Starting in with this report, staff have consolidated all of the various fees and charges relating to By-law Services. The fees have been brought together in one schedule and reviewed to ensure that they are appropriate for the amount of staff time and effort that they require as they have not been increase since they were originally approved as part of the original By-law.

Schedule J – Animal Services

The Animal Control By-law was brought forward to Council in 2019 and the fees have been added here to keep them all in one place. This schedule has inflationary increases only.

October 1, 2019

Page 5 of 7

Report No. FS19-028

Should a need arise to modify the fees and charges for 2020, 2021 or 2022, the Town's Fees and Charges Bylaw would require amendment. As staff are setting the Town's fees and charges three years into the future, there is the possibility that one or more these fees and charges may require revision as new information becomes available. In instances where staff determine that a new fee or charge revision is in order, a replacement fee and charge schedule for the year in question will be brought to Council for its review and approval.

Advisory Committee Review

The Finance Advisory Committee is not mandated to review the proposed fee changes prior to the review by General Committee.

Legal Considerations

Section 11(2)(3) and Section 391(1) of the Municipal Act allow a municipality to enact by-laws for its financial management, and in particular, to impose fees or charges on persons for services or activities provided or done by or on behalf of it. Other legislation affecting the setting of fees and charges appear in the Planning Act and the Building Code Act.

Financial Implications

With regards to the Fees and Charges Bylaw, the revised fees proposed here have been utilized by staff in the development of their 2020, 2021 and 2022 revenue projections which form a critical component of the Town's identified tax levy requirements for each year.

The proposed 2020-22 fees and charges have been adjusted to reflect changes to departmental costs in providing applicable services to users. All fee increases will alleviate pressure on the 2020-22 tax base; when costs increase as a result of inflation, but non-tax revenues do not, the tax levy must accommodate this additional budget burden. Consequently, it is important that the Town's fees and charges keep pace with inflation; the proposed fees and charges contained within this bylaw strive to achieve this goal. Council should be aware that the fees presented in these schedules include HST where applicable.

Communications Considerations

Finance and Corporate Communications staff will work together to ensure the proposed fee changes are posted in accordance with the Town's Notice Provision Policy.

Link to Strategic Plan

Reviewing and updating the Town's fees and charges on a regular basis for user pay services contributes to achieving the Strategic Plan guiding principle of 'Leadership in Corporate Management' and improves transparency and accountability to the community.

Alternative(s) to the Recommendation

1. Council may choose to accept, amend or reject any or all of the recommendations of this report.
2. Leave fees at 2019 levels and absorb incremental costs of providing related services within the Town's tax levy for the next three years.

Conclusions

Staff recommend endorsement of the proposed changes to the Fees and Charges Bylaw.

As part of the regular update of the Town's fees and charges, staff have ensured that all changes brought forward are a fair representation of the cost of these services and that they are in line with surrounding municipalities for similar services.

Attachments

Schedule A – General Fees and Charges

Schedule B – Planning and Development Services

Schedule C – Corporate Services

Schedule D – Community Services

October 1, 2019

Page 7 of 7

Report No. FS19-028

Schedule E – Operational Services

Schedule F – Financial Services

Schedule G – Building Division

Schedule H – Development Planning Division

Schedule I – By-law Service Division

Schedule J – Animal Services

Previous Reports

None.

Pre-submission Review

Agenda Management Team review on September 19, 2019

Departmental Approval



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

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**

**By-Law XXXX-20
Schedule A
General Fees and Charges
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
General Fees					
Photocopies (8 1/2 X 11 and 8 1/2 X 14)	per page	\$0.80	\$0.82	\$0.83	\$0.85
Photocopies (11x 17)	per page	\$1.45	\$1.48	\$1.51	\$1.54
Fax Transmittal	first page	\$7.25	\$7.40	\$7.54	\$7.69
	per additional page	\$2.50	\$2.55	\$2.60	\$2.65
Disbursements					
As required to reimburse costs incurred by the Town of Aurora, including but not limited to Registration Fees, Courier Fees, Corporate and Title Search Fees, external File Retrieval Costs, etc., at the discretion of the Director.	each	Disbursement Cost	Disbursement Cost	Disbursement Cost	Disbursement Cost
Fire & Emergency Services					
All fees and charges associated with Central York Fire Services are managed and approved through the Town of Newmarket. For more information please visit https://www.newmarket.ca/fees-and-charges .	each				

**By-Law XXXX-20
Schedule B
Planning and Development Services Department
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Development Planning Division					
Maps					
Official Plan Schedule 'A' Map (18x24 inches) (colour)	per map	\$18.50	\$19.00	\$19.50	\$20.00
Official Plan Schedules other than 'A' (11x17) (b/w)	per map	\$8.25	\$8.50	\$8.75	\$9.00
Town Street Plan Map (b/w) (24x36 inches)	per map	\$8.25	\$8.50	\$8.75	\$9.00
Town Street Plan Map (colour) (24x36 inches)	per map	\$13.25	\$13.50	\$13.75	\$14.00
Town Air Photo Map (30x39 inches)	per map	\$40.00	\$41.00	\$42.00	\$43.00
Application Status List Map (24x36 inches)	per map	\$13.25	\$13.50	\$13.75	\$14.00
Oak Ridges Moraine Map Schedule 'J' as per Official Plan 48 (11 x 17) (b/w)	per map	\$16.50	\$17.00	\$17.50	\$18.00
Official Plans					
Official Plan	per OP	\$55.25	\$56.50	\$57.75	\$59.00
2C Secondary Plan	per copy	\$33.75	\$34.50	\$35.25	\$36.00
Secondary Plans	per Secondary Plan	\$23.50	\$24.00	\$24.50	\$25.00
Aurora Promenade Study	per copy	\$55.25	\$56.50	\$57.75	\$59.00
Secondary Plans Consolidation	per copy	\$44.00	\$45.00	\$46.00	\$47.00
Zoning					
Comprehensive Zoning By-law	per copy	\$30.75	\$31.50	\$32.25	\$33.00
Comprehensive Zoning Exceptions	per copy	\$87.00	\$89.00	\$91.00	\$93.00
Heritage					
Northeast Old Aurora Heritage Conservation District Plan	per copy	\$29.75	\$30.50	\$31.25	\$32.00
Other					
GIS Analysis	per hour	\$79.00	\$81.00	\$83.00	\$85.00
Application Status Listing	per copy	\$18.50	\$19.00	\$19.50	\$20.00
Vacant Employment Land Inventory	per copy	\$18.50	\$19.00	\$19.50	\$20.00
Circulation Fees, including Labels	per circulation	\$80.00	\$82.00	\$84.00	\$86.00
Pre-Application Consultation	per consultation	n/a	\$400.00	\$408.00	\$416.00 *
Building Division					
Permitted Use Letter					
To respond in writing to enquires related to uses of specific properties with respect to permitted uses as set in the Town of Aurora Zoning By-law 2213-78, as amended	each	\$42.00	\$43.00	\$44.00	\$45.00
Administrative Costs					
Additional costs associated with the administration fee internal processing model homes applications with respect to outside agencies, and engineering review, and corporate policies and procedures	per unit	\$445.00	\$454.00	\$463.00	\$472.00

**By-Law XXXX-20
Schedule B
Planning and Development Services Department
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Construction Activity Report					
Reports generated upon request providing permit numbers, location, description and construction value	each	\$84.00	\$86.00	\$88.00	\$90.00
Zoning Review - Residential (single, semi or street townhomes)					
Zoning review of applications other than a building permit application including zoning review of Committee of Adjustment or Consent applications and determination of legal non-conforming status.	each	\$84.00	\$86.00	\$88.00	\$90.00
Zoning Review - All Other Building Types					
Zoning review of applications other than a building permit application including zoning review of Committee of Adjustment or Consent applications and determination of legal non-conforming status.	each	\$168.00	\$171.00	\$174.00	\$177.00
Sign Review					
Sign By-law review of applications other than a sign permit application including Sign By-law review of Planning Applications.	each	\$168.00	\$171.00	\$174.00	\$177.00
Permit fees related to By-law Number 4753-05.P					
Pool Enclosure Permits	each	\$315.00	\$321.00	\$327.00	\$334.00
Hot Tub Permits	each	\$168.00	\$171.00	\$174.00	\$177.00
Engineering and Capital Delivery Division					
Subdivision and Site Plan Engineering Fees	percentage of servicing costs	6.0%	6.0%	6.0%	6.0%
Benchmarks	per benchmark	\$78.00	\$80.00	\$82.00	\$84.00
Plot WIMS/SIMS Maps, Engineering Drawings - drawings printed in-house	per sheet of map	\$4.00	\$4.25	\$4.50	\$4.75
Plot WIMS/SIMS Maps, Engineering Drawings - drawings sent out for reproducing	per sheet of map	\$20.00 or \$4.00 per sheet, whichever is greater	\$20.50 or \$4.25 per sheet, whichever is greater	\$21.00 or \$4.50 per sheet, whichever is greater	\$22.00 or \$4.75 per sheet, whichever is greater
Request for digital drawings	per drawing	\$4.00 (fee applies only for large requests: over 10 drawings)	\$4.25 (fee applies only for large requests: over 10 drawings)	\$4.50 (fee applies only for large requests: over 10 drawings)	\$4.75 (fee applies only for large requests: over 10 drawings)
Topsoil Preservation Permit	flat fee + price per ha of site area	\$668.00 Flat Fee + \$38.00/ha	\$681.00 Flat Fee + \$39.00/ha	\$695.00 Flat Fee + \$40.00/ha	\$709.00 Flat Fee + \$41.00/ha
Request for Information	per request	\$66.00	\$67.00	\$68.00	\$69.00
REQUEST FOR TRAFFIC DATA					
7-Day Traffic Counts	per location	\$65.00	\$66.00	\$67.00	\$68.00
8-Hour Turning Movement Count	per intersection	\$168.00	\$171.00	\$174.00	\$177.00
Traffic Signal Timings	per intersection	\$81.00	\$83.00	\$85.00	\$87.00
Lot Grading review and inspection	per lot	\$289.00	\$295.00	\$301.00	\$307.00
Grading review and inspection for pool construction (securities of \$1,000 will be collected at the time of permit fee payment)	per lot	\$393.00	\$401.00	\$409.00	\$417.00
Service Connections Fees					
Construction of new service connections by the Town	each	Actual cost, plus 10% administration subject to HST	Actual cost, plus 10% administration subject to HST	Actual cost, plus 10% administration subject to HST	Actual cost, plus 10% administration subject to HST
Inspection of services installed by Owner	each	10% of construction cost	10% of construction cost	10% of construction cost	10% of construction cost

**By-Law XXXX-20
Schedule C
Corporate Services Department
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
LEGAL SERVICES					
DOCUMENT PREPARATION/REVIEW (General) - includes but is not limited to easements, permissions to enter, development charges deferral, purchase and sale agreements					
Basic (Standard template - no changes required)	per document	\$697.00	\$711.00	\$725.00	\$740.00
Complex (requires changes to standard template)	per document	\$1,845.00	\$1,882.00	\$1,920.00	\$1,958.00
DOCUMENT PREPARATION/REVIEW (Specific)					
Condominium Agreement	per document	\$6,406.00	\$6,534.00	\$6,665.00	\$6,798.00
Subdivision Agreement	per document	\$8,560.00	\$8,731.00	\$8,906.00	\$9,084.00
Subdivision Registration Process	per plan	\$2,050.00	\$2,091.00	\$2,133.00	\$2,176.00
Site Plan/Development Agreement	per document	\$1,690.00	\$1,724.00	\$1,759.00	\$1,794.00
Encroachment/Licence Agreement	per document	\$697.00	\$711.00	\$725.00	\$740.00
Amending Agreement	per document	\$697.00 (minimum)	\$711.00 (minimum)	\$725.00 (minimum)	\$740.00 (minimum)
SERVICES RELATED TO EXISTING DEVELOPMENT AGREEMENTS (excluding documents or agreements that fall under Document Preparation/Review (General))					
Information regarding the status of existing agreements and/or registered documents, including agreements and by-laws	per document	\$128.00	\$131.00	\$134.00	\$137.00
Highway Dedication/Subdivision Assumption By-law Legal Administration Fee	per by-law	\$805.00	\$821.00	\$837.00	\$854.00
GENERAL LEGAL FEES					
Law Clerk	per hour	\$113.00	\$115.00	\$117.00	\$119.00
Paralegal	per hour	\$154.00	\$157.00	\$160.00	\$163.00
Solicitor	per hour	\$256.00	\$261.00	\$266.00	\$271.00
Town Insurance Claim Legal Administration Fee	per claim	10% of the value of the claim made by the Town plus disbursements	10% of the value of the claim made by the Town plus disbursements	10% of the value of the claim made by the Town plus disbursements	10% of the value of the claim made by the Town plus disbursements
REGISTRATION FEE (i.e. processing of any type of document that requires registration)	per document	\$215.00	\$219.00	\$223.00	\$227.00
CERTIFIED PHOTOCOPIES	per page	\$11.25	\$11.50	\$11.75	\$12.00
Note: All Legal Services fees and/or service charges may be adjusted based on the complexity and nature of the agreement, document, or service as determined by the Town Solicitor to be fair and reasonable.					
LEGISLATIVE SERVICES					
FREEDOM OF INFORMATION (F.O.I.) REQUESTS (Fees related to search and records preparation are prescribed by legislation)					
Application Fee	per application	\$5.00	\$5.00	\$5.00	\$5.00
Manual Search Time and Preparation Time	per 15 minutes	\$7.50	\$7.50	\$7.50	\$7.50
Photocopies	per page	\$0.20	\$0.20	\$0.20	\$0.20
Computer Programming (develop program to retrieve information)	per 30 minutes	\$30.00	\$30.00	\$30.00	\$30.00
Disks	per disk	\$10.00	\$10.00	\$10.00	\$10.00
MAIL OUT COST (Annual Subscription)					
AudioCD/DVD/ Tape - Council/General Committee/Public Planning/Advisory Committees/Boards meeting	per CD/DVD/tape	\$33.00	\$34.00	\$35.00	\$36.00

**By-Law XXXX-20
Schedule C
Corporate Services Department
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
CIVIL MARRIAGE SERVICES					
Civil Marriage Solemnization Fee	per service	\$491.00	\$500.00	\$500.00	\$500.00 *
Marriage Licences	per licence	\$138.00	\$141.00	\$144.00	\$147.00
Witness Fee (if Town staff are required to be witnesses)	per witness	\$61.00	\$62.00	\$63.00	\$64.00
Rehearsal Fee for offsite Civil Marriage ceremony	per service	\$90.00	\$92.00	\$94.00	\$96.00
Administrative Fee to be charged for change of wedding date within 7 days of scheduled ceremony	per change	\$32.00	\$33.00	\$34.00	\$35.00
Administrative Fee to be charged for cancellation of Civil Marriage ceremony before consultation meeting	each	\$63.00	\$64.00	\$65.00	\$66.00
Administrative Fee to be charged for cancellation of Civil Marriage ceremony after consultation meeting	each	\$178.00	\$182.00	\$186.00	\$190.00
ADMINISTER OATHS/TAKE AFFIDAVITS This fee is to commission documents for work that is not in connection with business of the Town (i.e. third party)					
Commission Service	per commission	\$21.00	\$21.50	\$22.00	\$22.50
VITAL STATISTICS INFORMATION					
Burial Permits (HST Exempt)	per permit	\$37.00	\$38.00	\$39.00	\$40.00
LOTTERY LICENSING					
Bingo Events (HST Exempt)	regulated by Province of Ontario	3% of prize board	3% of prize board	3% of prize board	3% of prize board
Raffles (HST Exempt)	regulated by Province of Ontario	3% of prize board	3% of prize board	3% of prize board	3% of prize board
BREAK OPEN TICKETS (NEVADA) (HST Exempt)	regulated by Province of Ontario	3% of prize board	3% of prize board	3% of prize board	3% of prize board
Media Bingo (HST Exempt)	regulated by Province of Ontario	3% of prize board	3% of prize board	3% of prize board	3% of prize board
Letters of Approval (HST Exempt) Town approval of Lottery Schemes Licenced by the Province of Ontario	per application	\$37.00	\$38.00	\$39.00	\$40.00
LIQUOR LICENSE CLEARANCE LETTER	each	\$183.00	\$187.00	\$191.00	\$195.00
NO OBJECTION LETTER	each	\$82.00	\$84.00	\$86.00	\$88.00
ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT (AODA) TRAINING					
Provision of AODA Training	per person	\$55.00	\$56.00	\$57.00	\$58.00

**By-Law XXXX-20
Schedule C
Corporate Services Department
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
By-Law Inspection and Attendance Fees					
Attendance Supervisory Fee	Hourly/per Officer	\$105.00	\$107.00	\$109.00	\$111.00
Non Compliance Re-Inspection Fee	Hourly/per Officer	\$105.00	\$107.00	\$109.00	\$111.00
Pool Enclosure Re-Inspection Fee	Per Visit	\$54.00	\$55.00	\$56.00	\$57.00
Property Standards Appeal	Per Order	\$100.00	\$102.00	\$104.00	\$106.00
Parking Permit Fees					
Parking permits	per permit	\$10.25 - \$350.00	\$10.50 - \$357.00	\$10.75 - \$364.00	\$11.00 - \$371.00
Property Information Request					
Review of departmental files and documents related to specific property requests relating to zoning, permits, occupancy and general property status	each	\$143.00	\$146.00	\$149.00	\$152.00
By-law Exemption					
By-law Exemption	per exception	n/a	\$113.00	\$115.00	\$118.00 *
Road Closure Fees (previously part of By-law 4750-05.T)					
Road Closure Deposit for Filming and Athletic Events	per event	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
Road Closure Deposit for Parades and Processions	per event	\$500.00	\$500.00	\$500.00	\$500.00
Parades and Events	per event	\$300.00	\$350.00	\$357.00	\$364.00 *
Athletic Events	per event	\$500.00	\$550.00	\$561.00	\$572.00 *
Filming	per event	\$300.00	\$350.00	\$357.00	\$364.00 *

General Committee Meeting Agenda Tuesday, October 1, 2019

By-Law XXXX-20
Schedule D
Community Services
Effective January 1, 20XX

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
1. ADMINISTRATION					
a) Membership Refunds (Except Medical Reasons)	per refund	\$39.05	\$39.85	\$40.65	\$41.50
b) Membership On Hold (Except Medical Reasons)	per hold	\$39.05	\$39.85	\$40.65	\$41.50
c) Program Refund (Except Medical Reasons)	per refund	\$21.75	\$22.25	\$22.75	\$23.25
g) Vendor Permit Fee	per event/ per day	\$54.55 - \$541.20	\$55.65 - \$552.00	\$56.75 - \$563.00	\$57.90 - \$574.25
h) Park Clean Up Fee - Refundable Deposit	each	\$100.00 - \$1,000.00	\$100.00 - \$1,000.00	\$100.00 - \$1,000.00	\$100.00 - \$1,000.00
i) Program/Event Promotional Material	each	\$0.50 - \$11.28	\$0.50 - \$11.50	\$0.50 - \$11.75	\$0.50 - \$12.00
j) Swim Diapers & Swim Goggles	each	\$11.30 - \$22.15	\$11.50 - \$22.50	\$11.75 - \$23.00	\$12.00 - \$23.50
k) Park Event Set-Up Fee (Mandatory for all groups of 80 or more.) (Includes up to 6 tables + 6 garbage receptacles, access to electrical, water, washrooms, where available.)	per event/ per day	\$355.88	\$363.00	\$370.25	\$377.65
l) Additional Parks Set-Up Fee (In addition to Park Event Set-Up Fee, for up to 6 additional tables and 6 additional garbage receptacles.)	per event/ per day	\$82.00	\$83.65	\$85.30	\$87.01
m) Park Permit Maintenance/Damage Deposit (Refundable) (For groups of 25 or more, not requiring an event set-up.)	per event/ per day	\$100.00 - \$500.00	\$100.00 - \$600.00	\$100.00 - \$600.00	\$100.00 - \$600.00
n) Park/Picnic Shelter Clean-up Fee (Mandatory for all groups of 79 or less.)	per event/ per day	\$104.65	\$106.75	\$108.90	\$111.10
o) Facility Permit Maintenance/Damage Deposit (Refundable)	per event/per day	\$0 - \$1,000.00	\$0 - \$1,100.00	\$0 - \$1,100.00	\$0 - \$1,100.00
p) Program Guide Advertisement	Per ad	\$198.00 - \$1,413.00	\$202.00 - \$1,441.00	\$206.00 - \$1,470.00	\$210.00 - \$1,499.00
2. REGISTERED SEASONAL PROGRAMS					
a) Pre-School Activities	per class	\$4.55 - \$22.75	\$4.65 - \$23.20	\$4.75 - \$23.65	\$4.85 - \$24.10
b) Children's Activities	per class	\$5.65 - \$32.60	\$5.75 - \$33.25	\$5.85 - \$33.90	\$5.95 - \$34.60
c) Youth Activities	per class	Free - \$51.25	Free - \$52.25	Free - \$53.30	Free - \$54.35
d) Adult Activities	per class	\$5.00 - \$59.65	\$5.10 - \$60.85	\$5.20 - \$62.05	\$5.30 - \$63.30
e) Senior's Activities	per class	Free - \$27.25	Free - \$27.80	Free - \$28.35	Free - \$28.90
f) Family Activities	per class	\$4.50 - \$11.30	\$4.60 - \$11.50	\$4.70 - \$11.75	\$4.80 - \$12.00
g) Fitness Programs	per class	\$1.90 - \$32.60	\$1.95 - \$33.25	\$2.00 - \$33.90	\$2.05 - \$34.60
h) Seniors Bus Trips	per person	\$5.70 - \$216.10	\$5.80 - \$220.40	\$5.90 - \$224.80	\$6.00 - \$229.30
3. REGISTERED AQUATICS PROGRAMS					
a) Lessons - Learn to Swim	per class	\$7.20 - \$25.10	\$7.35 - \$30.00	\$7.50 - \$30.60	\$7.65 - \$31.20
b) Leadership Programs	per program	\$32.60 - \$507.60	\$33.25 - \$517.75	\$33.90 - \$528.10	\$34.60 - \$538.65
c) Aquatics Specialty Programs	per class	\$7.20 - \$25.10	\$7.35 - \$30.00	\$7.50 - \$30.60	\$7.65 - \$31.20
4. REGISTERED CAMP PROGRAMS					
a) Day Camps	per day	\$11.25 - \$53.50	\$11.50 - \$54.60	\$11.75 - \$55.70	\$12.00 - \$56.80
b) Specialty Camps	per day	\$13.10 - \$96.20	\$13.35 - \$98.10	\$13.60 - \$100.00	\$13.85 - \$102.00
c) Extended Care	per person	\$27.25 - \$114.40	\$27.80 - \$117.00	\$28.35 - \$119.00	\$28.90 - \$121.50
5. DROP-IN ACTIVITIES					
a) Youth Drop-in	per visit	Free - \$3.20	Free - \$5.00	Free - \$5.10	Free - \$5.20
b) Youth Drop-in	10 visits	\$24.00/10 visits	\$24.50/10 visits	\$25.00/10 visits	\$25.50/10 visits
c) Adult Drop-In	per visit	Free - \$5.00	Free - \$5.10	Free - \$5.20	Free - \$5.30
d) Other	per visit	Free - \$3.25	Free - \$3.30	Free - \$3.35	Free - \$3.40
e) Other	10 visits	\$24.00 - \$48.00/10 visits	\$24.50 - \$49.00/10 visits	\$25.00 - \$50.00/10 visits	\$25.50 - \$51.00/10 visits
6. P.A. DAY PROGRAMS					
a) Individual	per person	Free - \$102.50	Free - \$104.65	Free - \$106.65	Free - \$108.80
7. WORKSHOP/ CLINICS/ TOURNAMENTS					
a) Individual	per person	\$2.40 - \$17.10	\$2.45 - \$100.00	\$2.50 - \$102.00	\$2.55 - \$104.00
b) Team	per team	\$21.95 - \$28.35	\$22.50 - \$30.00	\$23.00 - \$30.50	\$23.50 - \$31.00
8. POOL PARTY PACKAGES					
	each	\$176.30 - \$325.95	n/a	n/a	n/a

General Committee Meeting Agenda

Tuesday, October 1, 2019

By-Law XXXX-20
Schedule D
Community Services
Effective January 1, 20XX

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
9. SPECIAL EVENTS					
a) Individual	per person	\$2.90 - \$21.95	\$2.95 - \$22.50	\$3.00 - \$23.00	\$3.05 - \$23.50
b) Family	per family	\$17.95 - \$27.30	\$18.30 - \$27.85	\$18.65 - \$28.40	\$19.00 - \$28.95
c) Float Registration Fees	Resident Commercial	\$81.25	\$81.25	\$81.25	\$81.25
	Non-Resident Commercial	\$162.40	\$162.40	\$162.40	\$162.40
d) Ribfest Vendors	each	\$432.75 - \$3,782.75	\$441.00 - \$3,858.00	\$450.00 - \$3,935.00	\$459.00 - \$4,014.00
e) Art Show Entry Fees	each	\$11.25 - \$43.30	\$11.45 - \$44.00	\$11.65 - \$45.00	\$11.90 - \$46.00
f) Food Vendors - Non Profit Groups	per day	\$54.20	\$55.30	\$56.40	\$57.55
g) Food Vendors	per day	\$54.20 - \$540.75	\$55.00 - \$552.00	\$56.00 - \$563.00	\$57.00 - \$574.00
h) Senior Centre Special Event Vendors	per day	Free - \$55.00	Free - \$56.00	Free - \$57.00	Free - \$58.00
10. MEMBERSHIPS (Note: All memberships apply to Aurora residents only. Non-Residents are subject to a 25% surcharge.)					
a) COMBO MEMBERSHIP (Equipment and Group Fitness) ADD ON: Pool AquaFit Squash	Adult	3 mo. 6mo. 1 yr. \$158.50/\$264.80/\$436.80	3 mo. 6mo. 1 yr. \$158.50/\$264.80/\$436.80	3 mo. 6mo. 1 yr. \$158.50/\$264.80/\$436.80	3 mo. 6mo. 1 yr. \$158.50/\$264.80/\$436.80
	Additional Family/ Youth/Student/ Senior	3 mo. 6mo. 1 yr. \$126.70/\$211.65/\$349.25	3 mo. 6mo. 1 yr. \$126.70/\$211.65/\$349.25	3 mo. 6mo. 1 yr. \$126.70/\$211.65/\$349.25	3 mo. 6mo. 1 yr. \$126.70/\$211.65/\$349.25
	1 Month Trial	\$40.15	\$40.15	\$40.15	\$40.15
	1 Month Renewal	\$66.75	\$66.75	\$66.75	\$66.75
	Winter Student Special - Home for the Holidays - 1 mth max	\$42.25	\$42.25	\$42.25	\$42.25
	Spring Break Student Special - 2wk max	\$21.15/week	\$21.15/week	\$21.15/week	\$21.15/week
	Summer Student Special May 31 - Aug 31 (4mth)	\$126.70	\$126.70	\$126.70	\$126.70
Summer Student Special July 1 - Aug 31 (2mth)	\$63.40	\$63.40	\$63.40	\$63.40	
b) GROUP FITNESS MEMBERSHIP ADD ON: Pool AquaFit Squash	Adult	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80
	Youth/Student/ Senior	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65
	1 Month Renewal	\$59.50	\$59.50	\$59.50	\$59.50
c) POOL MEMBERSHIP Lane & Leisure Only	Adult	3 mo. 6mo. 1 yr. \$82.40/\$124.10/\$201.20	3 mo. 6mo. 1 yr. \$82.40/\$124.10/\$201.20	3 mo. 6mo. 1 yr. \$82.40/\$124.10/\$201.20	3 mo. 6mo. 1 yr. \$82.40/\$124.10/\$201.20
	Youth/ Student/ Senior	3 mo. 6mo. 1 yr. \$65.70/\$99.05/\$161.60	3 mo. 6mo. 1 yr. \$65.70/\$99.05/\$161.60	3 mo. 6mo. 1 yr. \$65.70/\$99.05/\$161.60	3 mo. 6mo. 1 yr. \$65.70/\$99.05/\$161.60
	Child	3 mo. 6mo. 1 yr. \$41.70/\$62.55/\$101.15	n/a	n/a	n/a
d) AQUAFIT MEMBERSHIP ADD ON: Pool	Adult	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80	3 mo. 6mo. 1 yr. \$141.80/\$235.60/\$387.80
	Youth/Student/Senior	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65	3 mo. 6mo. 1 yr. \$112.60/\$187.65/\$310.65
	1 Month Renewal	\$59.50	\$59.50	\$59.50	\$59.50
f) SQUASH MEMBERSHIP	Adult	3 mo. 6mo. 1 yr. \$159.50/\$265.85/\$443.05	3 mo. 6mo. 1 yr. \$159.50/\$265.85/\$443.05	3 mo. 6mo. 1 yr. \$159.50/\$265.85/\$443.05	3 mo. 6mo. 1 yr. \$159.50/\$265.85/\$443.05
	Youth/Student/Senior	3 mo. 6mo. 1 yr. \$128.25/\$212.70/\$354.45	3 mo. 6mo. 1 yr. \$128.25/\$212.70/\$354.45	3 mo. 6mo. 1 yr. \$128.25/\$212.70/\$354.45	3 mo. 6mo. 1 yr. \$128.25/\$212.70/\$354.45
	1 Month Renewal	\$55.25	\$55.25	\$55.25	\$55.25
g) ADD-ON OPTIONS	Pool Package	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35
	AquaFit Package	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35	3 mo. 6mo. 1 yr. \$22.95/\$33.40/\$57.35
	Squash	3 mo. 6mo. 1 yr. \$74.05/\$113.65/\$188.70	3 mo. 6mo. 1 yr. \$74.05/\$113.65/\$188.70	3 mo. 6mo. 1 yr. \$74.05/\$113.65/\$188.70	3 mo. 6mo. 1 yr. \$74.05/\$113.65/\$188.70
h) CORPORATE MEMBERSHIPS Per Company	Group of 4+	25% Discount	25% Discount	25% Discount	25% Discount
i) Youth Summer Gymnasium Membership	Youth - each	1 month (July or August) \$23.50	1 month (July or August) \$23.50	1 month (July or August) \$23.50	1 month (July or August) \$23.50
j) Fitness Assessment	Per Person	\$35.75	\$35.75	\$35.75	\$35.75
k) FIT Club	Per Person	\$32.75	\$32.75	\$32.75	\$32.75
l) Youth Gymnasium Monthly Membership	Youth - each	1 month \$23.50	1 month \$23.50	1 month \$23.50	1 month \$23.50
m) EQUIPMENT AND WEIGHTS MEMBERSHIP	Adult	3 mo. 6mo. 1 yr. \$134.90/\$224.45/\$370.75	3 mo. 6mo. 1 yr. \$134.90/\$224.45/\$370.75	3 mo. 6mo. 1 yr. \$134.90/\$224.45/\$370.75	3 mo. 6mo. 1 yr. \$134.90/\$224.45/\$370.75
	Additional Family/ Youth/Student/ Senior	3 mo. 6mo. 1 yr. \$108.10/\$179.15/\$296.80	3 mo. 6mo. 1 yr. \$108.10/\$179.15/\$296.80	3 mo. 6mo. 1 yr. \$108.10/\$179.15/\$296.80	3 mo. 6mo. 1 yr. \$108.10/\$179.15/\$296.80
	1 Month Renewal (Adult)	\$57.05	\$57.05	\$57.05	\$57.05
	1 Month Renewal (Additional Family, youth, student, senior)	\$45.85	\$45.85	\$45.85	\$45.85
n) Promotional Membership Discount (with Director Approval)	each	15 - 25% Discount on selected membership packages	15 - 25% Discount on selected membership packages	15 - 25% Discount on selected membership packages	15 - 25% Discount on selected membership packages

**General Committee Meeting Agenda
Tuesday, October 1, 2019**

**By-Law XXXX-20
Schedule D
Community Services
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
11. DAILY USER FEES					
a) Fitness Centre - Casual User Fee (access to group fitness classes, including cyclefit and aquafit)	Youth/Adult	\$7.80/class or 60.95/10 visits	\$7.95/class or 62.00/10 visits	\$8.10/class or 63.00/10 visits	\$8.25/class or 64.00/10 visits
	Senior	\$6.05/class or 47.90/10 visits	\$6.15/class or 49.00/10 visits	\$6.25/class or 50.00/10 visits	\$6.35/class or 51.00/10 visits
b) Leisure Pool - Casual User Fee	each	\$3.55/use or 26.20/10 visits	\$3.60/use or 26.75/10 visits	\$3.65/use or 27.25/10 visits	\$3.70/use or 27.75/10 visits
c) Squash - Daily User Fee (40 min Court Fee)	Prime	\$9.35/use or 73.75/10 visits	\$9.55/use or 75.00/10 visits	\$9.75/use or 77.00/10 visits	\$9.95/use or 79.00/10 visits
d) Squash - Daily User Fee (40 min Court Fee)	Non Prime	\$5.40/use or 42.80/10 visits	\$5.50/use or 43.65/10 visits	\$5.60/use or 44.50/10 visits	\$5.70/use or 45.40/10 visits
e) Squash - Daily User Fee (40 min Court Fee)	Senior	20% of listed fee	20% of listed fee	20% of listed fee	20% of listed fee
f) Recreation Complex Day Pass	each	\$13.10/visit	n/a	n/a	n/a
12. SQUASH					
a) Lessons (40 min)	Private	\$32.60	\$33.25	\$33.90	\$34.60
	Semi Private (per person)	\$24.35	\$24.85	\$25.35	\$25.85
	3 or more (per person)	\$19.50	\$19.90	\$20.30	\$20.70
b) Clinics	per 1.5 hour clinic	\$12.55	\$12.80	\$13.05	\$13.30
c) House League (40 min) - Member	Per Session	\$37.40	\$38.15	\$38.90	\$39.70
	House League (40 min) - Non-Member	Per Session	\$75.10 - \$118.15	\$76.60 - \$120.50	\$78.15 - \$122.90
d) Junior Squash Program	per week	\$12.55	\$12.80	\$13.05	\$13.30
13. SEASONAL PACKAGES					
a) Summer Splash Pass	per family	\$110	\$112.20	\$114.45	\$116.75
b) Summer Squash Special	each	\$114.30	\$116.60	\$118.95	\$121.35
14. PERSONAL TRAINING PACKAGES Note: All fees are for members. Non-members are subject to a 25% surcharge.					
a) Land Based Training - Single Session rate	Private	\$62.80	\$64.05	\$65.35	\$66.65
	Semi-Private (per person)	\$47.55	\$48.50	\$49.45	\$50.45
b) Land Based Training - 3 Session Rate (Get Started) One Time Offer	Private	\$146.95	\$149.90	\$152.90	\$155.95
	Semi-Private (per person)	\$110.35	\$112.55	\$114.80	\$117.10
c) Land Based Training - 5 Sessions	Private	\$256.45	\$261.60	\$266.85	\$272.20
	Semi-Private (per person)	\$191.70	\$195.55	\$199.45	\$203.45
d) Land Based Training - 10 Sessions	Private	\$486.20	\$495.90	\$505.80	\$515.90
	Semi-Private (per person)	\$365.20	\$372.50	\$379.95	\$387.55
e) Land Based Training - 20 Sessions	Private	\$954.15	\$973.25	\$992.70	\$1,012.55
	Semi-Private (per person)	\$675.30	\$688.80	\$702.60	\$716.65
15. POOL RENTAL RATES					
a) AFLC Pool - Private Rental	per lane/per hour (plus lifeguard costs)	\$12.00	\$12.25	\$12.50	\$12.75
b) SARC 8 Lane Pool - Private Rental	per lane/per hour (plus lifeguard costs)	\$12.00	\$12.25	\$12.50	\$12.75
c) SARC Teaching Pool - Private Rental	per hour (plus lifeguard costs)	\$23.85	\$24.35	\$24.85	\$25.35
d) SARC Leisure Pool/Slide - Private Rental	per hour (plus lifeguard costs)	\$39.00	\$39.80	\$40.60	\$41.40
f) Pool - School Instructional Lessons (30 mins)	per person	\$22.45/class (1 or 2) \$11.80/class (3 or 4) \$9.65/class (5 to 10) \$7.50/class (11 or more)	\$22.90/class (1 or 2) \$12.05/class (3 or 4) \$9.85/class (5 to 10) \$7.65/class (11 or more)	\$23.35/class (1 or 2) \$12.30/class (3 or 4) \$10.05/class (5 to 10) \$7.80/class (11 or more)	\$23.80/class (1 or 2) \$12.55/class (3 or 4) \$10.25/class (5 to 10) \$7.95/class (11 or more)
h) Additional Instructor Fee	per hour	\$21.70	\$22.15	\$22.60	\$23.05
h) Lifeguard Fee	per hour	\$19.15	\$19.55	\$19.95	\$20.35
16. PUBLIC SKATING PROGRAMS					
a) Shinny Hockey	per person	\$6.15 or 49.20/10 visits	\$6.25 or 50.20/10 visits	\$6.35 or 51.20/10 visits	\$6.45 or 52.20/10 visits
b) Public Skating (all)	per person	\$3.00 or 24.00/10 visits, 45.00/20 visits, 65.00/30 visits	\$3.05 or 24.50/10 visits, 45.90/20 visits, 66.30/30 visits	\$3.10 or 25.00/10 visits, 46.80/20 visits, 67.60/30 visits	\$3.15 or 25.50/10 visits, 47.75/20 visits, 68.95/30 visits
c) Family Skate Pass	each	\$30.75 - \$307.50	\$31.35 - \$313.65	\$31.95 - \$319.90	\$32.60 - \$326.30

**General Committee Meeting Agenda
Tuesday, October 1, 2019**

**By-Law XXXX-20
Schedule D
Community Services
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
17. ICE RENTALS					
a) Ice Rental Prime Time	per hour	\$208.64	\$212.80	\$217.05	\$221.40
b) Ice Rental Prime (Aurora Based Minor Hockey/Skating Club only)	per hour	\$195.57	\$199.50	\$203.50	\$207.55
c) Ice Rental Non-Prime - Weekday (8:00am to 4:00pm) - and all Junior A Hockey at any time.	per hour	\$127.72	\$130.25	\$132.85	\$135.50
d) Ice Rental Non-Prime - 6:00am to 8:00am Weekday - 8:00am to 4:00pm Summer Ice (July 1 - Aug. 31) - Weekend Summer Ice (July 1 - Aug. 31)	per hour	\$135.20	\$137.90	\$140.65	\$143.45
18. FACILITY RENTALS - INDOOR					
a) AURORA ARMOURY	Full Facility - Monthly (rooms & event space)	n/a	n/a	n/a	n/a
	Event/ Activity Space - Monthly	n/a	n/a	n/a	n/a
	Event/ Activity Space - Daily (8hrs)	n/a	n/a	n/a	n/a
	Event/ Activity Space - Hourly	n/a	n/a	n/a	n/a
	Office/ Meeting/ Storage Spaces - Monthly	n/a	n/a	n/a	n/a
	Office/ Meeting/ Storage Spaces - Hourly	n/a	n/a	n/a	n/a
b) COMMUNITY CENTRE - Auditorium	per hour	\$60.73	\$61.95	\$63.20	\$64.45
c) COMMUNITY CENTRE - Auditorium	per day (8 hours) Hourly Rate applies beyond 8 hours	\$361.06	\$368.30	\$375.65	\$383.15
d) COMMUNITY CENTRE - ACC#1 Meeting Room - available free of charge to Aurora non-profit groups	per hour	\$32.44	\$33.10	\$33.75	\$34.45
e) COMMUNITY CENTRE - ACC#2 Meeting Room - available free of charge to Aurora non-profit groups	per hour	\$25.11	\$25.60	\$26.10	\$26.60
f) Arena Floor Rental - Aurora based Youth groups	per hour	\$45.00	\$45.90	\$46.80	\$47.75
g) Arena Floor Rental - Other	per hour	\$59.66	\$60.85	\$62.05	\$63.30
h) Arena Floor Event Rental - Not for profit in Aurora	per day - multi day event (open - close)	\$818.41/surface	\$834.75/surface	\$851.45/surface	\$868.45/surface
i) Arena Floor Event Rental - Other	per day - multi day event (open - close)	\$1,156.46/surface	\$1,179.60/surface	\$1,203.20/surface	\$1,227.25/surface
j) LEISURE COMPLEX	Meeting Room - available free of charge to Aurora non-profit groups	\$32.44/hour	\$33.10/hour	\$33.75/hour	\$34.40/hour
	Program Room C (2nd Floor)	\$37.72/hour	\$38.45/hour	\$39.20/hour	\$40.00/hour
	Program Room A (Main Floor - small)	\$32.44/hour	\$33.10/hour	\$33.75/hour	\$34.40/hour
	Program Room B (Main Floor - large)	\$37.72/hour	\$38.45/hour	\$39.20/hour	\$40.00/hour
	Teaching Kitchen	\$28.29/hour (plus \$50.00 clean-up deposit)	\$28.85/hour (plus \$55.00 clean-up deposit)	\$29.40/hour (plus \$55.00 clean-up deposit)	\$30.00/hour (plus \$60.00 clean-up deposit)
k) Gymnasium - Prime Time - Aurora based Youth	Full Gym - per hour	\$81.64	\$83.25	\$84.90	\$86.60
l) Gymnasium - Prime Time - Other	Full Gym - per hour	\$109.93	\$112.10	\$114.35	\$116.65
m) GYMNASIUM - Non-Prime - 7:00am to 4:00pm Weekdays	Full Gym - per hour	\$60.73	\$61.95	\$63.20	\$64.45
n) Squash Courts	per court per hour	\$13.12	\$13.40	\$13.65	\$13.90

By-Law XXXX-20
Schedule D
Community Services
Effective January 1, 20XX

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
p) SENIORS CENTRE	Activity Room A	\$32.44/hour	\$33.10/hour	\$33.75/hour	\$34.40/hour
	Activity Room B	\$32.44/hour	\$33.10/hour	\$33.75/hour	\$34.40/hour
	Activity Room A & B	\$37.72/hour	\$38.45/hour	\$39.20/hour	\$40.00/hour
	Activity Room A & B & Kitchen	\$59.66/hour	\$60.85/hour	\$62.05/hour	\$63.30/hour
	Activity Room C	\$32.44/hour	\$33.10/hour	\$33.75/hour	\$34.40/hour
	Activity Room & Kitchen	\$53.92/hour	\$55.00/hour	\$56.10/hour	\$57.20/hour
	Craft Room	\$37.72/hour	\$38.45/hour	\$39.20/hour	\$40.00/hour
	Multi-Purpose Room/Kitchen - Hourly	\$121.41/hour	\$123.85/hour	\$126.30/hour	\$128.80/hour
Multi-Purpose Room/Kitchen - Daily (8 hours)	\$720.01/day	\$734.40/day	\$749.10/day	\$764.10/day	
q) STRONACH AURORA RECREATION COMPLEX	Meeting Room - available free of charge to Aurora non-profit groups	\$32.44/hour	\$33.10/hour	\$33.75/hour	\$34.40/hour
r) TOWN HALL - Coffee Service	Per 25 people or less	\$30.39/25 people	\$31.00/25 people	\$31.60/25 people	\$32.25/25 people
s) TOWN HALL - Aurora Based Non-Profit Groups (as defined by Town Policy)	Leksand Room	No Charge	No Charge	No Charge	No Charge
	Holland Room (Staff support fee may apply)	No Charge	No Charge	No Charge	No Charge
t) TOWN HALL - Aurora Based Groups	Leksand Room	\$32.44/hour	\$33.10/hour	\$33.75/hour	\$34.40/hour
	Holland Room (Staff support fee may apply)	\$38.75/hour	\$39.50/hour	\$40.30/hour	\$41.10/hour
u) TOWN HALL - Non-Aurora Based Groups	Leksand Room	\$38.75/hour	\$39.50/hour	\$40.30/hour	\$41.10/hour
	Holland Room (Staff support fee may apply)	\$44.49/hour	\$45.35/hour	\$46.25/hour	\$47.15/hour
TOWN HALL - COUNCIL CHAMBERS (Staff support fee may apply)	Aurora Based Groups	\$60.73/hour	\$61.95/hour	\$63.20/hour	\$64.45/hour
	Non-Aurora Based Groups	\$126.13/hour	\$128.65/hour	\$131.20/hour	\$133.80/hour
	Professional/Commercial Groups	\$247.03/hour	\$251.95/hour	\$257.00/hour	\$262.15/hour
v) TOWN HALL - SKYLIGHT GALLERY	per hour	\$60.73	\$61.95	\$63.20	\$64.45
w) TOWN HALL - EQUIPMENT SUPPORT	Staffing charge for the use of the equipment in either the Holland Room and/or Council Chambers	\$78.52/hour (3 hour min)	\$80.10/hour (3 hour min)	\$81.70/hour (3 hour min)	\$83.35/hour (3 hour min)
x) VICTORIA HALL	per hour	\$37.72/hour	\$38.45/hour	\$39.20/hour	\$40.00/hour
	Daily (8 hours)	\$222.94/hour	\$227.40/hour	\$231.95/hour	\$236.60/hour
y) Locker Rental	Per Person	1 mo. / 3 mo. / 6 mo. / 12 mo. \$6.66/\$19.22/\$36.13/\$68.93	1 mo. / 3 mo. / 6 mo. / 12 mo. \$6.80/\$19.60/\$36.85/\$70.30	1 mo. / 3 mo. / 6 mo. / 12 mo. \$6.95/\$20.00/\$37.60/\$71.70	1 mo. / 3 mo. / 6 mo. / 12 mo. \$7.10/\$20.40/\$38.35/\$73.15
19. FACILITY RENTALS - OUTDOOR					
a) BAND SHELL	Park Event/Large Company/School Picnic	\$355.83	\$362.95	\$370.20	\$377.60
	Hourly (no set-up or staff support required)	\$30.39	\$31.00	\$31.60	\$32.25
b) McMAHON PARK	Aurora Lawn Bowling Club	\$1,089.78/year	\$1,111.55/year	\$1,133.80/year	\$1,156.45/year
	Aurora Community Tennis Club	\$1,771.05/year	\$1,806.45/year	\$1,842.55/year	\$1,879.40/year
c) TENNIS COURTS	per hour	\$8.41	\$8.60	\$8.75	\$8.95
20. PLAYING FIELD USER FEES					
a) Ball Diamonds - Adult	per hour	\$16.91	\$17.25	\$17.60	\$17.95
b) Ball Diamonds - Youth	per hour	\$10.66	\$10.85	\$11.05	\$11.25
c) Rectangular Fields - Youth	per hour	\$9.28	\$9.45	\$9.65	\$9.85
d) Rectangular Fields - Adult	per hour	\$11.12	\$11.35	\$11.60	\$11.85
e) Tournaments	each	\$234.32/ tournament plus hourly rate per field	\$239.00/ tournament plus hourly rate per field	\$243.80/ tournament plus hourly rate per field	\$248.65/ tournament plus hourly rate per field
h) ARTIFICIAL TURF FIELD Aurora based non-profit May 1 - September 30 (regular season)	Youth - per hour	\$9.28	\$9.45	\$9.65	\$9.85
	Adult - per hour	\$11.12	\$11.35	\$11.60	\$11.85
i) ARTIFICIAL TURF FIELD Aurora based non-profit Youth/Adult - Oct 1 - April 30	per hour	\$23.99	\$24.45	\$24.95	\$25.45
j) ARTIFICIAL TURF FIELD All schools and Aurora based private people - May 1 - September 30 (regular season)	per hour	\$29.47	\$30.05	\$30.65	\$31.25

By-Law XXXX-20
Schedule D
Community Services
Effective January 1, 20XX

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
k) ARTIFICIAL TURF FIELD All schools and Aurora based private people - October 1 - April 30	per hour	\$65.40	\$66.70	\$68.05	\$69.40
l) ARTIFICIAL TURF FIELD All non-Aurora based groups Youth/Adult - Any time of year	per hour	\$207.05	\$211.20	\$215.40	\$219.70
21. CULTURAL SERVICES					
a) Visiting Researcher	per 2 hours	\$26.04	\$26.55	\$27.10	\$27.65
b) Corresponding Researcher	per hour	\$47.30	\$48.25	\$49.20	\$50.20
c) Photocopies / scans of text	per page	\$0.52	\$0.53	\$0.54	\$0.55
d) High Resolution Image (existing)	per image	\$29.57	\$30.15	\$30.75	\$30.35
e) High Resolution Scan	per image	\$59.14	\$60.30	\$61.50	\$62.75

**By-Law XXXX-20
Schedule E
Operational Services
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Work Performed for Residents, Contractors and Developers		Actual Labour, Material & Equipment plus 35% overhead or full cost of contracted services plus 15% administrative fee, subject to HST	Actual Labour, Material & Equipment plus 35% overhead and full cost of contracted services plus 15% administrative fee, subject to HST	Actual Labour, Material & Equipment plus 35% overhead and full cost of contracted services plus 15% administrative fee, subject to HST	Actual Labour, Material & Equipment plus 35% overhead or full cost of contracted services plus 15% administrative fee, subject to HST
Hydrant Deposit	Each	\$2,182.00	\$2,200.00	\$2,200.00	\$2,200.00
Fire Flow Test	Each	\$267.00	\$272.00	\$278.00	\$284.00
Sewer Camera Rate	lump sum	actual cost plus 15% administrative fee, subject to HST	actual cost plus 15% administrative fee, subject to HST	actual cost plus 15% administrative fee, subject to HST	actual cost plus 15% administrative fee, subject to HST
Water Meters and Water Meter Accessories	each	Actual cost plus 35% overhead, subject to HST (overhead limited to a maximum of \$513 per meter or accessory)	Actual cost plus 35% overhead, subject to HST (overhead limited to a maximum of \$500 per meter or accessory)	Actual cost plus 35% overhead, subject to HST (overhead limited to a maximum of \$500 per meter or accessory)	Actual cost plus 35% overhead, subject to HST (overhead limited to a maximum of \$513 per meter or accessory)
Water Meter Wire Charge	per box	\$125.00	\$128.00	\$131.00	\$134.00
Road Excavation Fees					
Road Excavation Permit Deposit	each	\$575.00 - \$5,000.00	\$587.00 - \$5,100.00	\$599.00 - \$5,202.00	\$611.00 - \$5,306.00
Road Occupancy Permit Rush Fee	each	n/a	\$100.00	\$102.00	\$104.00
Road Excavation/Occupancy Permit	whichever is greater	\$225.00 or 10%	\$276.00 or 10%	\$282.00 or 10%	\$287.00 or 10%
Sanitary Sewer Remediation					
Private Side Sanitary Sewer Remediation	each	Actual cost plus 15% administrative fee, subject to HST	Actual cost plus 15% administrative fee, subject to HST	Actual cost plus 15% administrative fee, subject to HST	Actual cost plus 15% administrative fee, subject to HST
Water Turn On/Off Service Charges (previously included in By-law 5716-15)					
24 hours or more of notice during business hours (8:00am - 4:00pm)	each	\$0.00	\$0.00	\$0.00	\$0.00
Less than 24 hours notice during business hours (8:00am - 4:00pm)	each	\$86.00	\$88.00	\$90.00	\$92.00
Outside business hours	each	\$171.00	\$174.00	\$177.00	\$181.00
Waste Collection Fees					
Blue Boxes	each	\$10.00	\$10.25	\$10.50	\$10.75
Blue Totes	each	\$150.00 + delivery charge of \$33.00 for the 95 gal totes (which includes picking up old damaged totes)	\$153.00 + delivery charge of \$34.00 for the 95 gal totes (which includes picking up old damaged totes)	\$156.00 + delivery charge of \$35.00 for the 95 gal totes (which includes picking up old damaged totes)	\$159.00 + delivery charge of \$36.00 for the 95 gal totes (which includes picking up old damaged totes)
Green Bins	each	\$22.00	\$22.50	\$23.00	\$23.50
Kitchen Catcher	each	\$5.00	\$5.25	\$5.50	\$5.75
Backyard Composters	each	\$41.00	\$42.00	\$43.00	\$44.00
Replacement Blue Tote wheel set	each	\$20.00	\$20.50	\$21.00	\$21.50
Landscape Fees					
Landscaping Administration Fees	each	8.168% - less than \$100K 7.148% - \$100K to \$250K 6.126% - \$250K to \$500K 5.105% - more than \$500K	8.168% - less than \$100K 7.148% - \$100K to \$250K 6.126% - \$250K to \$500K 5.105% - more than \$500K	8.168% - less than \$100K 7.148% - \$100K to \$250K 6.126% - \$250K to \$500K 5.105% - more than \$500K	8.168% - less than \$100K 7.148% - \$100K to \$250K 6.126% - \$250K to \$500K 5.105% - more than \$500K
Landscape Maintenance Fees	each	25.525% of estimated value of landscape works installed on municipal property (excludes open space plantings)	25.525% of estimated value of landscape works installed on municipal property (excludes open space plantings)	25.525% of estimated value of landscape works installed on municipal property (excludes open space plantings)	25.525% of estimated value of landscape works installed on municipal property (excludes open space plantings)
Tree Permit Fees					
Tree Permit Fees	up to 3 trees that are less than 20 cm	\$209.36	\$214.00	\$218.00	\$222.00
	4 trees that are less than 20 cm	\$313.96	\$320.00	\$326.00	\$333.00
	5 trees that are less than 20 cm	\$418.61	\$427.00	\$436.00	\$445.00
	6 trees that are less than 20 cm	\$523.26	\$534.00	\$545.00	\$556.00
	7 trees that are less than 20 cm	\$627.92	\$640.00	\$653.00	\$666.00
	8 or more trees that are less than 20 cm (cost per tree)	\$104.65	\$107.00	\$109.00	\$111.00
	A tree that is greater than 20cm, but less than 70 cm	\$523.26	\$534.00	\$545.00	\$556.00

**By-Law XXXX-20
Schedule F
Financial Services
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Tax Bill Reprint - Per Tax Year	per document	\$ 20.00	\$ 20.50	\$ 21.00	\$ 21.50
Returned Cheques	per cheque	\$ 50.00	\$ 51.00	\$ 52.00	\$ 53.00
Payment Recalled by Bank	per item	\$ 20.00	\$ 20.50	\$ 21.00	\$ 21.50
Mortgage Administrative Fee	per transaction	\$ 10.00	\$ 10.25	\$ 10.50	\$ 10.75
Tax Reminder Notices	per property	\$ 7.00	\$ 7.15	\$ 7.30	\$ 7.45
Water and Wastewater Reminder Notices	per property	\$ 7.00	\$ 7.15	\$ 7.30	\$ 7.45
Tax and Water/Wastewater Certificate (for all properties)	per property	\$ 140.00	\$ 143.00	\$ 146.00	\$ 149.00
Online Tax and Water/Wastewater Certificate (for all properties)	per property	n/a	\$ 143.00	\$ 146.00	\$ 149.00 *
Tax Certificate	per property	\$ 85.00	\$ 100.00	\$ 110.00	\$ 120.00 *
Water/Wastewater Certificate	per property	\$ 85.00	\$ 100.00	\$ 110.00	\$ 120.00 *
Water Bill Reprint - Per Billing Period	per document	\$ 20.00	\$ 20.50	\$ 21.00	\$ 21.50
Official Tax Receipt Letter for Government Agencies	per document	\$ 35.00	\$ 35.75	\$ 36.50	\$ 37.25
Duplicate Receipt	per receipt	\$ 15.00	\$ 15.30	\$ 15.60	\$ 15.90
Detailed Analysis of Tax Account - Per Tax Year	per property	\$ 35.00	\$ 35.75	\$ 36.50	\$ 37.25
Tax Roll Ownership Change	per property	\$ 55.00	\$ 56.00	\$ 57.00	\$ 58.00
Water Account Ownership Change/ New Account Set-up	per property	\$ 55.00	\$ 56.00	\$ 57.00	\$ 58.00
Letter of Reference for Utilities	each	\$ 30.00	\$ 30.50	\$ 31.00	\$ 31.50
Addition of Unpaid Provincial Offences Act Fines to Tax Bill	per addition	\$ 50.00	\$ 51.00	\$ 52.00	\$ 53.00
Addition of Unpaid Charges to Tax Bill	per addition	\$ 30.00	\$ 30.50	\$ 31.00	\$ 31.50

**By-Law XXXX-20 Schedule G
Building Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Minimum Permit Fee for Part 9 Residential Building	per application	\$ 280.00	\$ 286.00	\$ 292.00	\$ 298.00
Minimum Permit Fee for all Other Buildings	per application	\$ 565.00	\$ 576.00	\$ 588.00	\$ 600.00
Group A Assembly (Applies to New Buildings and Additions)					
Restaurants/ Banquet Halls (Finished)	per square metre	\$ 18.10	\$ 18.50	\$ 18.90	\$ 19.30
Restaurant/ Banquet Hall (Shell)	per square metre	\$ 11.00	\$ 11.25	\$ 11.50	\$ 11.75
Recreation Facilities, Schools, Libraries, Churches, Theatres and All Other Group A Occupancies	per square metre	\$ 18.10	\$ 18.50	\$ 18.90	\$ 19.30
Group A Assembly (Alterations)	per square metre	\$ 6.20	\$ 6.30	\$ 6.40	\$ 6.50
Group B Institutional (Applies to New Buildings and Additions)					
Residential Care Facilities, Nursing Homes and All Other Group B	per square metre	\$ 18.10	\$ 18.50	\$ 18.90	\$ 19.30
Group B Institutional (Alterations)	per square metre	\$ 6.20	\$ 6.30	\$ 6.40	\$ 6.50
Group C Residential (Applies to New Buildings and Additions)					
Single Family Detached (Semi, Row House, Link Dwellings)* *Permit includes Building, HVAC, Plumbing and Residential Occupancy Permits.	per square metre	\$ 16.40	\$ 16.75	\$ 17.10	\$ 17.40
Multiple Residential and Apartments	per square metre	\$ 15.40	\$ 15.75	\$ 16.10	\$ 16.40
Other Group C (Hotel/Motel Lodging Houses, Rooming Houses, Shelters, etc.)	per square metre	\$ 15.40	\$ 15.75	\$ 16.10	\$ 16.40
Group C Residential (Alterations)	per square metre	\$ 6.20	\$ 6.30	\$ 6.40	\$ 6.50
Second Suite Dwelling Unit	per square metre	\$ 6.20	\$ 6.30	\$ 6.40	\$ 6.50
Group D Business and Personal Services (Applies to New Buildings and Additions)					
Business and Personal Services (Finished)	per square metre	\$ 15.40	\$ 15.75	\$ 16.10	\$ 16.40
Business and Personal Services (Shell)	per square metre	\$ 12.30	\$ 12.60	\$ 12.90	\$ 13.20
Group D Business and Personal Services (Alterations)	per square metre	\$ 7.20	\$ 7.30	\$ 7.50	\$ 7.70
Group E Mercantile (Applies to New Buildings and Additions)					
Mercantile (Finished)	per square metre	\$ 15.40	\$ 15.75	\$ 16.10	\$ 16.40
Mercantile (Shell)	per square metre	\$ 12.30	\$ 12.60	\$ 12.90	\$ 13.20
Group E Mercantile (Alterations)	per square metre	\$ 7.20	\$ 7.30	\$ 7.50	\$ 7.70
Group F Industrial (Applies to New Buildings and Additions)					
Industrial (Finished - Including Self-Storage Buildings)	per square metre	\$ 10.30	\$ 10.50	\$ 10.70	\$ 10.90
Industrial (Shell)	per square metre	\$ 8.20	\$ 8.40	\$ 8.60	\$ 8.75
Storage Garages	per square metre	\$ 5.10	\$ 5.20	\$ 5.30	\$ 5.40
Gas Stations/Repair Stations	per square metre	\$ 9.20	\$ 9.40	\$ 9.60	\$ 9.80
Farm Buildings	per square metre	\$ 4.40	\$ 4.50	\$ 4.60	\$ 4.70
Group F Industrial (Alterations)	per square metre	\$ 5.10	\$ 5.20	\$ 5.30	\$ 5.40
Designated Structures					
Wind Turbine Support Structure	per structure	\$ 325.00	\$ 332.00	\$ 339.00	\$ 346.00
Exterior Tank and Support not regulated by TSSA, 2000	per structure	\$ 275.00	\$ 281.00	\$ 287.00	\$ 293.00
Retaining Walls	per linear metre	\$ 8.00	\$ 8.20	\$ 8.40	\$ 8.60
Solar Collectors	per structure	\$ 325.00	\$ 332.00	\$ 339.00	\$ 346.00
Stand Alone					
Accessory Structures (Residential)	flat fee	\$ 280.00	\$ 286.00	\$ 292.00	\$ 298.00
Accessory Structures (All Other)	flat fee	\$ 540.00	\$ 551.00	\$ 562.00	\$ 573.00
Alternative Solutions	per application	\$1,050.00 - plus consulting costs as applicable	\$1,071.00 - plus consulting costs as applicable	\$1,092.00 - plus consulting costs as applicable	\$1,114.00 - plus consulting costs as applicable
Change of Use	per square metre	\$ 7.20	\$ 7.30	\$ 7.50	\$ 7.70
Construction and Sales Trailers	per square metre	\$ 10.80	\$ 11.00	\$ 11.20	\$ 11.40
Construction and Sales Trailers (Pre-Fabricated)	per square metre	\$ 5.40	\$ 5.50	\$ 5.60	\$ 5.70
Conditional Permits	per square metre of applicable residential or commercial fee	\$1,050.00 - plus agreement preparation costs (min \$1,000.00)	\$1,071.00 - plus agreement preparation costs (min \$1,020.00)	\$1,092.00 - plus agreement preparation costs (min \$1,040.00)	\$1,114.00 - plus agreement preparation costs (min \$1,060.00)

**By-Law XXXX-20 Schedule G
Building Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Demolition (Singles, Semis, Row Houses, Accessory Structures)	55m ² or less - flat fee	\$ 280.00	\$ 286.00	\$ 292.00	\$ 298.00
	Over 55m ² - flat fee	\$ 330.00	\$ 337.00	\$ 344.00	\$ 351.00
Demolition (Others)	flat fee	\$ 540.00	\$ 551.00	\$ 562.00	\$ 573.00
Electromagnetic Locks	per lock	\$32.00 - to a maximum of \$320.00	\$32.60 - to a maximum of \$326.00	\$33.25 - to a maximum of \$332.50	\$33.90 - to a maximum of \$339.00
Fire Alarm Retrofit	per application	\$ 320.00	\$ 326.00	\$ 333.00	\$ 340.00
Fireplaces, Woodstoves and Chimneys	each	\$ 280.00	\$ 286.00	\$ 292.00	\$ 298.00
Foundation for Relocated Buildings	per square metre	\$ 3.80	\$ 3.90	\$ 4.00	\$ 4.10
HVAC Systems	per residential system	\$ 280.00	\$ 286.00	\$ 292.00	\$ 298.00
	per all other systems	\$ 565.00	\$ 576.00	\$ 588.00	\$ 600.00
Kitchen Exhaust System	per system	\$ 540.00	\$ 551.00	\$ 562.00	\$ 573.00
Marijuana Grow-OP Remediation	minimum fee - includes 10 hours of plan review and inspection	\$ 1,130.00	\$ 1,153.00	\$ 1,176.00	\$ 1,200.00
	per hour (after)	\$ 115.00	\$ 117.00	\$ 119.00	\$ 121.00
Miscellaneous Permits - Where a permit application is for a Class not listed herein, the Unit of Measure and Fee shall be determined by the Chief Building Official	each	tdb	tdb	tdb	tdb
Model Certification	per square metre	\$ 5.90	\$ 6.00	\$ 6.10	\$ 6.20
Permits for Certified Plans	per square metre	\$ 10.50	\$ 10.70	\$ 10.90	\$ 11.10
Model Type Change	per square metre	\$ 820.00	\$ 836.00	\$ 853.00	\$ 870.00
Outdoor Public Pool (3.11 OBC)	per square metre	\$ 6.50	\$ 6.60	\$ 6.75	\$ 6.90
Occupancy of an Unfinished Building Permit	per application - up to 4 hours of combined inspection time for building, plumbing and fire services	\$ 450.00	\$ 459.00	\$ 468.00	\$ 477.00
	per hour (additional time)	\$ 113.00	\$ 115.00	\$ 117.00	\$ 119.00
Partial Permits (Foundation, Structural and Foundation/Structural)	per application	\$ 565.00	\$ 576.00	\$ 588.00	\$ 600.00
Portables	per portable	\$165.00 - to a maximum of \$1,640.00	\$168.00 - to a maximum of \$1,680.00	\$171.00 - to a maximum of \$1,710.00	\$174.00 - to a maximum of \$1,740.00
Revision to Permit Plan	per application - up to 3 hours of review time	\$ 282.00	\$ 288.00	\$ 294.00	\$ 300.00
Shoring	per linear metre	\$ 7.70	\$ 7.90	\$ 8.10	\$ 8.30
Solar Domestic Hot Water Systems	per system	\$ 482.00	\$ 492.00	\$ 502.00	\$ 512.00
Sprinkler Retrofit	per square metre	\$ 0.65	\$ 0.66	\$ 0.67	\$ 0.68
Temporary Building/Tent	per structure	\$165.00 - to a maximum of \$1,640.00	\$168.00 - to a maximum of \$1,680.00	\$171.00 - to a maximum of \$1,710.00	\$174.00 - to a maximum of \$1,740.00
Transit/Bus and Terminal/Bus Shelter	per square metre (see Group A Occupancies)	\$ 14.00	\$ 14.30	\$ 14.60	\$ 14.90
Underpinning	per linear metre	\$ 7.70	\$ 7.90	\$ 8.10	\$ 8.30
Plumbing					
On Site Sewage Systems - New Systems (200m ² or less)	per system	\$ 565.00	\$ 576.00	\$ 588.00	\$ 600.00
On Site Sewage Systems - New Systems (Greater than 200m ²)	per square metre	\$3.85 - to a maximum of \$3,235.00	\$3.90 - to a maximum of \$3,300.00	\$4.00 - to a maximum of \$3,366.00	\$4.10 - to a maximum of \$3,433.00
Alterations to Sewage Disposal System	per application	\$ 270.00	\$ 275.00	\$ 281.00	\$ 287.00
Headers, Tank Removal or Decommissioning	each	\$ 270.00	\$ 275.00	\$ 281.00	\$ 287.00
Stand Alone Plumbing Fixtures, Equipment, Roof Drains - Single Family Dwelling	per fixture	\$ 16.50	\$ 16.80	\$ 17.10	\$ 17.40
Stand Alone Plumbing Fixtures, Equipment, Roof Drains - All Other Buildings	per fixture	\$ 16.50	\$ 16.80	\$ 17.10	\$ 17.40
Water Service (Residential)	per application	\$ 26.00	\$ 26.50	\$ 27.00	\$ 27.50
Each Residential Drain and Sewer (Includes both Storm and Sanitary, Inside, Outside and Floor Drains)	per application	\$ 62.00	\$ 63.00	\$ 64.00	\$ 65.00
Commercial, Industrial, Institutional and Apartment (Buildings and Units)					
Water Services					
50mm (2") or less	each	\$ 26.00	\$ 26.50	\$ 27.00	\$ 27.50
100mm (4")	each	\$ 46.00	\$ 46.90	\$ 47.80	\$ 48.80
150mm (6")	each	\$ 67.00	\$ 68.00	\$ 69.00	\$ 70.00
200mm (8")	each	\$ 87.00	\$ 89.00	\$ 91.00	\$ 93.00

**By-Law XXXX-20 Schedule G
Building Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
250mm (10")	each	\$ 108.00	\$ 110.00	\$ 112.00	\$ 114.00
300mm (12") or larger	each	\$ 128.00	\$ 131.00	\$ 134.00	\$ 137.00
Drains (Storm or Sanitary Drains - Inside or Outside)					
100mm (4")	each	\$ 51.00	\$ 52.00	\$ 53.00	\$ 54.00
150mm (6")	each	\$ 77.00	\$ 79.00	\$ 81.00	\$ 83.00
200mm (8")	each	\$ 97.00	\$ 99.00	\$ 101.00	\$ 103.00
250mm (10")	each	\$ 118.00	\$ 120.00	\$ 122.00	\$ 124.00
300mm (12") or larger	each	\$ 138.00	\$ 141.00	\$ 144.00	\$ 147.00
Miscellaneous Plumbing					
Manhole, Catch-Basin, Area Drain or Interceptors	each	\$ 36.00	\$ 37.00	\$ 38.00	\$ 39.00
Testable Back-Flow Preventer	each	\$ 67.00	\$ 68.00	\$ 69.00	\$ 70.00
Other Fees					
Re-Inspection Fee (Applicable at the discretion of the Chief Building Inspector)	each	\$ 113.00	\$ 115.00	\$ 117.00	\$ 119.00
Review of Plans	per hour	\$ 113.00	\$ 115.00	\$ 117.00	\$ 119.00
Permit Reactivation Fee	per permit	\$ 160.00	\$ 163.00	\$ 166.00	\$ 169.00
Administration Fee for Occupancy of a Residential Building Prior to Issuance of the Required Residential Occupancy Permit under the Building Code	per unit	\$ 810.00	\$ 826.00	\$ 843.00	\$ 860.00
Special Inspection Fee - per Hour, per Person (Applicable at the discretion of the Chief Building Inspector)	per hour per person	\$ 113.00	\$ 115.00	\$ 117.00	\$ 119.00
Special Investigation Fee - Where work for which a permit is required by the Building By-law has commenced without the authorization of a permit, in addition to all other fees)	each	Half the permit fee payable pursuant to this By-law or \$255.00, whichever is greater	Half the permit fee payable pursuant to this By-law or \$260.00, whichever is greater	Half the permit fee payable pursuant to this By-law or \$265.00, whichever is greater	Half the permit fee payable pursuant to this By-law or \$270.00, whichever is greater
Transfer of Permit	per application	\$ 113.00	\$ 115.00	\$ 117.00	\$ 119.00
Zoning and Applicable Law Review	per proposal	\$ 138.00	\$ 141.00	\$ 144.00	\$ 147.00
Sewage System Maintenance Inspection	per inspection	\$ 155.00	\$ 158.00	\$ 161.00	\$ 164.00
Project by the Municipality	each	No Fees Charged	No Fees Charged	No Fees Charged	No Fees Charged
Notes					
General Notes - Interpretation and Application of Schedule G					
A building permit or permit fee is not required for any detached structure having an area of less than 10 square metres, except where plumbing is installed. However, the Town of Aurora Zoning By-law Number 2213-78, as amended, applies to all structures.					
Detached single family dwelling, semi-detached dwelling, row house and link house					
The service index applied to the construction of a new dwelling includes the building, plumbing, HVAC and occupancy permit components.					
Where a proposal for the construction of a new dwelling unit includes a deck, porch or similar amenity structures those amenities are included in the permit fee and will not be charged the stand alone fee for such structures.					
The measurement of a floor area for a dwelling unit shall be measured from exterior face of exterior wall to same or centerline of party wall, firewall or common wall including the floor area of an attached garage, basements and cellars.					
Where a proposal for construction includes an addition, alteration, accessory structures or any combination thereof the permit fee shall be the sum of the fees for the individual components.					
All Other Classes of Permits					
The service index applied to the construction of a new dwelling includes the Building, Fire Services and HVAC components but does not include plumbing or site services which shall be charged a separate fee in accordance with this Schedule.					
The occupancy classifications in this schedule correspond with the Ontario Building Code. For mixed use floor areas, the service index for each applicable occupancy may be used.					
Where a storage garage is located below a principle building and is considered a separate building the fee for the storage garage shall be calculated in accordance with the Group F industrial occupancy fees.					
Mechanical penthouses and floors, mezzanines, lofts and balconies are to be included in all floor area calculations. No deductions shall be made for openings in a floor area with the exception of interconnected floor areas.					
Security Deposits					
In accordance with the Town of Aurora Infill Housing Policy a security deposit of \$10,000.00 is required prior to the issuance of a permit for the construction of new dwellings.					
In accordance with the Town of Aurora By-law Number 4744-05P, as amended, additions and accessory structures to dwelling units and demolitions require a road damage deposit in the amount of \$25/metre of frontage to a maximum of \$750.00.					
In accordance with the Town of Aurora Policy regarding temporary sales trailers and construction trailers, a security deposit in the amount of \$5,000.00 is required to cover the cost of removal, should it become necessary.					

**By-Law XXXX-20 Schedule H
Development Planning Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Official Plan Amendment					
Major (see Note 1)	base fee	\$ 21,168.00	\$ 21,591.00	\$ 22,023.00	\$ 22,463.00
	processing fee/surcharge prior to adoption of OPA	\$ 5,353.00	\$ 5,460.00	\$ 5,569.00	\$ 5,680.00
	revision fees	\$ 2,307.00	\$ 2,353.00	\$ 2,400.00	\$ 2,448.00
Minor (see Note 2)	base fee	\$ 12,013.00	\$ 12,253.00	\$ 12,498.00	\$ 12,748.00
	processing fee/surcharge prior to adoption of OPA	\$ 5,353.00	\$ 5,460.00	\$ 5,569.00	\$ 5,680.00
	revision fees	\$ 1,768.00	\$ 1,803.00	\$ 1,839.00	\$ 1,876.00
Zoning By-law Amendment					
Major (see Note 3)	base fee	\$ 12,684.00	\$ 12,938.00	\$ 13,197.00	\$ 13,461.00
	processing fee/surcharge prior to enactment of ZBA	\$ 5,353.00	\$ 5,460.00	\$ 5,569.00	\$ 5,680.00
	revision fees	\$ 2,307.00	\$ 2,353.00	\$ 2,400.00	\$ 2,448.00
Minor (see Note 4)	base fee	\$ 6,868.00	\$ 7,005.00	\$ 7,145.00	\$ 7,288.00
	processing fee/surcharge prior to enactment of ZBA	\$ 5,353.00	\$ 5,460.00	\$ 5,569.00	\$ 5,680.00
	revision fees	\$ 1,768.00	\$ 1,803.00	\$ 1,839.00	\$ 1,876.00
Removal of Hold	base fee	\$ 4,343.00	\$ 4,430.00	\$ 4,519.00	\$ 4,609.00
	processing fee/surcharge prior to enactment of ZBA	\$ 5,353.00	\$ 5,460.00	\$ 5,569.00	\$ 5,680.00
Temporary Use	base fee	\$ 6,358.00	\$ 6,485.00	\$ 6,615.00	\$ 6,747.00
	processing fee/surcharge prior to enactment of ZBA	\$ 5,353.00	\$ 5,460.00	\$ 5,569.00	\$ 5,680.00
	extension of the Temporary By-law	\$ 6,358.00	\$ 6,485.00	\$ 6,615.00	\$ 6,747.00
Draft Plan of Subdivision					
Draft Plan of Subdivision	base fee	\$ 15,693.00	\$ 16,007.00	\$ 16,327.00	\$ 16,654.00
	processing fee/surcharge (residential)	\$644/unit and \$8,467/hectare or part thereof for all other lands (see Note 5)	\$657/unit and \$8,636/hectare or part thereof for all other lands (see Note 5)	\$670/unit and \$8,809/hectare or part thereof for all other lands (see Note 5)	\$683/unit and \$8,985/hectare or part thereof for all other lands (see Note 5)
	processing fee/surcharge (non-residential)	\$8,292/hectare or part thereof for all other lands (see Note 5)	\$8,458/hectare or part thereof for all other lands (see Note 5)	\$8,627/hectare or part thereof for all other lands (see Note 5)	\$8,800/hectare or part thereof for all other lands (see Note 5)
	registration of Subdivision per agreement	\$ 4,315.00	\$ 4,401.00	\$ 4,489.00	\$ 4,579.00
	revision fee (where applicant makes revisions to plans requiring recirculation)	\$ 1,837.00	\$ 1,874.00	\$ 1,911.00	\$ 1,949.00
	revisions to a Draft Approved Plan of Subdivision, or Conditions of Draft Approval	\$ 4,405.00	\$ 4,493.00	\$ 4,583.00	\$ 4,673.00
	extension of Draft Approval	\$ 2,307.00	\$ 2,353.00	\$ 2,400.00	\$ 2,448.00
Draft Plan of Condominium					
(All Types)	base fee	\$ 20,406.00	\$ 20,814.00	\$ 21,230.00	\$ 21,655.00
	registration of Subdivision per agreement	\$ 4,405.00	\$ 4,493.00	\$ 4,583.00	\$ 4,673.00
	revisions to Approved Draft Plan of Condominium	\$ 3,610.00	\$ 3,682.00	\$ 3,756.00	\$ 3,831.00
	extension of Draft Approval	\$ 2,307.00	\$ 2,353.00	\$ 2,400.00	\$ 2,448.00
Part Lot Controls					
Part Lot Controls	base fee	\$ 2,486.00	\$ 2,536.00	\$ 2,587.00	\$ 2,639.00

**By-Law XXXX-20 Schedule H
Development Planning Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Block Plans					
Block Plans	base fee	\$ 10,836.00	\$ 11,053.00	\$ 11,274.00	\$ 11,499.00
	processing fee/surcharge	\$566/hectare or part thereof	\$577/hectare or part thereof	\$589/hectare or part thereof	\$601/hectare or part thereof
Site Plan Approval					
Major	base fee	\$ 6,420.00	\$ 6,548.00	\$ 6,679.00	\$ 6,813.00
	plus: per unit for residential	\$ 644.00	\$ 657.00	\$ 670.00	\$ 683.00
	plus: per unit for multi-residential (apartments)	\$ 330.00	\$ 337.00	\$ 344.00	\$ 351.00
	plus: ICI buildings for first 2,000m ² - per m ² of GFA	\$ 3.37	\$ 3.44	\$ 3.51	\$ 3.58
	plus: ICI buildings portion of GFA between 2,001m ² and 10,000m ² - per m ² of GFA	\$ 2.19	\$ 2.23	\$ 2.27	\$ 2.32
	plus: ICI buildings portion of GFA beyond 10,000m ² - per m ² of GFA	\$ 1.10	\$ 1.12	\$ 1.14	\$ 1.16
Minor and Amending Plans (see Note 6: per m2 fee applicable only if there is an increase in GFA)	base fee	\$ 3,448.00	\$ 3,517.00	\$ 3,587.00	\$ 3,659.00
	plus: ICI buildings for first 2,000m ² - per m ² of GFA	\$ 3.37	\$ 3.44	\$ 3.51	\$ 3.58
	plus: ICI buildings portion of GFA between 2,001m ² and 10,000m ² - per m ² of GFA	\$ 2.19	\$ 2.23	\$ 2.27	\$ 2.32
	plus: ICI buildings portion of GFA beyond 10,000m ² - per m ² of GFA	\$ 1.10	\$ 1.12	\$ 1.14	\$ 1.16
Recirculation/Revisions (where the applicant fails to revise drawings as requested by the Town beyond the third submission or the Applicant changes the plans/proposal)	each	\$ 1,230.00	\$ 1,255.00	\$ 1,280.00	\$ 1,306.00
Site Plan Review (Stable Neighbourhood)	each	\$ 1,025.00	\$ 1,046.00	\$ 1,067.00	\$ 1,088.00
Site Plan Exemption	base fee	\$ 617.00	\$ 629.00	\$ 642.00	\$ 655.00
	request for site plan exemption beyond 2 nd submission	\$ 256.00	\$ 261.00	\$ 266.00	\$ 271.00
Radio Communication Tower/Antenna Facilities	base fee	\$ 8,352.00	\$ 8,519.00	\$ 8,689.00	\$ 8,863.00
Committee of Adjustment					
Consent					
Lot Creation, Lot Addition, Establishment of Easements, Mortgage change over, Lease over 21 years	base fee	\$ 3,480.00	\$ 3,550.00	\$ 3,621.00	\$ 3,693.00
	plus: per new lot created	\$ 1,748.00	\$ 1,783.00	\$ 1,819.00	\$ 1,855.00
	change of conditions (only before a final consent is granted)	\$ 920.00	\$ 938.00	\$ 957.00	\$ 976.00
	recirculation fee (see Note 7)	\$ 2,617.00	\$ 2,669.00	\$ 2,722.00	\$ 2,776.00
Minor Variances or Permission					
Ground Related Residential Zoned Lands	base fee	\$ 1,998.00	\$ 2,038.00	\$ 2,079.00	\$ 2,121.00
Oak Ridges Moraine Residential	base fee	\$ 1,669.00	\$ 1,702.00	\$ 1,736.00	\$ 1,771.00
More than one Variance related to a Draft Approved Plan of Subdivision	base fee	\$ 1,998.00	\$ 2,038.00	\$ 2,079.00	\$ 2,121.00
	plus: per lot or unit	\$ 1,047.00	\$ 1,068.00	\$ 1,089.00	\$ 1,111.00
All Other Uses, including ICI	base fee	\$ 2,449.00	\$ 2,498.00	\$ 2,548.00	\$ 2,599.00
Recirculation/Revisions (see Note 7)	each	\$ 1,387.00	\$ 1,415.00	\$ 1,443.00	\$ 1,472.00

**By-Law XXXX-20 Schedule H
Development Planning Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
General Fees					
Owner's Request to Cancel Public Planning Meeting	base fee	\$ 3,485.00	\$ 3,555.00	\$ 3,626.00	\$ 3,699.00
Local Planning Appeal Tribunal Referral Fee (for all types of development applications)	base fee	\$ 607.00	\$ 619.00	\$ 631.00	\$ 644.00
Local Planning Appeal Tribunal Referral Fee (Minor Variances and Consent)	base fee	\$ 314.00	\$ 320.00	\$ 326.00	\$ 333.00
File Maintenance Fee	per year	\$ 718.00	\$ 732.00	\$ 747.00	\$ 762.00
Cash in Lieu of Parking Agreement	base fee	\$ 5,125.00	\$ 5,228.00	\$ 5,333.00	\$ 5,450.00
Section 37 (Bonusing Agreement)	base fee	\$ 5,125.00	\$ 5,228.00	\$ 5,333.00	\$ 5,450.00
Municipal Street Name Change	each	\$ 1,648.00	\$ 1,681.00	\$ 1,715.00	\$ 1,749.00
Municipal Addressing Change	each	\$ 1,072.00	\$ 1,093.00	\$ 1,115.00	\$ 1,137.00
Notes					
1) Major Official Plan Amendment					
An application that is significant in scale and scope which may have greater impact or policy implication beyond the subject lands. Such applications may include those relating to multiple properties; site specific proposals that represent large scale development/significant change in use; and applications involving significant changes to the text/policies of the Official Plan.					
2) Minor Official Plan Amendment					
An application that is a small scale amendment to the Official Plan policies and designations, having limited impact or policy implications beyond the subject lands.					
3) Major Zoning By-law Amendment					
An application that is significant in scale and scope which may have greater impact or policy implication beyond the subject lands. Such applications may include: - an application relating to more than one property; - a site specific application, if considered to represent large scale redevelopment; - significant change in use and/or zone category; or - an application involving significant changes to the development standards or general provisions of the by-law.					
4) Minor Zoning By-law Amendment					
An application for minor and small scale zoning amendment having no significant impact on adjoining lands. Minor application must be site specific and include: - a request for additional permitted use, within an existing building or with no significant impact on existing development standards; and - changes in development standards to accommodate a minor development or severance.					
5) Draft Plan of Subdivision					
All other lands within the draft plan excluding roads, road widenings and environmental protection lands.					
6) Minor and Amending Site Plans					
Shall include amendments to existing site plan agreements for those properties with development agreements executed and registered after 2000. Staff shall determine, in consultation with other departments, if a site plan application is considered minor, an amendment or if a new site plan application is required.					
7) Recirculation Fee					
Required due to an Owner's or Applicant's revisions or deferrals.					
Payment of Fees					
All fees set out herein shall be payable to the Town of Aurora upon the submission of the related application to the Town, unless otherwise provided herein. The fee amount shall be completed by the Applicant on the Fee Calculation Worksheet included with each Application Form. 50% of fees refunded if application is withdrawn prior to any Council or Committee of Adjustment consideration.					

**By-Law XXXX-20
Schedule I
By-law Services Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Adult Entertainment Parlour (previously included in By-law 5630-14)					
Owner/Operator - Initial	each	\$1,790.00	\$1,826.00	\$1,863.00	\$1,900.00
Owner/Operator - Renewal	each	\$1,540.00	\$1,571.00	\$1,602.00	\$1,634.00
Entertainer - Initial	each	\$100.00	\$165.00	\$168.00	\$171.00
Entertainer - Renewal	each	\$90.00	\$150.00	\$153.00	\$156.00
Entertainer - Late Fee	each	\$25.00	\$50.00	\$51.00	\$52.00
Entertainer - I.D. Card	each	\$5.00	\$10.00	\$11.00	\$12.00
Auctioneers (previously included in By-law 5630-14)					
Initial	each	\$135.00	\$138.00	\$141.00	\$144.00
Renewal	each	\$70.00	\$71.00	\$72.00	\$73.00
Billiard Hall (previously included in By-law 5630-14)					
Initial	each	\$365.00	\$372.00	\$379.00	\$387.00
Renewal	each	\$70.00	\$71.00	\$72.00	\$73.00
Body Rub Parlour (previously included in By-law 5630-14)					
Owner - Initial	each	\$1,790.00	\$1,969.00	\$2,008.00	\$2,048.00
Owner - Renewal	each	\$1,540.00	\$1,694.00	\$1,728.00	\$1,762.00
Operator - Initial	each	\$845.00	\$930.00	\$949.00	\$968.00
Operator - Renewal	each	\$820.00	\$836.00	\$853.00	\$870.00
Provider - Initial	each	\$105.00	\$115.00	\$118.00	\$121.00
Provider - Renewal	each	\$90.00	\$99.00	\$101.00	\$103.00
Provider - Late Fee	each	\$25.00	\$50.00	\$51.00	\$52.00
Provider - I.D. Card	each	\$5.00	\$10.00	\$11.00	\$12.00
Door to Door Sales Agents (previously included in By-law 5630-14)					
Initial	each	\$75.00	\$77.00	\$79.00	\$81.00
Renewal	each	\$70.00	\$71.00	\$72.00	\$73.00
Driving School Instructors (previously included in By-law 5630-14)					
Instructors with vehicle - Initial	each	\$95.00	\$105.00	\$107.00	\$109.00
Instructors with vehicle - Renewal	each	\$85.00	\$94.00	\$96.00	\$98.00
Instructor with vehicle - Late Fee	each	\$50.00	\$55.00	\$57.00	\$59.00
Instructor without vehicle - Initial	each	\$90.00	\$99.00	\$101.00	\$103.00
Instructor without vehicle - Renewal	each	\$75.00	\$83.00	\$85.00	\$87.00
Instructor without vehicle - Late Fee	each	\$50.00	\$55.00	\$57.00	\$59.00
Change of Vehicle Fee	each	\$50.00	\$55.00	\$57.00	\$59.00
Replacement Plate	each	\$30.00	\$100.00	\$102.00	\$104.00
Farmers Market (previously included in By-law 6092-18)					
Stall Permit	per season	\$75.00	\$77.00	\$79.00	\$81.00
	per day	\$35.00	\$35.75	\$36.50	\$37.25
Horse Riding Establishments (previously included in By-law 5630-14)					
Initial	each	\$250.00	\$255.00	\$260.00	\$265.00
Renewal	each	\$200.00	\$204.00	\$208.00	\$212.00
Kennels (previously included in By-law 5630-14)					
Initial	each	\$355.00	\$425.00	\$434.00	\$443.00
Renewal	each	\$200.00	\$300.00	\$306.00	\$312.00
Limousines (previously included in By-law 5630-14)					
Owner - Initial	each	\$165.00	\$168.00	\$171.00	\$174.00
Owner - Renewal	each	\$85.00	\$87.00	\$89.00	\$91.00
Owner - Late Fee	each	\$50.00	\$51.00	\$52.00	\$53.00
Driver - Initial	each	\$80.00	\$82.00	\$84.00	\$86.00
Driver - Renewal	each	\$70.00	\$71.00	\$72.00	\$73.00
Driver - Late Fee	each	\$50.00	\$51.00	\$52.00	\$53.00
Change of Vehicle Fee	each	\$50.00	\$51.00	\$52.00	\$53.00
Replacement Plate	each	\$30.00	\$100.00	\$102.00	\$104.00
I.D. Card	each	\$5.00	\$10.00	\$11.00	\$12.00

**By-Law XXXX-20
Schedule I
By-law Services Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Mobile Sign Installers (previously included in By-law 5630-14)					
Initial	each	\$265.00	\$292.00	\$294.00	\$296.00
Renewal	each	\$250.00	\$275.00	\$277.00	\$279.00
Place of Amusement (previously included in By-law 5630-14)					
Owner/Operator - Initial	each	\$270.00	\$275.00	\$281.00	\$287.00
Owner/Operator - Renewal	each	\$115.00	\$117.00	\$119.00	\$121.00
Property Standards (previously included in By-law 4044-99.P)					
Certificate of Compliance	each	\$50.00	\$60.00	\$62.00	\$64.00
Insp (as per subsection 8.6.1 of By-law 4044-99.P)	each	\$100.00	\$105.00	\$107.00	\$109.00
Refreshment Vehicles and Vendors (previously included in By-law 5630-14)					
Owner - Motorized - Initial	each	\$230.00	\$255.00	\$260.00	\$265.00
Owner - Motorized - Renewal	each	\$220.00	\$224.00	\$228.00	\$233.00
Owner - Motorized - Late Fee	each	\$50.00	\$51.00	\$52.00	\$53.00
Owner - Motorized - Short Term	each	\$50.00	\$51.00	\$52.00	\$53.00
Owner - No Motor - Initial	each	\$230.00	\$235.00	\$240.00	\$245.00
Owner - No Motor - Renewal	each	\$220.00	\$224.00	\$228.00	\$233.00
Owner - No Motor - Late Fee	each	\$50.00	\$51.00	\$52.00	\$53.00
Vendor - Initial	each	\$75.00	\$100.00	\$102.00	\$104.00
Vendor - Renewal	each	\$50.00	\$75.00	\$77.00	\$79.00
Vendor - Late Fee	each	\$50.00	\$51.00	\$52.00	\$53.00
Change of Vehicle Fee	each	\$50.00	\$51.00	\$52.00	\$53.00
Replacement Plate	each	\$30.00	\$100.00	\$102.00	\$104.00
I.D. Card	each	\$5.00	\$10.00	\$11.00	\$12.00
Second Hand Goods Vendors, Pawnbrokers and Salvage Yard Owners (previously included in By-law 5630-14)					
Initial	each	\$200.00	\$255.00	\$260.00	\$265.00
Renewal	each	\$125.00	\$220.00	\$224.00	\$228.00
Sign Application - Administered by By-law Services (previously included in By-law 5840-14)					
Mobile Sign	each	\$100.00	\$110.00	\$112.00	\$114.00
Banner Sign	each	\$100.00	\$110.00	\$112.00	\$114.00
Feather Banner Sign	each	\$100.00	\$110.00	\$112.00	\$114.00
Portable Sign	each	\$100.00	\$110.00	\$112.00	\$114.00
Special Event Sign	each	\$100.00	\$110.00	\$112.00	\$114.00
Sign Retrieval Fee	per sign	\$20.00	\$50.00	\$50.00	\$50.00
Security Deposit	Initial Application Only	\$500.00	\$510.00	\$520.00	\$530.00
Sign Application - Administered by Building Services (previously included in By-law 5840-14)					
Application for General Sign Permit (unless specified below)	each	\$150.00 per application plus \$10.00/square metre of total aggregate areas of all proposed signs	\$153.00 per application plus \$10.20/square metre of total aggregate areas of all proposed signs	\$156.00 per application plus \$10.40/square metre of total aggregate areas of all proposed signs	\$159.00 per application plus \$10.60/square metre of total aggregate areas of all proposed signs
Application for Billboard or Mural Sign	per application	\$300.00	\$306.00	\$312.00	\$318.00
Application for revision/renewal of a sign permit	per application	\$150.00	\$153.00	\$156.00	\$159.00
Security Deposit	per sign	\$500.00	\$510.00	\$520.00	\$530.00
Application for Sign Variance Request (within the scope limits described in 4.10(b) of By-law 5840.14)	each	\$300.00	\$306.00	\$312.00	\$318.00
Application for Appeal to Council (pursuant to 4.10(d) of By-law 5840.14)	each	\$300.00	\$306.00	\$312.00	\$318.00
Application for Sign Variance Request (exceeding the scope limits described in 4.10(e) of By-law 5840.14)	each	\$600.00	\$612.00	\$624.00	\$636.00

**By-Law XXXX-20
Schedule I
By-law Services Division
Effective January 1, 20XX**

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)	
Taxicabs (previously included in By-law 5630-14)						
Owner License - Initial	each	\$480.00	\$528.00	\$530.00	\$532.00	*
Owner License - Renewal	each	\$415.00	\$457.00	\$459.00	\$461.00	*
Owner License - Late Fee	each	\$85.00	\$94.00	\$96.00	\$98.00	*
Broker License - Initial	each	\$210.00	\$231.00	\$233.00	\$235.00	*
Broker License - Renewal	each	\$75.00	\$83.00	\$85.00	\$87.00	*
Broker License - Late Fee	each	\$75.00	\$83.00	\$85.00	\$87.00	*
Taxicab Driver License - Initial	each	\$75.00	\$83.00	\$85.00	\$87.00	*
Taxicab Driver License - Renewal	each	\$50.00	\$55.00	\$57.00	\$59.00	*
Taxicab Driver License - Late Fee	each	\$50.00	\$55.00	\$57.00	\$59.00	*
Transfer of Owner License - General	each	\$150.00	\$165.00	\$169.00	\$172.00	*
Transfer of Owner to Estate	each	\$150.00	\$165.00	\$169.00	\$172.00	*
Transfer of Taxicab Plate to New Vehicle	each	\$50.00	\$51.00	\$52.00	\$53.00	
Annual Priority List Fee	each	\$25.00	\$25.50	\$26.00	\$26.50	
Replacement Taxicab Plate	each	\$30.00	\$100.00	\$102.00	\$104.00	*
Taxicab Meter Reseal	each	\$25.00	\$40.00	\$41.00	\$42.00	*
I.D. Card and Tariff Card	each	\$5.00	\$10.00	\$11.00	\$12.00	*
Taxi Test Re-write	each	\$30.00	\$30.60	\$31.20	\$31.80	
Taxicab Identification Holder	each	\$10.00	\$10.20	\$10.40	\$10.60	
Vacant Registry (previously included in By-law 6114-18)						
Property Zoned Residential	Initial	\$175.00	\$179.00	\$183.00	\$187.00	
	Renewal	\$250.00	\$255.00	\$260.00	\$265.00	
Property Zoned Commercial	Initial	\$200.00	\$204.00	\$208.00	\$212.00	
	Renewal	\$300.00	\$306.00	\$312.00	\$318.00	
Property Zoned Institutional	Initial	\$200.00	\$204.00	\$208.00	\$212.00	
	Renewal	\$300.00	\$306.00	\$312.00	\$318.00	
Property Zoned Industrial	Initial	\$200.00	\$204.00	\$208.00	\$212.00	
	Renewal	\$300.00	\$306.00	\$312.00	\$318.00	
Property Zoned Promenade	Initial	\$200.00	\$204.00	\$208.00	\$212.00	
	Renewal	\$300.00	\$306.00	\$312.00	\$318.00	
Inspection	per hour	\$110.00	\$112.00	\$114.00	\$116.00	
Re-Occupancy Inspection	each	\$50.00	\$51.00	\$52.00	\$53.00	

By-Law XXXX-20 Schedule J
Animal Services
Effective January 1, 20XX

Description of Service for Fee or Service Charge	Unit of Measure (i.e. per hour, page, document, etc.)	2019 (Including H.S.T. where applicable)	2020 (Including H.S.T. where applicable)	2021 (Including H.S.T. where applicable)	2022 (Including H.S.T. where applicable)
Cat License (previously included in By-law 6197-19)					
Regular License	each	\$ 20.00	\$ 20.40	\$ 20.80	\$ 21.20
License for cat owned by Resident fifty-five (55) years of age or older	each	\$ 10.00	\$ 10.20	\$ 10.40	\$ 10.60
Dog License (previously included in By-law 6197-19)					
Regular License	each	\$ 30.00	\$ 30.60	\$ 31.21	\$ 31.84
License for 'Dangerous Dog'	each	\$ 100.00	\$ 102.00	\$ 104.04	\$ 106.12
License for dog owned by Resident fifty-five (55) years of age or older	each	\$ 15.00	\$ 15.30	\$ 15.61	\$ 15.92
License for guide dog or service animal (with proper documentation)	each	no charge	no charge	no charge	no charge
Impound (previously included in By-law 6197-19)					
First Impound	each	\$ 20.00	\$ 20.40	\$ 20.81	\$ 21.22
Second Impound	each	\$ 30.00	\$ 30.60	\$ 31.21	\$ 31.84
Third Impound	each	\$ 50.00	\$ 51.00	\$ 52.02	\$ 53.06
Dialy Maintenance	each	\$ 15.00	\$ 15.30	\$ 15.61	\$ 15.92
Replacement Tag (previously included in By-law 6197-19)					
Cat or dog	each	\$ 5.00	\$ 5.10	\$ 5.20	\$ 5.31



**Town of Aurora
General Committee Report No. FS19-029**

Subject: Prudent Investor Standard for Municipal Investments
Prepared by: Laura Sheardown, Financial Management Advisor
Department: Financial Services
Date: October 1, 2019

Recommendation

- 1. That Report No. FS19-029 be received; and**
- 2. That staff undertake further due diligence to determine the best approach to move to the prudent investor standard and report back to Council with a final recommendation.**

Executive Summary

With the municipal investment structure recently being broadened, staff would like the opportunity to fully explore the potential investment structures that are now available to the Town. Permission to proceed with an in-depth exploration will allow staff the opportunity to fully explore the investment options now available to the Town.

- Recent amendments to the Municipal Act offer more investment options to municipalities

Background

Recent amendments to the *Municipal Act, 2001* (Act) and changes to O. Reg. 438/97 (Regulation) provide eligible municipalities the option to invest money that it does not require immediately, to the prudent investor standard. The purpose of these reforms was to enable municipalities to earn improved risk-adjusted rates of return by building more diverse portfolios of investments. Municipalities that opt into the prudent regime will receive a high level of scrutiny and oversight and no longer be restricted to a prescribed list of investments (e.g. Canadian bonds and money market securities).

Analysis

Recent amendments to the Municipal Act offer more investment options to municipalities

Under recent amendments to the *Municipal Act, 2001* and changes to O. Reg. 438/97, beginning January 1, 2019 municipalities have the option of transitioning to a prudent investor regime for the investment of available cash that is not required immediately.

These changes result in municipalities having the following investment options available to them:

- 1) Continue to use only the prescribed list;
- 2) Move to the prudent investor regime and establish an independent investment board;
- 3) Move to the prudent investor regime and establish a joint investment board with one or more other municipalities; or
- 4) Move to the prudent investor regime and invest through an existing investment board or an existing joint investment board.

Given the potential rewards, risks and resource implications of moving to the prudent investor regime, staff are recommending the undertaking of further due diligence in an effort to determine the best approach given the Town's circumstances and report back to Council with a final recommendation.

One specific option in particular, that staff would like to explore further is the possibility of the Town's membership in the ONE joint investment board (ONE JIB). At this time, there is no joint investment board established in Ontario, however efforts are currently underway by ONE Investment to work with a limited number of municipalities to establish the ONE Joint Investment Board (ONE JIB). As a founding member of the ONE JIB, the Town may be able to negotiate lower fees.

Advisory Committee Review

Not applicable.

Legal Considerations

Recent amendments to the *Municipal Act, 2001* (Act) and changes to O. Reg. 438/97 (Regulation) provide eligible municipalities the option to invest money that it does not require immediately according to the prudent investor standard.

Financial Implications

The prudent investor regime provides municipalities with a new and very different approach to investing for municipalities although it is an approach that has been used by trustees in Ontario for almost two decades. The successful implementation of a prudent investor regime could provide municipalities with higher risk-adjusted returns over the long-term. The prudent investor regime, however, can only be accessed through an investment board or a joint investment board.

Other issues for consideration include the loss of control and management in respect of the day-to-day investment decisions relating to money that is not required immediately; the fact that there is no guarantee of improved investment returns and that the governance structure in the context of multiple municipalities is untested.

Communications Considerations

Not applicable.

Alternative(s) to the Recommendation

1. Council may choose to accept, amend or reject any or all of the recommendations of this report.

Conclusions

Given the potential rewards, risks, and resource implications of moving to the prudent investor regime, staff are recommending that the Town undertake its due diligence in an effort to determine the best investment option for the Town given its local circumstances and report back to Council with a final recommendation. As part its due diligence, staff will further investigate the value proposition of the Town becoming a founding member of the ONE JIB and the benefits that this may entail.

Attachments

None.

October 1, 2019

Page 4 of 4

Report No. FS19-029

Previous Reports

None.

Pre-submission Review

Agenda Management Team review on September 19, 2019

Departmental Approval



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

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**



**Town of Aurora
General Committee Report No. OPS19-021**

Subject: Backflow Prevention Bylaw and Request for Budget to Install Backflow Preventers

Prepared by: Iustina Voinea, Program Coordinator Water/Wastewater/Stormwater

Department: Operational Services

Date: October 1, 2019

Recommendation

- 1. That Report No. OPS19-021 be received; and**
- 2. That a by-law to repeal and replace By-law No. 5645-14 – being a by-law to regulate cross connections and backflow prevention in private plumbing systems – be enacted at a future Council meeting; and**
- 3. That Capital Project No. 43057 – Installation of Backflow Prevention Meters in Town Facilities be approved; and**
- 4. That a total budget of \$125,000 be approved for Capital Project No. 43057 to be funded from the water reserve.**

Executive Summary

Staff is seeking to provide Council with information on the status of the Backflow Prevention Program (BFPP) and approval of updated Bylaw.

By implementing the BFPP the Town will be taking measures to ensure that its drinking water system is protected from possible contamination due to cross connections.

The BFPP is a critical component of the drinking water operations to ensuring the safety of the drinking water supply and public health. This report will speak to the following:

- Operational Services staff is working on BFPP Program development and implementation
- Activities undertaken since previous report presented to Council on April 2019
- The Program is a multi-departmental collaboration

- The program applies to all ICI and multi-residential properties, approximately 600 properties will be affected
- Next steps and timelines for program implementation

Background

On April 16, 2019, staff, acting on the Ontario Ministry of Environment, Conservation and Parks (MECP) recommendations, tabled Report No. OPS19-007 Backflow Prevention Bylaw and Program. Council approved the recommendation in that report to implement a Backflow Prevention Program to regulate cross connections.

The BFPP applies to all existing and future Industrial, Commercial, Institutional and multi-residential properties and will be implemented based on risk priority. Those properties with high risk operations, where processes require potable water supply interaction with chemicals or other substances, will be addressed first followed by moderate risk properties.

The installation of backflow preventer devices will minimize the probability of the water to flow in the reverse direction and contaminate the municipal drinking water system.

BFPP is a maintenance program. The implementation of the program will be over a multi-year period and will be managed as part of day to day operations.

Analysis

In order to reduce challenges during the implementation of the program, while mitigating the risks to the drinking water system, staff reviewed the backflow bylaw and proposes the attached draft bylaw. The updates to the by-law include:

- a) Providing clarity as to which properties require a cross connection survey and a testable premise isolation backflow preventer;
- b) Delineating the requirements and responsibilities of the persons authorized to complete functions pertaining to this By-Law;
- c) Including requirements for backflow prevention for temporary watermain connections;
- d) Administration and Enforcement, Power of Entry, Remedial Action and Cost Recovery - sections updated with current practices;

October 1, 2019

Page 3 of 8

Report No. OPS19-021

- e) Accommodating more flexibility in the location of premise isolation. In certain situations, this will reduce installation costs while still maintaining the required level of protection;
- f) Presenting additional provisions and clarity on when a backflow prevention device is permitted to be removed;
- g) General housekeeping changes to: Definitions

Operational Services staff is working on BFPP Program development and implementation

Operational Services staff is working on developing and implementing the BFPP. A consulting firm, DFA Infrastructure International Inc., was retained to assist staff with reviewing the current BFPP Bylaw and to develop internal procedures, forms, and communication materials including conducting a Public Open House consultation meeting for the BFPP development and implementation program.

Staff believe that a robust BFPP education element is a critical step that must be conducted preceding the full implementation of the BFPP as this program can have a significant financial impact on our stakeholders.

Activities undertaken since previous report presented to Council on April 2019

- Collaboration with Communications team, a webpage was prepared for the backflow prevention program. The website was made live first week of July 2019;
- Collaboration with other GTA municipalities including site meetings to review other similar and successful BFPP and best management practices;
- Review of available BFPP software management systems aimed at streamlining the compliance and annual testing requirements for stakeholders and staff efficiencies;
- Evaluate the additional BFPP administrative work load impacts and staffing implications;
- Mail inserts were distributed with an information letter on the Public Open House to approximately 200 businesses;
- The BFPP and the Public Open House were advertised on the social media and in the local newspapers;
- A Public Open House was held at Town Hall on July 25, 2019;
- Mail inserts were sent out with July water bills to all ICI and multi-residential properties;

- Backflow Prevention surveys on Town's facilities were conducted late April 2019. The surveys conducted on Town's facilities showed that two (2) out of thirteen (13) buildings have backflow preventers installed; however, the two (2) existing ones have to be included on the annual testing program. The facilities that require backflow prevention devices were classified as follows: four (4) as severe hazard and six (6) were classified as moderate hazard with one (1) Facility under construction;
- A quote for purchasing and installing backflow prevention devices on Town's facilities was obtained; and
- Update Bylaw for approval.

This Program is a Multi-Departmental Collaboration

Collaboration with internal departments is a high priority to ensure a comprehensive development and smooth implementation of the BFPP. It is anticipated that following internal departments will continue to be involved during the implementation phases of the BFPP: Operational Services, Finance and Accounting, Legal, Bylaw, Facilities, Communication, Building, Engineering Services, Information and Technology, Executive Leadership Team and Town Council.

The program applies to all ICI and multi-residential properties, approximately 600 properties will be affected

There are approximately 600 properties that will be required to comply with this Bylaw. Some of these properties cover multiple businesses. Of these 600 properties, approximately 164 have one (1) or multiple businesses that are considered high-risk hazards for the water distribution system.

The implementation of this program is based on risk priority. Those properties with high risk operations, where processes require potable water supply interaction with chemicals or other substances, will be addressed first followed by moderate risk properties.

Staff also need to include municipal facilities in the BFPP. We recommend that these facilities be first on the list for backflow device survey and retrofit, as the Town should take the lead in this initiative.

Next steps and timelines for Program implementation

The implementation of the program will consist of the following steps:

- Communication and education engagement with property owners through additional Public Open Houses as required, inserts in the water bill and a BFPP page on Town's website - ongoing;
- Collection of information, identification of properties and development of a database for the program – starting October 2019;
- Developing and maintaining a roster of contractors to conduct facilities surveys and backflow prevention devices installation and testing – Starting October 2019;
- Notifying property owners to survey the property, install backflow prevention devices for premise isolation or test existing backflow prevention devices – starting December 2019;
- Surveying each property to identify potential cross-contamination sources and hazard classification, for both municipal and private properties – Spring 2020;
- Property owners to commence with the installation of backflow preventers for premise isolation and/or testing of existing devices - 2020;
- Collection and administration of surveys and test reports showing that the devices are functioning - 2020;
- Following-up and reporting of actions taken to comply;
- Record keeping and follow-up notifications for subsequent re-testing requirements;
- Implementation will be over a multi-year period and will be managed as part of day to day operations.

Advisory Committee Review

None.

Legal Considerations

Section 19 of the *Safe Drinking Water Act, 2002* places a statutory standard of care on those having oversight of the municipal drinking water systems. The establishment and implementation of the BFPP is a strategy aimed at reducing the risk of contamination of the water supply and meeting the MECP recommendations, as part of adhering to the statutory standards of care.

The Legal Services Division assisted the Operational Services Department with the necessary revisions of the Backflow Prevention Bylaw.

Financial Implications

There are financial implications in implementing the BFPP for the Town, as follows:

- The Town of Aurora has thirteen (13) facilities (Town Hall, Aurora Family Leisure Complex, Stronach Aurora Recreation, Aurora Community Centre, Aurora Joint Operations Centre, Department of National Defense, Former Aurora Armoury, Aurora Cultural Centre, Victoria Hall, Factory Theatre, Aurora Public Library, Aurora Senior Centre and Fire Hall) that have been surveyed by a qualified backflow prevention plumber. In order for the Town to comply with the Bylaw, ten (10) of these facilities need to have backflow devices installed for premise isolation and all thirteen (13) will be included in the annual testing program. The estimated costs to have the backflow preventers purchased and installed on the remaining ten facilities is \$125,000. Staff recommend that Council allocate \$125,000 from the Reserve Fund for this contract, under the capital project 43057 – Installation of Backflow Prevention Meters in Town Facilities;
- Purchase and/or development of BFPP software required to streamline the ongoing program administration requirements;
- It is estimated that initially one half of an FTE staff person would be required to administer the program with the potential to supplement with additional staff resources in the future;
- Staff have included this half FTE position in the 2020 Water Operations Budget.

All financial aspects of the Municipal administrative process associated with the BFPP are intended to be cost neutral to the Municipality as the program is rate based. Funds required to install backflow prevention devices at the Town's existing facilities and funds required for annual testing and maintenance will be managed by the facilities department.

Communications Considerations

The BFPP and Bylaw will require significant public consultation and communications in order for the program to be understood, accepted and successfully implemented by all of the Town's affected stakeholders. The initial education and consultative period started Summer 2019, by sending notices and inserts with the water bill about the

program and the Public Open House, along with information posted on Town's website, social media and local newspapers.

Also, due to the fact that this program may be ongoing for a considerable period of time, staff will continue to publicly promote and educate the stakeholders on the Bylaw and Backflow Prevention until full compliance has been achieved.

Link to Strategic Plan

The Town of Aurora supports the DWQMS Policy through its corporate Strategic Plan Goal: "Supporting an exceptional quality of life for all."

Alternative(s) to the Recommendation

1. Option 1: Council to provide further directions for this program.

Conclusions

This Backflow Prevention Bylaw and BFPP are intended to prevent drinking water contamination through cross connections and potential backflow incidents. The BFPP will complement other operational programs, policies and activities that the Town of Aurora has implemented to provide safe drinking water to all of our consumers

The BFPP requires the initial installation of backflow devices and/or, annual testing of existing devices to ensure they continue to function properly. Testing reports will be submitted to the Operational Services Department. Site surveys must be conducted once every five (5) years to ensure that no new connections have been created and confirm the property use and hazard.

Attachments

None.

October 1, 2019

Page 8 of 8

Report No. OPS19-021

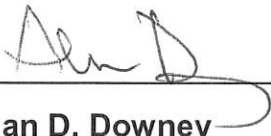
Previous Reports

2019-04-16 OPS19-07 Backflow Prevention By-law and Program, April 16, 2019

Pre-submission Review

Agenda Management Team review on September 19, 2019

Departmental Approval



Allan D. Downey
Director of Operations
Operational Services

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer



**Town of Aurora
General Committee Report No. OPS19-022**

Subject: Award of Sole Source Contract to Wamco Municipal Products Inc.
Prepared by: Iustina Voinea, Program Coordinator, Water, Wastewater Stormwater
Department: Operational Services
Date: October 1, 2019

Recommendation

- 1. That Report No. OPS19-022 be received; and**
- 2. That a Sole Source contract in the amount of \$750,000, excluding taxes, be approved for the supply of water meters from Wamco Municipal Products Inc. for a five (5) year period; and**
- 3. That Council authorize the Director of Operations to renew the contract, at the same rate, for three (3) additional one (1)-year terms, pending an annual analysis, and performance review by the Director.**

Executive Summary

To approve a contract in the value of \$750,000 for the supply of water meters from Wamco Municipal Products Inc. for a period of five (5) years, for the purpose of outfitting new homes with water meters. The cost of these water meters are fully reimbursed by the Builder to the Town of Aurora:

- Sensus is specified product for all Town metering
- The cost of first time meter installations is fully recovered from the home builder

Background

During the construction of new homes, the Builder is required to purchase and install new water meters. Water charges for commercial and residential consumption are based on flow meter readings.

The practice is to have meters purchased through the Town to ensure that the right type of meters are used and properly recorded into Town's billing system. The cost of these meters is charged back to the Builders at full cost plus administration fees.

October 1, 2019

Page 2 of 4

Report No. OPS19-022

This contract is awarded as a Sole Source to Wamco Municipal Products Inc., which requires Council approval as per the Purchasing By-Law.

Analysis

Sensus is specified product for all Town metering

Sensus is the preferred water meter for the Town of Aurora. This meter is an industry leader and provides reliable and long-term accuracy. For consistency, staff recommend continued use of this meter. The meter is supplied through Wamco Municipal Products Inc. who is the only certified distributor for this Region.

The Town of Aurora is considering automating the water meter reading process by using the FlexNet EasyLink™ Reader. This Reader is a compact and portable radio-based device used to acquire data from utility meters that utilizes Sensus SmartPoint® modules and/or Itron ERT (Encoder Receiver Transmitter) radios that can be used in any vehicle providing 12-volt DC power. Data is collected automatically while driving the assigned route.

Provisions of the Purchasing By-law allow for Sole Source contracts when there is only one (1) supplier of this type of water meter for this geographic area. It is under these requirements that staff is recommending a Sole Source approach to procuring the meters through Wamco Municipal Products Inc.

The cost of first time meter installations is fully recovered from the Home Builder

Funding for these meters is fully recovered from charges billed to the Builder for all first time installations in a new building. This program is therefore fully cost recovered.

The actual expenditure is difficult to estimate as it is outside the control of the Town of Aurora and is fully based on the timing of building completions and owner occupancies. It is recognized that any expenditures made on water meters are fully recovered from the Builders.

Advisory Committee Review

None.

Legal Considerations

In accordance with the Town's Procurement By-law No. 6076-18, Council is required to approve any sole source procurements that are over \$100,000.

Financial Implications

The requested 2020-2022 annual Operating Budget for the purchase of water meters for resale to developers for their installation into new homes is \$150,000. This operating cost will be fully offset by an equivalent revenue forecast relating to the fees charged to developers for these meters. Consequently, these noted costs will not have an impact on the Town's required tax levy.

Over the next five (5) years there is a requirement for the Town to maintain an inventory of the Sensus water meters in an effort to meet the anticipated demands from new homes that will be constructed over this time period.

Communications Considerations

None.

Link to Strategic Plan

The Town of Aurora supports the purchasing and installation of water meters through its corporate Strategic Plan Goal: "Supporting an exceptional quality of life for all."

Alternative(s) to the Recommendation

1. Option 1: An alternative to Sensus would result in compatibility issues and the need to coordinate replacements and warranty support through multiple vendors. The Town set a goal to integrate the metering into a common communication network, there is additional benefit in continuing with the current product line.

Conclusions

As Wamco Municipal Products Inc. is the only supplier of these meters in our geographic area, it is recommended that a contract in the amount of \$750,000,

October 1, 2019

Page 4 of 4

Report No. OPS19-022

excluding taxes, be approved for this vendor. It is also requested that the Director of Operations be authorized to approve future contracts on an annual basis for a period of up to three (3) years based on satisfactory performance at an annual amount not to exceed \$150,000.

Attachments

None.

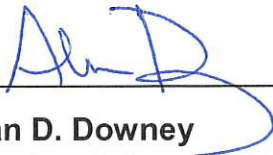
Previous Reports

None.

Pre-submission Review

To be reviewed by CAO on September 19, 2019

Departmental Approval



Allan D. Downey
Director of Operations
Operational Services Department

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer



**Town of Aurora
General Committee Report**

No. PDS19-053

Subject: Approval of Capital Project No. 81016 – Aurora Promenade Streetscape Design & Implementation

Prepared by: Anthony Ierullo, Manager, Policy Planning and Economic Development

Department: Planning and Development Services

Date: October 1, 2019

Recommendations

- 1. That Report No. PDS19-053 be received; and,**
- 2. That this report satisfies Council’s conditional budget approval for Capital Project No.81016 – Aurora Promenade Streetscape Design & Implementation in the amount of \$470,000.**

Executive Summary

This report has been prepared in response to Council’s conditional approval to proceed with Capital Project No. 81016 to initiate streetscape improvements within the historic downtown of the Aurora Promenade. Staff are recommending that Council approve \$470,000 in funding to procure the streetscape elements and fund the first year operation of the project.

- Proposed Capital Project has been revised to include only removable streetscape improvements
- Proposed Capital Project will result in a \$55,000 ongoing operating pressure
- Project to be completed for 2020 Summer Season

Background

The Aurora Promenade Streetscape Design & Implementation Plan was presented to Council at the Public Planning Meeting held on January 23, 2013, where Council resolved the following:

THAT report PL13-003 regarding the Aurora Promenade Streetscape Design and Implementation Plan be received; and

October 1, 2019

Page 2 of 7

Report No. PDS19-053

THAT staff report back with a multi-year capital project for some of the priority projects that staff will further refine and bring forward to Council for further discussion.

Following the January 2013 Public Planning meeting, staff evaluated implementation options and phasing with an emphasis on maximizing the potential impact of improvements and minimizing costs and disruptions. Based on this evaluation, the following priority recommendations (as articulated in the Plan) were identified for implementation:

- Update all concrete sidewalks with patterned concrete pavers that extend from the curb zone to building face.
- Implement year-round hanging baskets on all pedestrian light poles for year-round landscaping.
- Install long narrow planters for year-round landscaping where sidewalk widths cannot accommodate street trees (6 metre spacing).
- Plant street trees with 6 metre spacing (maximum) where there is adequate setback for the pedestrian zone to borrow sidewalk width from frontage zone. Trees should be planted with heritage style tree grate and tree guard.
- Install heritage style furniture throughout the street based on the furniture rhythm recommendations.
- Develop historic downtown promotional banners for area, events and seasons.
- Relocate traffic signs from rebar poles onto street poles where possible.
- Mid-block connections should be landscaped and similar to existing mid-block connection at public library.

In February 2014, staff prepared a report recommending that the Town focus the planned improvements within the “Main Streets” area as identified on Figure 1. This approach ensured that a critical mass of improvements could be completed within a relatively short timeframe in a focused geographic area. On February 4, 2014, Council approved the following recommendations in response to staff’s recommendations:

That Council receive Report No. PL14-010 for information;

THAT the proposed Multi-year Capital Plan for the Aurora Promenade Streetscape Design & Implementation Plan be incorporated into Town’s 10 Year Capital Plan for Council consideration; and,

October 1, 2019

Page 3 of 7

Report No. PDS19-053

That Council endorse the attached Aurora Promenade Streetscape Design & Implementation Plan.

Staff have included the proposed streetscape improvements in the 2019 budget as previously directed by Council. Council conditionally approved Capital Project # 81016 subject to additional information, which has been provided herein.

Analysis

Proposed Capital Project has been revised to include only removable streetscape improvements

Although the buildout of the Aurora Promenade is anticipated to occur over a long term time horizon, there is potential for redevelopment in the Main Streets area, as illustrated in Figure 1, based on the recent consolidation of properties on Yonge Street. As a result, staff are recommending that the proposed improvements initially focus on the removable streetscape components that can be relocated in the event that construction occurs. These components include container landscaping, new street furniture and promotional banners that will improve the streetscape without investing significantly in permanent hard infrastructure. As outlined in the Aurora Promenade Streetscape Plan, the majority of the proposed streetscape improvements will occur on Yonge Street and Wellington Street. These activities also align with the initiatives planned by the Aurora Downtown BIA.

Staff will be refining the streetscape design to ensure that snow removal services are not impacted during the winter months, on street parking remains accessible and variations in the right of way are properly considered. In areas with wider right of ways, it may be possible to further enhance the streetscape with additional plantings and street furniture. This design will be developed in consultation with the newly formed Downtown Aurora BIA.

At the time of approval in 2014, the consultant provided cost estimates associated with the proposed improvements. This budget included street tree plantings, which have been removed from this phase of improvements due to concerns related to the current boulevard's ability to accommodate the proposed trees. Staff are also requesting that the existing winter season light post decorations be replaced to better align with the proposed streetscape improvements at a cost of \$50,000. Since these estimates were completed in 2014, staff have requested that the consultant provide updated costs, which suggest the potential for a \$315,000 reduction in the capital budget. The capital costs associated with the project are summarized in Table 1 below:

Table 1: Summary of Proposed 2020 Streetscape Improvements

IMPROVEMENTS	BUDGETED COSTS (2014)	UPDATED COSTS (2019)
Implement year-round hanging baskets on all pedestrian light poles for year-round landscaping.	\$40,000	\$50,000
Street Trees	\$80,000	Removed
Install long narrow planters for year-round landscaping where sidewalk widths cannot accommodate street trees (6 metre spacing).	\$380,000	\$95,000
Install heritage style furniture throughout the street based on the furniture rhythm Install heritage style furniture throughout the street based on the furniture rhythm recommendations.	\$80,000	\$145,000
Develop historic downtown promotional banners for area, events and seasons.	\$150,000	\$75,000
Winter Season Decorations (Street Light)	Not included	\$50,000
TOTAL	\$730,000	\$415,000

Proposed Capital Project will result in a \$55,000 ongoing operating pressure

In addition to the capital costs associated with this project, there will also be an additional ongoing operational pressure associated with managing the new planters, hanging baskets, garbage collection and promotional banners. This is anticipated to cost approximately \$55,000 per year, which will need to be considered as part of a future budget process. This includes the cost associated with the hiring of an additional summer student to assist with summer maintenance. The costs for the initial year (2020) of operations have been incorporated in the capital budget, however these operating costs will need to be carried within the Operational Services budget on an ongoing basis, starting in 2021.

Project to be completed for 2020 Summer Season

In terms of next steps, staff will need to refine the design for the proposed improvements as well as procure the new street furniture elements. Staff will also need to plan for the additional plantings and installations associated with the proposed improvements. This work will need to be coordinated with the downtown Aurora BIA. However, funding for the items that promote the BIA will be captured as part of Capital

Project No. 81016. Staff anticipate that the proposed streetscape improvements will be completed by the summer of 2020 with procurement starting before the end of 2019.

Advisory Committee Review

Not Applicable

Legal Considerations

None.

Financial Implications

If approved, Capital Project No. 81016 Aurora Promenade Streetscape Design & Implementation will be funded from the Capital Budget. The ongoing operating costs will need to be accommodated in future operating budgets. The Total budget for the project is summarized in Table 2 below:

Table 2: Summary of Total Project Costs (Year 1 - 2020)

Project Component	Costs
Capital Requirements	\$415,000
Operating Requirements	\$55,000
Total	\$470,000

Communications Considerations

Streetscape improvements will be communicated to the public via Town website, social media and Council Highlights. In addition, Communications will work closely with internal departments and the BIA to ensure any potential impacts to the public and businesses are communicated in a timely manner.

Link to Strategic Plan

The Aurora Promenade Streetscape Design & Implementation Plan was prepared with the specific goal of accommodating redevelopment and integrating it with the existing historic character of Downtown Aurora. Therefore, implementing the streetscape plan supports the Strategic Plan goals of: **Supporting an exceptional quality of life for all** and **enabling a diverse, creative and resilient economy**. The relevant supporting objectives include: **Strengthening the fabric of our community** and **promoting**

economic opportunities that facilitate the growth of Aurora as a desirable place to do business. Furthermore, the key action item of the Strategic Plan to **actively promote and support a plan to revitalize the downtown** is realized through the preparation and implementation of The Aurora Promenade Streetscape Design & Implementation Plan.

Alternative to the Recommendation

1. That the conditional budget approval for Capital Budget 81016 not be lifted.

Conclusions

The Aurora Promenade Streetscape Design & Implementation Plan was approved by Council on February 14, 2014. It is recommended that the Town focus the planned improvements in the “Main Streets” area as identified on Figure 1. This approach will ensure that a critical mass of improvements is completed within a relatively short timeframe in a focused geographic area. Staff have adjusted the scope of work and requested updated cost estimates, which suggest a \$315,000 reduction in the project costs. Staff are recommending that Council approve \$470,000 in funding to procure the streetscape elements and fund the first year operation of the project.

Attachments

Attachment 1 - Capital Project No. 81016 – Aurora Promenade Streetscape Design & Implementation Budget Sheet

Attachment 2 – Figure 1 – “Main Streets” Area

Previous Reports

Public Planning Report No. PL13-003, dated January 23, 2013

General Committee Report No. PL13-030, dated June 4, 2013

General Committee Report No. PL14-010, dated February 4, 2014.

October 1, 2019

Page 7 of 7

Report No. PDS19-053

Pre-submission Review

Agenda Management Team Meeting on September 19, 2019.

Departmental Approval

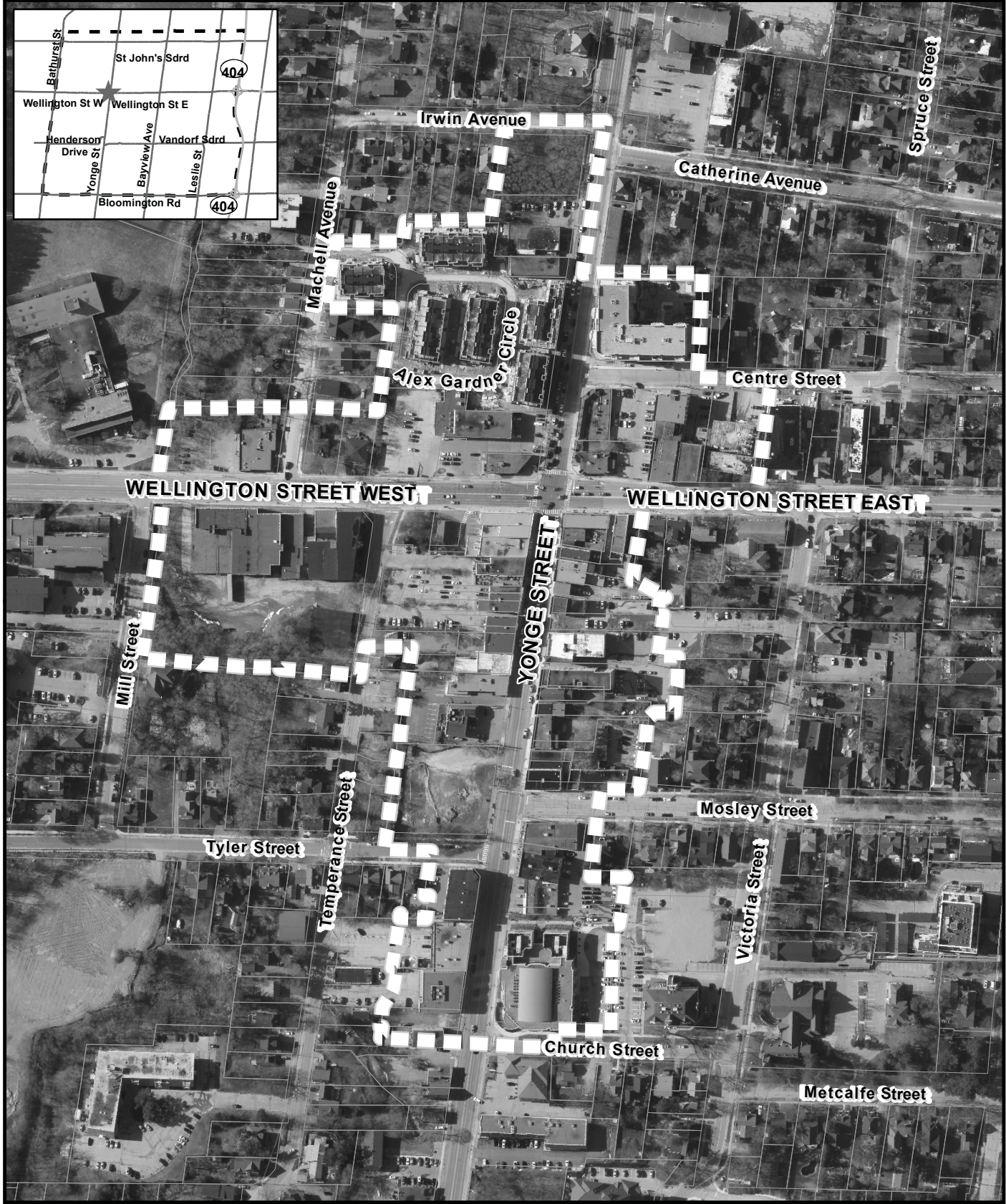
Approved for Agenda



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



**Doug Nadorozny
Chief Administrative Officer**



LOCATION MAP
MAIN STREETS AREA
FIGURE 1

 Main Streets Area

 0 50 100
Metres

 **AURORA**
You're in Good Company

Map created by the Town of Aurora Planning & Development Services Department, May 22, 2019. Base data provided by York Region and Aurora - GIS. Air Photos taken Spring 2018, © First Base Solutions Inc., 2018 Orthophotography.



**Town of Aurora
General Committee Report**

No. PDS19-084

Subject: Proposed Amendments to the Town's Parking By-law for Industry Street and Catherine Avenue

Prepared by: Michael Bat, Traffic/Transportation Analyst

Department: Planning and Development Services

Date: October 1, 2019

Recommendations

- 1. That Report No. PDS19-084 be received;**
- 2. That a by-law to amend Parking By-law No. 4574-04.T be enacted to:**
 - a) Prohibit parking at any time on the west side of Industry Street from Mary Street to the south limit of Industry Street; and,**
 - b) Prohibit parking at any time on the north side of Catherine Avenue from Spruce Street to Walton Drive.**

Executive Summary

In response to complaints, Town staff investigated Industry Street and Catherine Avenue with regards to potential conflicts, safety concerns and determining whether winter maintenance would be interfered resulting from the existing on-street parking conditions.

- On-street parking is currently permitted on both sides of Industry Street which reduces the effective pavement width required to accommodate two-way traffic flows. Therefore, it is recommended to restrict parking on the west side of Industry Street in order to ensure unaffected two-way traffic flows and emergency vehicle accessibility considering existing road characteristics; and,
- On-street parking is currently permitted on both sides of Catherine Avenue which reduces the effective pavement width required to accommodate two-way traffic flows and winter maintenance operations. Therefore, it is recommended that parking be restricted on the north side of Catherine Avenue in order to ensure unaffected two-way traffic flows, emergency vehicle accessibility and winter maintenance operations considering existing road characteristics.

Background

Under the existing parking allowance conditions, vehicles are permitted to park on both sides of Industry Street and Catherine Avenue. As a result, the following concerns were raised:

- Industry Street (from Mary Street to the south limit of Industry Street): Staff received a complaint regarding vehicles parked along both sides of the street (generally attributed to the Aurora GO Station commuters). As a result, two-way traffic flows and emergency vehicle accessibility are being affected and the existing driveway is obstructed. Temporary no parking signs were placed on Industry Street as an immediate and interim measure; and,
- Catherine Avenue (from Spruce Street to Walton Drive): Staff received a request from Operations Services Department related to vehicles parked along both sides of Catherine Avenue. As a result, two-way traffic flows and emergency vehicle accessibility are being affected and winter maintenance operations are being interfered.

In response, Town staff investigated Industry Street and Catherine Avenue with regards to potential conflicts, safety concerns and determining whether winter maintenance would be interfered resulting from the existing on-street parking conditions. The subject locations are illustrated in Figure 1.

Analysis

Existing road conditions of Industry Street and Catherine Avenue

Industry Street: is a two-lane local road with single lane per travel direction. It has a rural cross-section with unpaved shoulders on both sides of the road. The existing pavement is measured 7.0 metres wide with a 26.0 metre ROW width. In accordance to the Town Parking By-law No. 4574-04.T the posted speed limit is 40 km/h.

Catherine Avenue: is a two-lane local road with single lane per travel direction. It has an urban cross-section with curbs and sidewalks on both sides of the road. The existing pavement is measured 6.5 metres wide with a 20.0 metre ROW width. In accordance to the Town Parking By-law No. 4574-04.T the posted speed limit is 40 km/h.

Pre-policy road conditions grandfathered unless issues identified

The Town’s parking policy is applicable to any new roads that were in the approval process at the time or after the policy adoption. Retroactive application is only considered when an issue is identified or raised by the community as is permitted by the policy. The received requests are sufficient to respond to the proposed amendments and is in alignment with the policy.

On-street parking is currently permitted on both sides of Industry Street which reduces the effective pavement width required to accommodate two-way traffic flows

Analysis was undertaken by Town staff to review the potential impact on two-way traffic flows resulting from parked vehicle(s) along both sides of Industry Street.

The existing pavement width on Industry Street is measured at 7.0 metres wide. A standard passenger vehicle has an assumed width of 2.0 metres as per the ‘Geometric Design Guide for Canadian Roads’ published by the Transportation Association of Canada.

Table 1 summarizes the impact of two-way traffic operations under existing and recommended parking allowance conditions.

Table 1: Industry Street Two-Way Traffic Flow Review

On-Street Parking Allowance	Pavement Width		Two-Way Traffic	
	Available	Effective	Preferred	Yes / No
Single Side (Recommended)	7.0 metres	Approx. 5.0 metres	Approx. 6.0 metres	Yes (generally unaffected)
Both Sides (Existing)		Approx. 3.0 metres		No

Under both parking allowance conditions (single or both sides), unimpeded two-way traffic flows cannot be achieved based on the current 7.0 metres pavement width. However, due to the anticipated low vehicular speed and volumes along this section of Industry Street, the recommended single side parking allowance condition is generally supportable even though the preferred pavement width is approximately 6.0 metres.

Given the above, it is recommended to restrict parking on the west side of Industry Street in order to ensure unaffected two-way traffic flows and emergency vehicle accessibility considering existing road characteristics.

As a result of the recommended parking restrictions, an estimated eight existing on-street parking spaces are proposed to be eliminated.

On-street parking is currently permitted on both sides of Catherine Avenue which reduces the effective pavement width required to accommodate two-way traffic flows and winter maintenance operations

Analysis was undertaken by Town staff to review the potential impact on two-way traffic flows and winter maintenance operations resulting from parked vehicle(s) along both sides of Catherine Avenue.

As noted previously, a standard passenger vehicle has an assumed width of 2.0 metres and as advised by the Town’s Operation Services a snow plow is 4.0 m wide plus a minimum safe clearance distance of 1.0 from obstructions (i.e. parked vehicles).

Table 2 and Table 3 summarizes the impact of two-way traffic operations and snow plow accessibility under existing and recommended parking allowance conditions.

Table 2: Catherine Avenue Two-Way Traffic Flow Review

On-Street Parking Allowance	Pavement Width		Two-Way Traffic	
	Available	Effective	Preferred	Yes / No
Single Side (Recommended)	6.5 metres	Approx. 4.5 metres	Approx. 6.0 metres	Yes (generally unaffected)
Both Sides (Existing)		Approx. 2.5 metres		No

Table 3: Catherine Avenue Snow Plow Accessibility Review

On-Street Parking Allowance	Pavement Width		Snow Plow Passing Through	
	Available	Effective	Preferred	Yes / No
Single Side (Recommended)	6.5 metres	Approx. 4.5 metres	Approx. 5.0 metres	Yes (generally unaffected)
Both Sides (Existing)		Approx. 2.5 metres		No

Under both parking allowance conditions (single or both sides), unimpeded two-way traffic flows cannot be achieved based on the current 6.5 metres pavement width. However, due to the anticipated low vehicular speed and volumes along this section of Catherine Avenue, the recommended single side parking allowance condition is generally supportable even though the preferred pavement width is approximately 6.0 metres.

Given the above, it is recommended that parking be restricted on the north side of Catherine Avenue in order to ensure unaffected two-way traffic flows, emergency vehicle accessibility and winter maintenance operations considering existing road characteristics.

As a result of the recommended parking restrictions, an estimated eighteen existing on-street parking spaces are proposed to be eliminated.

Advisory Committee Review

Not applicable.

Legal Considerations

None.

Financial Implications

The estimated cost for the installation of “No Parking” signs is \$1,200.00 and the necessary funds are available from the Town’s Operations Services Department Operating Budget.

Communications Considerations

The affected residents/businesses will be notified of the new on-street parking restrictions being proposed on Industry Street and Catherine Avenue.

Link to Strategic Plan

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

Alternative to the Recommendation

1. That Council not amend the Town’s Parking By-law for Industry Street and Catherine Avenue.

October 1, 2019

Page 6 of 6

Report No. PDS19-084

Conclusions

Based on the analysis presented in this report, vehicle accessibility is effectively impacted when vehicles are parked along both sides of Industry Street and Catherine Avenue.

Therefore, staff are recommending that the Town's Parking By-law be amended to prohibit parking at any time on the west side of Industry Street (between Mary Street and the south limit of Industry Street) and on the north side of Catherine Avenue (between Spruce Street and Walton Drive). The new parking restrictions will ensure sufficient pavement width is provided to accommodate unaffected two-way traffic flows, emergency vehicle accessibility as well as winter maintenance operations.

As a result of the recommended parking restrictions, an estimated of eight and eighteen existing on-street parking spaces will be eliminated on Industry Street and Catherine Avenue, respectively.

Attachments

Figure 1: Subject Locations Map

Previous Reports

None.

Pre-submission Review

Agenda Management Team Meeting review on September 19, 2019

Departmental Approval



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

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**



PDS19-084

SUBJECT LOCATIONS MAP INDUSTRY STREET AND CATHERINE AVENUE

Map created by the Town of Aurora Planning and Development Services Department, September 5th, 2019. Base data provided by York Region and Aurora - GIS. This is not a legal survey.

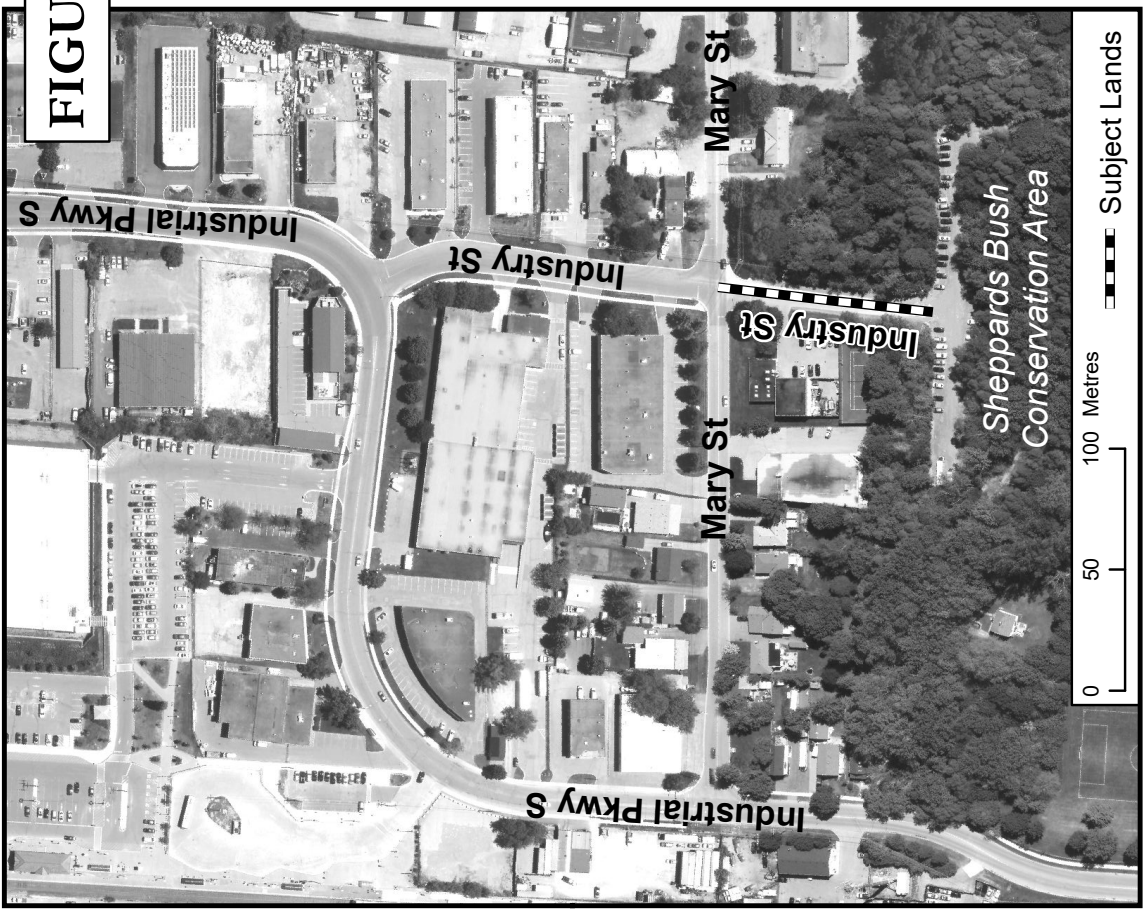


FIGURE #1



**Town of Aurora
General Committee Report**

No. PDS19-090

Subject: The State of Maturity Report
Prepared by: Anca Mihail, Manager of Engineering and Capital Delivery
Department: Planning and Development Services
Date: October 1, 2019

Recommendations

1. That Report No. PDS19-090 be received.

Executive Summary

The “State of Maturity” Report prepared by Public Sector Digest (PSD) is presented for information.

Background

Over the course of 2018, in an effort to advance Aurora’s asset management plan, PSD was engaged to undertake an assessment of the Town’s asset management program to identify gaps and improve performance.

The assessment focused on the following key competencies:

1. Organizational Cognisance
2. Organizational Capacity
3. Infrastructure Data and Information
4. Levels of Service Framework
5. Asset Management Strategies
 - Condition Assessment Protocols
 - Risk and Criticality Models
 - Lifecycle Management
6. Financial Strategies

This assessment was intended to be an information document that offered a snap shot in time of the Town’s progress to date, which could inform staff on their next steps in the Town’s asset management journey. The completed state of maturity report was included as part of the 2019 capital budget binder that was provided to the Budget

October 1, 2019

Page 2 of 4

Report No. PDS19-090

Committee. Council at its meeting of July 23, 2019 approved a motion to place the “State of Maturity” Report on a future General Committee Agenda for discussion.

Analysis

Overall, in its state of asset management maturity report, PSD found that the Town of Aurora was ahead of or on par with its peers (national average) in the majority of instances, suggesting that it had already made considerable progress in its asset management best practices at the time of the review. The consultant also identified some areas for improvement for the Town in this report.

Staff are actively updating their asset management best practices in an effort to address these identified gaps. The intent is to fully address all identified gaps over time as funding and capacity allows.

In addition, the report included some key strategic recommendations that were developed based on PSD’s understanding of the Town’s current state of its asset management planning framework, organizational capacity and financial health. Staff have and will strive to address these noted recommendations in future iterations of the Town’s asset management plan.

Staff will present a follow-up report to a future Council meeting.

Advisory Committee Review

Not applicable.

Legal Considerations

None.

Financial Implications

None.

Communications Considerations

Not Applicable.

Link to Strategic Plan

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

Invest in sustainable infrastructure: Maintain and expand infrastructure to support forecasted population growth through technology, waste management, roads, emergency services and accessibility.

Alternative to the Recommendation

None.

Conclusions

The State of Maturity Report of December 2018 provides valuable information regarding the Town's asset management program. It is being presented to Council for information at this time. A follow-up report will be presented to a future Council meeting.

Attachments

Attachment #1: The State of Maturity Report.

Previous Reports

None.

Pre-submission Review

C.A.O. and the Director of PDS review on September 23, 2019

October 1, 2019

Page 4 of 4

Report No. PDS19-090

Departmental Approval

Approved for Agenda



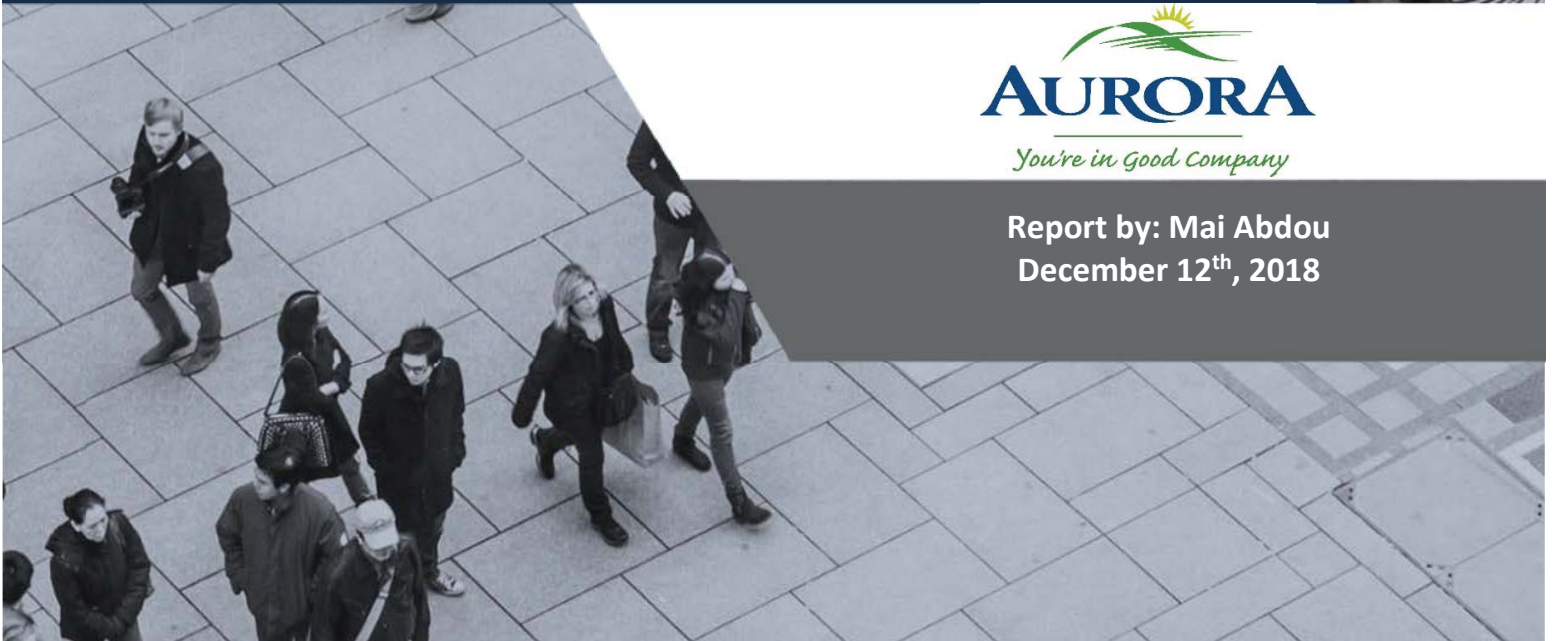
**David Waters, MCIP, RPP, PLE
Director
Planning and Development Services**



**Doug Nadorozny
Chief Administrative Officer**



State of Maturity Report



Report by: Mai Abdou
December 12th, 2018

RESEARCH

CONSULTING

SOFTWARE

Table of Contents

Introduction	2
Background and Objective.....	2
Methodology	3
Asset Management Self-Assessment Tool.....	3
Stakeholder Interviews	3
Scope	4
Community Profile.....	4
Current State of Maturity	5
Current State of Practice.....	6
Organizational Cognisance	6
Organizational Capacity.....	7
Infrastructure Data / Information	9
Road Network	10
Bridges and Culverts.....	11
Water Network.....	12
Sanitary Network.....	13
Stormwater Network.....	14
Buildings & Facilities	15
Parks & Recreation	16
Levels of Service.....	17
Asset Management Strategies	18
Financial Strategies.....	19
Recommendations.....	20
Organizational Cognisance	21
Organizational Capacity.....	21
Infrastructure Data / Information	21
Levels of Service.....	22
Asset Management Strategies	22
Condition Assessments	23
Lifecycle Management	23
Risk Management Frameworks.....	23
Asset Management Plan.....	24
Financial Strategies.....	24

Introduction

Background and Objective

Asset management is a sophisticated, coordinated, cross-disciplinary effort that considers the performance, risks, and cost associated with infrastructure over its entire lifecycle. In the municipal context, infrastructure typically includes assets that facilitate transportation services (e.g., roads, sidewalks, traffic signals, etc., as well as bridges and culverts); networks for the treatment and distribution of drinking water, and collection and treatment of both wastewater and storm water; buildings (e.g., community and recreation centres, and administrative facilities, etc.); fleet; and parks and recreation infrastructure (e.g., sports fields and playground structures).

Each Town is unique and is responsible for different types of infrastructure depending on community needs. Despite these differences, asset management approaches remain similar, with a focus on planning for infrastructure needs; acquiring assets to meet those needs; developing operational, maintenance, and rehabilitation procedures; and scheduling asset disposal or replacement. Adopting an asset management approach assists municipalities in optimizing their decision-making processes to deliver the levels of services desired by their communities while minimizing infrastructure lifecycle costs.

The Asset Management Roadmap is a multi-year, collaborative strategy designed by PSD to accelerate and facilitate the development and improvement of municipal asset management programs. Its major components include:

1. State of Maturity Report
2. Corporate Asset Management Policy
3. Condition Assessment Protocols
4. Risk Model Development
5. Lifecycle Activity Model Development
6. Financial Strategies & Budget Scenarios
7. Level of Service Framework Development
8. Robust Strategic Asset Management Plan

Improving asset management practices requires a coordinated, step-by-step approach to the individual components of an asset management program. As a first step, it is important to gauge the current state of practice related to asset management in the Town. This allows for a thorough gap analysis to determine where to focus efforts in developing a holistic and robust asset management program. Before moving forward, it is important to assess where you stand first to optimize your efforts.

In pursuit of advancing its asset management program, the Town of Aurora has retained PSD to implement elements in Phase I of PSD's Asset Management Roadmap. This State of Maturity Report satisfies the first stage of the Roadmap; with the AM Policy developed subsequently to satisfy the second stage of Phase I. Although the Condition Assessment Program is not in scope,

it would be beneficial for the Town of Aurora to consider implementing it as the last stage in Phase I of the Roadmap.

Methodology

The State of Maturity Report (SMR) provides an audit of the existing asset management capacity at the Town within the following key competencies:

1. Organizational Cognisance
2. Organizational Capacity
3. Infrastructure Data and Information
4. Levels of Service Framework
5. Asset Management Strategies
 - a. Condition Assessment Protocols
 - b. Risk and Criticality Models
 - c. Lifecycle Management
6. Financial Strategies

The SMR outlines strategic recommendations to improve performance within the key competencies and achieve a higher level of overall maturity. It will also direct the design, development and implementation of additional components of PSD's Asset Management Roadmap, allowing PSD to identify key areas of focus.

To facilitate the current state of asset management maturity report, PSD Staff applied two methodologies:

Asset Management Self-Assessment Tool

The Asset Management Self-Assessment Tool (AMSAT), delivered in a survey format, consists of a series of questions designed to determine an organization's alignment with asset management best practice and international standards. Municipal Staff from various service areas within The Town of Aurora, including Finance, Engineering Services, Operations, and Parks and Facilities, completed this survey. The results are compiled within the body of this report.

Stakeholder Interviews

In addition to the AMSAT, additional information was gathered through a series of in-depth interviews with Town Staff who are either directly involved in, or support the delivery of, service through an asset class. These discussions are used to clarify the features of the organization's asset management program, along with who is responsible for managing and delivering the activities that comprise the asset management process.

The following Staff from the Town of Aurora participated:

- **Michael Spatafora** – Manager of Facilities & Property
- **Anca Mihail** – Manager of Engineering & Capital Delivery
- **Greg McClenny** – Facilities Supervisor
- **Sara Tienkamp** – Manager of Parks & Fleet

- **Steve Filippelli** – Supervisor of Parks & Fleet
- **Dan Naccarato** – Supervisor of Roads
- **Karen Oreto** – Financial Planning – Capital Projects & AMP
- **Laura Sheardown** – Financial Planning – Cash Flow & Investments
- **Daniel Elliott** – Director of Financial Services
- **Lindsay Hayworth** – Supervisor of Water and Wastewater
- **Jennifer Schoutsen** – GIS Infrastructure Analyst
- **Cory Fagan** – Infrastructure Technologist
- **James Jurrius** – AM Technologist
- **Jason Gaertner** – Manager of Financial Planning

Scope

The scope of this State of Maturity Report includes all departments involved with the management or financing of the following asset infrastructure categories:

- Road network
- Bridges and Culverts
- Water Network
- Sanitary Network
- Stormwater Network
- Buildings and Facilities
- Parks and Recreation

Community Profile



Name: Town of Aurora
Population (2016): 55,445
Growth Rate (2011-2016): 4.2%
Area: 49.9 km²
Private Dwellings Occupied by Usual Residents (2016): 18,851
Median Total Income of Households (2015): \$106,708
Key Industries: Business services, Manufacturing, Medical/Health

The Town of Aurora is located in the Greater Toronto Area (GTA) within the York Region; It was originally incorporated as a village in 1863, but with the advancement of rail and agricultural prosperity, became a town and annexed portions of King and Whitchurch Townships in 1970. The Town of Aurora is a growing community of almost 56,000 residents and offers many local

amenities and economic growth opportunities. The Town hosts exciting events such as the Aurora Art Show, the World’s Longest Street Festival, and RibFest. Over the next 20 years, the Town of Aurora is anticipated to add 15,000 people and 12,000 jobs to the community.

Current State of Maturity

In the following table, we summarize The Town of Aurora’s proficiency in the six key components of asset management and provide a comparison to the national average of all municipalities that have been surveyed:

Asset Management Component	Proficiency Level	National Average
Organizational Cognisance	Intermediate	Intermediate
Organizational Capacity	Intermediate	Intermediate
Infrastructure Data/Information	Basic	Intermediate
Levels of Service	Intermediate	Basic
Asset Management Strategies	Intermediate	Basic
Financial Strategies	Intermediate	Intermediate

As discussed in greater detail in the sections below, the Town demonstrated proficiency similar to the national average in three of the six key competency areas including organizational cognisance, organizational capacity, and financial strategies. The national average for levels of service and asset management strategies is at a basic proficiency level, which reflects the challenges and opportunities most municipalities face in developing service- and performance-driven, sustainable, asset management programs.

The Town demonstrated lower than average proficiency in the area of infrastructure data and information practices, primarily because of the accuracy of current asset valuation and the state of formal infrastructure condition assessment programs. In contrast, the Town displayed higher than average proficiency where levels of service and asset management strategies are concerned.

The analysis and strategic recommendations developed through this SMR are designed to identify and prioritize areas of improvement to assist the Town in achieving a higher level of overall maturity in future.

Current State of Practice

Organizational Cognisance

Asset Management Component	Proficiency Level	National Average
Leadership Team – Understanding of Asset Management	Intermediate	Intermediate
Council – Understanding of Asset Management	Basic	Intermediate
Leadership Team – Prioritization of Asset Management	Intermediate	Intermediate
Council – Prioritization of Asset Management	Intermediate	Intermediate

Organizational cognisance, within this report, relates to the degree to which asset management is both understood and prioritised by senior management and Council. Effective asset management requires strong leadership and a culture of good asset stewardship throughout an organization. Securing organizational buy-in to the principles and objectives of asset management is foundational to the creation and implementation of a sustainable asset management program. Without buy-in, an asset management program is unlikely to produce desired outcomes and organizational benefits will be limited.

After completion of the AMSAT and subsequent Staff interviews, organizational cognisance for senior management and elected officials was identified at an intermediate level overall. This suggests that there is a fairly high degree of familiarity with and buy-in related to asset management principles and practices within the Town of Aurora, aligning with the proficiency of most municipalities. Consideration of the individual components of organizational cognisance, however, reveals that senior management and Council likely demonstrate different levels of maturity in some areas.

In terms of asset management knowledge and understanding, the Town’s senior management demonstrated an intermediate level of organizational cognisance. Among the Staff participating in the discussion, the knowledge base is broad and encompasses a range of infrastructure types including roads and associated transportation assets, storm network assets, and non-linear assets (diverse facilities, land, and parks assets). The group has a strong grasp of foundational asset management concepts and best practices including condition assessment, lifecycle activities for different infrastructure types, and the importance of long-range planning, although there is limited experience in implementing some of these practices. The group of Staff also

believes that prioritization of asset management approaches is important for the long-term economic and environmental sustainability of the community and is looking for ways to advance knowledge of and support for a comprehensive program among Staff, Council, and the public. This commitment to adopting and advancing asset management practices within the Town places senior management at an intermediate level of proficiency in this area, as well.

Elected officials are thought to demonstrate a basic level of asset management understanding, and an intermediate level where prioritization of asset management practices is concerned. Council members are typically less familiar with asset management than are Staff members, as the former are not responsible for directly administering and overseeing activities such as operation and maintenance of infrastructure, completing condition assessments, or considering the risk associated with specific assets. The existence of this kind of knowledge gap can make it more challenging for senior management and Council to communicate effectively. Council has, however, previously approved several major documents and plans that focus on sustainable use of financial and natural resources, such as the Strategic Plan (2011-2031), and an Asset Management & Investment Plan (2017). The Strategic Plan identifies several focus areas and strategic actions as a priority for the community over the upcoming years, and many of these align with and would be supported by implementing a holistic asset management program. This alignment represents an opportunity for Staff and Council members to discuss asset management initiatives, and work together to make asset management a community priority.

While the Town displays a strong culture of good infrastructure stewardship, it is important that municipal Staff continue to work internally, and with elected officials, to expand their knowledge of and commitment to the principles and practices of asset management. Developing a communication plan and ongoing knowledge-sharing program is one way to advance organizational cognisance among both senior management and Council.

Organizational Capacity

Asset Management Component	Proficiency Level	National Average
Human Resources for Asset Management	Intermediate	Intermediate
Staff Knowledge for Asset Management	Intermediate	Intermediate
Cross-functional Team for Asset Management	Intermediate	Intermediate

Organizational capacity refers to the ability of an organization to develop and execute upon the key components of an asset management program. High organizational capacity to undertake asset management includes adequate human resources and Staff knowledge, and a cross-functional team working together towards a mutual goal. A cross-functional team is vital to a sustainable asset management program, as it promotes multi-directional communication

between service areas, allowing them to develop robust recommendations that assist Council in making strategic, well-prioritized infrastructure decisions.

Following the AMSAT and Staff interviews, it was determined that the Town's overall capacity to develop its asset management program is currently at an intermediate level. There is a high level of engagement among the senior management team in development of the Town's asset management program, but a sense that asset management-specific knowledge could be expanded across the organization. Staff specialize in a broad range of municipal services dealing directly with infrastructure, including roads/public works, parks and recreation, and planning and development. In addition, Staff in other services areas such as treasury and finance, information technology, and human resources provide vital expertise and support necessary to resource and implement a comprehensive asset management program.

The development of an asset management program requires not only knowledge of individual service areas and infrastructure types, but an in-depth understanding of how best practices can be implemented in a holistic way across all levels of an organization. Current Staff do not always have the time to cultivate this kind of specialized knowledge and experience as they must continually balance their daily responsibilities with the additional demands of asset management.

It is important that Staff be supported in advancing their knowledge through training and education on asset management best practices. This could include participation in conferences, workshops and webinars provided by leaders and educators in the asset management industry, as time and available funding allow. It could also involve collaborative knowledge-sharing with nearby municipalities that face similar challenges to those the Town of Aurora faces, working together to brainstorm local solutions for local problems. Developing adequate Staff knowledge and expanding on existing capabilities by equipping Staff with current information, will help ensure that Staff are able to promote continuous improvement and development of the Town's asset management program within their own departments, across the organization, and to Council and the public.

Though asset management should be the responsibility of all Staff at the Town, it is challenging for current Staff to develop or advance a robust asset management program while simultaneously balancing other daily activities for which they are explicitly responsible. Staff are engaged and passionate about implementing more effective ways to manage the Town's infrastructure but indicate that it is difficult to prioritize strategic work on this front.

Participants in the AMSAT discussion indicated that there is sufficient asset management work to justify dedicating, at minimum, a half-time position. As Staff and Council take strides to implementing the Strategic Plan and reviewing progress, it would be beneficial to continue discussions about Staffing levels and the scope and expectations of delivering the Town's asset management program. Consideration of funding for an asset management position should be based on how dedicating resources in this way can help the community better achieve its short- and long-term goals. It may also involve discussion about how different municipal services and infrastructure program needs can be prioritized to optimize Staff time and work outcomes. Senior Staff, including those who participated in the AMSAT discussion, meet both formally and

informally to share information and make planning decisions related to project and budget prioritization.

Infrastructure Data / Information

Asset Management Component	Proficiency Level	National Average
Inventory	Intermediate	Advanced
Accounting Compliance	Intermediate	Intermediate
Development of Current Valuation	Basic	Intermediate
Development of Condition Assessment Programs	Basic	Basic

Having comprehensive and reliable data is a critical component of a strong and sustainable asset management program. Accordingly, data collection and management processes and procedures should be implemented to ensure that data is accurate and accessible for planning, structuring and improving asset management practices. Heavily dependent on the accessibility and quality of infrastructure data are asset management plans, that document the current state of infrastructure and outline anticipated future needs and the lifecycle activities and financial strategies required to achieve sustainability.

Currently, the Town houses its inventory data for reporting purposes on the CityWide AM platform. Municipal Staff indicate that the CityWide inventory is fairly comprehensive and accurate for all infrastructure assets and are currently in the process of verifying and reconciling the information that they collect and track within their databases. The Town utilizes a few databases such as CityWide, Maximo, ArcGIS, and excel spreadsheets to collect and track various assets. It would be beneficial to consolidate all these different bases into one.

PSD-recommended attribute data for all asset classes includes fields such as historical cost, current replacement cost, in-service date, and estimated useful life. As housed in CityWide, these fields are comprehensively populated. Other fields, such as those related to location, quantity, and unit of measure, and assessed condition, are less well populated and there are some inconsistencies in available data. In order to move forward, validation of attribute data will be a critical early step in developing a robust and manageable asset management system to maximize analytical capabilities.

The state of the Town’s data for each asset class included within the scope of this report is as follows:

Road Network



The Town's road network inventory is stored on PSD's CityWide AM data platform with 202 kilometres of roadway broken into arterial, local, and collector depending on the design class. The data related to these assets is believed to be accurate, but not comprehensive. Most of the key attributes for the road segments are comprehensively populated, including category, in-service date, estimated useful life, and current replacement costs. However, a more accurate inventory of the roads network is stored in the ArcGIS database that Staff are actively trying to align with the CityWide AM database. On an annual basis, Staff update the ArcGIS database with any new additions, expansions, or rehabilitations and then update the CityWide inventory accordingly. An asset reporting policy is currently being developed to address this workflow process. There are 198 kilometres of sidewalk that are broken into individual assets within CityWide AM. The Town of Aurora has 4,796 streetlights that are tracked on a separate GIS layer along with other appurtenances such as guiderails, curb and gutter, and signage. Alongside the ArcGIS database, Staff also use a PMS database to track their quality scoring and condition assessment information for their road assets as well as Maximo to track their work order process. All these databases can and do speak to each other at a high-level, but more manual labour is required to clean up and pair them more accurately with the right IDs; part of the challenge is the different ways the road network is broken up in each database. The data in the PMS system is set up as polygons whereas the ArcGIS database has both linear and polygon road data. Having a more standard segmentation for the roads will help bridge these gaps and standardize the format that all the various databases use.

There are some condition assessment programs, though mostly informal, that are tracked through the PMS system and Maximo. For the road network, an external contractor is hired to conduct condition assessments every 3-5 years and provides an overall Pavement Quality Index (PQI) for each road. The 10-year capital plan is updated according to the results of the assessment and projects are planned out accordingly. The Town also manages a 20-year capital plan and 50-year road reconstruction/rehabilitation plan but note that it is much less reliable. Sidewalks are inspected annually, in compliance with the Minimum Maintenance Standards (MMS), by an external contractor. Signage, curb and gutter, and street light repairs are also tracked and completed on an annual basis to comply with MMS; however, Staff have noted their interest in having a more formal process in place to keep track of all sign replacements and any repairs that are typically left in paper form and not updated on any of the databases.

There are some risk management and project prioritization processes in place, though they are largely informal. Engineering Services staff rely on the condition rating from their inspection program and PMS system as well as Operations Staff expertise to recognize critical condition issues. Depending on the recommendations, projects are prioritized based on funding availability, feasibility, and risk ranking. Staff follow a specific service standard for their road rehabilitation based on the PQI value the roads receive. The PMS system also factors in degradation curves and the historical result of such lifecycle activities on those roads.

Staff also try to optimize the cost of projects by collaborating with underground infrastructure assets and other Right of Way assets. Most sidewalk projects, however, are triggered by the age-based deterioration of the assets and their need of replacement. A more formal risk program needs to be incorporated for these assets. Staff are currently in the process of developing a formal risk program of this nature for the noted asset category. The Town of Aurora Staff track some levels of service metrics for the road network such as PQI for roads and rideability comfort. Some vehicular accidents are also tracked and can influence design speed changes. The development and implementation of a Transportation Master Plan in 2016 has also allowed Staff to look at their current and target levels of service in relation to their road network and the expectations of Public and Council. In future, developing a robust levels of service framework will help Staff optimize investment through informed decision-making processes. This kind of framework should be based on community and technical metrics outlined in the O. Reg. 588/17.



Bridges and Culverts

The Town of Aurora owns and maintains 2 bridges and 788 culverts, but only 35 of these culverts require Ontario Structure Inspection Manual (OSIM) inspections on a biennial basis. Infrastructure data for both bridges and culverts are captured within ArcGIS and CityWide AM with most key attribute data such as historical cost, in-service date, estimated useful life, and location present.

As with some other types of municipal infrastructure, bridges are composed of multiple components or elements that may have widely different life spans or expected useful lives (EUL). Individual bridge components also often have substantially different operational, maintenance, and replacement requirements; as a result, it would be beneficial to identify these different components as separate assets for management and investment planning purposes. Currently, Staff rely solely on the recommendations from the OSIM reports to prioritize projects and budget for them accordingly.

There is no formal risk model in place to identify which bridges represent the Town's most critical needs. However, the OSIM reports provide some context that experienced Staff consider when managing their assets, and Staff also consider pairing culvert work with other road network work to optimize the cost of the overall project. This attempt at aligning with road work shifts the priority of certain culverts and helps Staff focus on the right assets to replace and rehabilitate. Smaller culverts such as driveway or entrance culverts are regularly inspected by internal Staff and are prioritized on a project-by-project basis or as a result of complaints.

There is currently no level of service framework in place for the Town's bridge and culvert assets. Most service levels are based on any health and safety dangers or compliance issues that come about from the experienced Staff and OSIM; some complaints are tracked through a Microsoft Dynamics customer service software, but that information is not reported on and does not feed into the work order system that the Town utilizes. As mandated by the O.Reg. 588/17, tracking any loading or dimensional restrictions as well as the average bridge condition index (BCI) on the Town's bridges and structural culverts will enable the Town to maintain a reliable level of service that the Public and Council find acceptable.



Water Network

The Town's water network consists of approximately 220 kilometers of water main, in addition to 1475 hydrants, 2586 valves, 1 booster structure with 3 pumps, and 81 commercial or residential meters. There is also a water booster station and an underground enclosure that houses valves. CityWide AM contains a rudimentary inventory of these assets that is fairly complete according to Staff. However, some water structures appear to be pooled, such as meters and valves, and would benefit from being separated for better management of these assets. The complete inventory is also linked to the GIS system and includes spatial and attribute data. The Town does not own or maintain the water treatment plant; that is managed by the overseeing municipality, City of Toronto that is in charge of it.

For all assets in the water network, recommended CityWide attributes related to condition and lifecycle intervention activities are nearly universally incomplete. Data from direct condition assessments for the linear water network is not available; as do many municipalities, the Town instead relies on age- and material-based predictions of asset condition to estimate infrastructure deterioration rates. There are no formal condition assessments on the water structures, but Staff regularly inspect them on a weekly and monthly maintenance schedule. The Town abides by the Drinking Water Quality Management System (DWQMS) to ensure that they are completing the minimum requirements of inspecting their water network. Nevertheless, populating the CityWide inventory with these inspection results would assist with optimizing operational and maintenance work plans.

The Town has a watermain relining program that they have implemented for over 10 years; pipe segments are identified based on their break history, age, and associated road/subsurface potential work. Due to the aggressive soil terrain that the Town of Aurora is on, pipes are typically ductile or cast iron with cathodic protection. Staff note that a soil study would be beneficial to understand the extent of damage that the soil has on the pipes, and to factor in more cathodic protection where necessary. Hydrants are annually flushed and inspected, with valves being exercised alongside the hydrants. The booster station is currently being by-passed and is not in use, however, it is still being routinely checked to ensure its functionality.

The Town does not have any formal risk or prioritization frameworks in place. Age, pipe material, break history, and detected leaks are used as proxies to estimate the probability of failure for water mains. Operational Staff also track pressure issues and history of service, valve, and hydrant repairs to approximate the associated risk of failure of these assets.

Levels of service are not formally tracked with the purpose of evaluating infrastructure performance. Town Staff do compile information related to watermain breaks and collect data through different databases. Although the Town does not report to initiatives such as the National Water and Wastewater Benchmarking Initiative, Staff submit the data that they track to the Region of York. Staff have identified a need to consolidate all this data, an activity that could be used to develop a formal level of service framework. Furthermore, a hydraulic model has been created of the entire town that will serve to benefit Staff when they are improving

their water infrastructure and building lifecycle activities to extend the service life provided to residents.



Sanitary Network

The Town's sanitary network consists of approximately 193 kilometers of sanitary mains, 143 kilometres of sanitary laterals and includes 2 equalization tanks, 2,722 manholes, 6 pumping stations/structures, and 6 underground enclosures. As is the case with the water network, these assets are captured in CityWide AM, with spatial and attribute information for sewers also contained in georeferenced GIS files.

The wastewater treatment plant is owned and maintained by Durham Region. Some work orders are tracked on Maximo, with the maintenance and repair history tracked within the MS Access database. As with the road, bridge and culvert, and water infrastructure datasets, most of the key attributes for linear sanitary infrastructure are well populated. This includes category, in-service date, replacement cost, and estimated useful life. Attributes for sanitary structures are similarly well populated, apart from current replacement values. For all assets in the sanitary network, other recommended attributes related to condition and lifecycle intervention activities are largely unpopulated. The 'Street From' and 'Street To' fields for assets in the collection system are blank, which makes it difficult to identify specific sewer segments by location from within the CityWide inventory. However, Staff do utilize unique user IDs, known as Import ID in CityWide AM, that correspond to specific segments on the roads network.

Direct condition assessments, in the form of CCTV inspections, are available for a limited number of mains and laterals. The Town has implemented a program to slowly inspect the entire sanitary network within the next few years. Where CCTV has not been completed, the Town relies on age-based predictions of asset condition to estimate sewer deterioration rates. The lift stations and pumping stations are maintained by a contractor on a weekly and monthly basis. There is also a hot-spot sewer flushing program that is performed six times a year to address operational and maintenance issues. There are some risk management processes and levels of service metrics in place, though they are not formally documented. In conjunction with data from CCTV inspections, Staff are working to align subsurface infrastructure needs with road rehabilitation and reconstruction needs. Sewer backups are tracked and shared with the York Region for external benchmarking. Moreover, a hydraulic modelling plan is also planned to factor in several levels of service to ensure that residents are satisfied.



Stormwater Network

The stormwater network includes 174 kilometres of storm sewers, 110 kilometres of storm laterals, 2,732 manholes, 4,930 catch basins, 15 storm equalization tanks, 2 underground enclosures, valves, and 188 headwalls. Staff also manage 53 stormwater management ponds. The Town is also responsible for driveway culverts and several ditches as part of their drainage system.

Although CityWide has a fairly accurate inventory, the entire inventory is more up-to-date on the GIS database. Staff try to update both systems to ensure that they align with each other. However, when it comes to drainage collectors, there is more work to do to integrate them into the stormwater network and track them accurately on CityWide. The stormwater management pond inventory is not complete because many of the ponds do not have significant infrastructure associated with them, but they are all captured within GIS with their pertinent attribute data such as type, drainage area, dimensions, installation year, and estimated replacement value. The Town is working alongside York Region to develop a better data model to collect better data on their culverts.

There are some condition assessment programs, though mostly informal. Storm sewers are CCTV inspected on a project-basis or based on complaints; some of the storm network has undergone CCTV inspections, but Staff have recently commenced a program to CCTV the entire network. The Town's goal is to undertake CCTV inspections on approximately 10% of its total storm asset inventory per year. Future capital and inspection plan iterations will be revised in response to CCTV data as it becomes available.

Similar to CCTV, but substantially less costly, are zoom camera inspections. These inspections involve insertion of a zoom lens camera into maintenance holes to get a high-level scan of sewer interiors, which can help Staff identify severe defects such as sewer collapses and target areas that require additional, more detailed inspection. Zoom technology also allows operators to capture GPS coordinates for maintenance holes and validate sewer locations, information that can be used to develop a complete storm network database for upload into CityWide AM. Stormwater management ponds were inspected in 2007 by an engineering consulting company to look at sediment accumulation and to recommend any lifecycle activities. Staff are currently implementing a storm pond remediation (i.e. dredging of sediment) program on a two-year cycle. Also, staff currently perform a semi-annual assessment of and perform routine maintenance on all storm water management ponds. Storm structures such as manholes and catch basins are visually inspected for deficiencies regularly using a collector application. For the Town's underground storm water equalization tanks, there is a program in place to identify any deficiencies proactively. A contractor was also hired in 2017 to assess these assets and provide recommendations on lifecycle activities to perform to extend their service life. Furthermore, Staff make sure that they are compliant with the Lake Simcoe Protection Plan (LSPP) and fulfill all necessary legislative requirements to maintain their stormwater network.

Uploading condition and lifecycle intervention activity data, as it becomes available, will also assist Staff in evaluating the risks, costs, and benefits of different investment alternatives more effectively. No formal risk management or prioritization frameworks have been established to

guide storm infrastructure investment. Staff have developed an internal methodology to manage and maintain their stormwater assets based on subject matter expert input as there are no legal or regulatory requirements in place currently. As an example, a stormwater lining program was developed that tackled any stormwater pipe in very poor soil as a preventative task. Overall, Staff have a good grasp of their trouble areas and assets in critical health, and Council is typically receptive to Staff's recommendations. Having a secure reserve fund for the stormwater network, as is present for the other underground infrastructure assets as well, along with a steady stormwater rate has helped alleviate the stress on tax-based funding and allowed Staff to fund more projects and operating and maintenance (O&M) activities.

As with other infrastructure categories previously considered, there is no formal process in place to document and report on the service provided by storm assets. However, public input and health and safety measures heavily influence the focus of stormwater service deliverables. A Stormwater Assessment Plan was also developed that analyzed and modelled flooding and provided recommendations based on different scenarios. Additionally, metrics from the O.Reg. 588/17 and National Water and Wastewater Benchmarking Initiative could be adopted, as relevant, to expand such a framework to make it more robust.



Buildings & Facilities

The Town maintains comprehensive data for its buildings and facilities in CityWide AM such as the community centre, firehall, library, museum, and many more. Key attribute fields such as category, segment, historical cost, in-service date, estimated useful life, and current replacement cost are populated fairly comprehensively. Many buildings are broken down into their proper components and not many are pooled. These buildings were last appraised in 2008 for insurance purposes and a fair market value appraisal is scheduled for 2019 as well; this information can be uploaded into CityWide AM as it becomes available.

A facilities condition assessment (FCA) was completed last year and details all the necessary replacements and repairs for the next ten years. Staff have incorporated these lifecycle activities into the 10-year capital plan and update it regularly if anything changes. However, the condition assessment rating for each building is not uploaded into the CityWide AM inventory and would be beneficial to track there to assist in analysis and planning efforts.

Most lifecycle activities are performed based on health and safety inspections, accessibility issues, or public complaints. Town Staff follow an Accessibility for Ontarians with Disabilities Act (AODA) plan that identifies and addresses related issues within the community's buildings/facilities. Moreover, the Joint Health and Safety Committee (JHSC) completes monthly inspections and provides their information and recommendations to the Facilities supervisor to act upon. These inspections are tracked through the Maximo work order system. There are no formal risk management models or processes in place to help prioritize facilities capital projects, it is mostly managed in alignment with the FCA that was performed recently. However, internal Staff perform visual inspections on a daily, weekly, or monthly schedule to identify any changes or reactive projects that are not factored in the 10-year plan. There is also a dedicated reserve

fund available for buildings and facilities that supports the recommendations that Staff need to perform.

Levels of service are not formally tracked as part of any comprehensive framework; however, Staff track participation numbers and usage of certain programs that they provide within their facilities. Building a more formal level of service framework will allow Staff to align their project prioritizations to the expectations and needs of the public.



Parks & Recreation

The Town of Aurora is responsible for many park amenities such as 55 soccer fields, 44 playgrounds, 57 kms of trails, 5 splash pads, and many more. The inventory within CityWide is fairly comprehensive and separated into the individual components for the most part. Some features and assets are also tracked within the GIS system. A comprehensive tree inventory is also present and is updated on a 5-year cycle by a third-party contractor. Staff utilize Maximo to plan their playground inspections and other preventative maintenance tasks. Most of the key attribute fields, including category, in-service date, and current replacement costs are available, but

As with the Town's facilities assets, the data structure for park assets could be more effectively structured in some instances. Expanding more summarized asset information into its more detailed asset components, where applicable, would enable more efficient analysis and reporting for all parks and recreation infrastructure going forward. It would also enable Staff to analyze where best to build new park assets as well.

There are condition assessment programs in place, based on the CSA Standards, that Staff abide by on a monthly basis to inspect their parks, playgrounds, trails, and associated infrastructure. Splash pads and washrooms are inspected on a daily and weekly basis due to health and safety regulations. There is also an urban forestry policy that dictates vegetation management as well as tree replacements. Other park assets such as soccer fields and park buildings are visually inspected and have lifecycle activities recommended for. However, adopting more formal condition assessment protocols, and documenting the results against individual assets within CityWide AM, would help Staff compile the information that is required to optimize operational and maintenance work plans as well as to conduct long-term strategic planning.

There are formal risk prioritization and programs in place that Staff consider and abide by. The Town of Aurora has a Trails Master Plan (2011), a Parks and Recreation Master Plan (2016), Parks and Maintenance Standards (2015), Urban Forestry Management Policy (2016) and a Corporate Environmental Action Plan (2018) that identifies many of the risk prioritizations, levels of service and growth opportunities that can be implemented to provide the residents of Aurora with spectacular parks and recreational services. The Town of Aurora has an extensive understanding of the levels of service to provide to their Public and strive to implement the necessary recommendations and changes, where applicable, to sustain Aurora's beautiful natural green space and recreational amenities.

Levels of Service

Asset Management Component	Proficiency Level	National Average
Strategic Plan (Infrastructure Goals)	Intermediate	Intermediate
Current Levels of Service Analysis	Basic	Basic
Legislative and Regulatory Requirements	Intermediate	Intermediate
Levels of Service Framework Development	Basic	Basic

Simply stated, levels of service refer to the way assets perform their intended functions and are based on the quantity and quality of infrastructure such as roads, bridges, and storm sewers. Public expectations and regulatory and technical parameters inform how each community defines its levels of service, as do considerations of risk management and financial affordability. Ideally, service levels should drive asset management strategies, which in turn will drive funding strategies and short- and long-term budgets. This should be reflected by aligning strategic organizational objectives with desired service outcomes, monitoring actual asset performance against key performance indicators, and reporting results to key stakeholders such as Council and the public.

Based on the AMSAT results, the Town is more developed than many municipalities across Canada and is at an intermediate maturity level. This is because the Town of Aurora has developed specific policies and master plans detailing the levels of service they want to target and the preliminary steps they need to take to achieve them. This provides a solid foundation upon which to build a levels of service framework that supports Council’s long-term goals and objectives as well as metrics to gauge success.

These documents also identify the roles and responsibilities of various stakeholders, resources required to complete the action, and performance indicators for each strategic objective. The legislated community and technical metrics for core infrastructure articulated in O. Reg. 588/17, and Staff knowledge of other legislative and regulatory requirements related to road maintenance, underground infrastructure management and structure inspections, provides an excellent foundation for Staff and Council to build a robust levels of service framework. Aggregating this into a formal framework will enable the Town to comply with legislation and

provide meaningful information to the community while building support for a sustainable asset management program.

Asset Management Strategies

Asset Management Component	Proficiency Level	National Average
Current and Future Asset Performance	Intermediate	Intermediate
Growth and Demand Planning	Advanced	Basic
Risk Management	Basic	Basic
Prioritization and Program Optimization	Basic	Basic

Asset management strategies should establish a suite of proactive activities to understand, prioritize and optimize infrastructure programs. This helps municipalities manage risk while continuing to provide expected services to the community, at the lowest total cost of ownership over each asset’s life. Robust asset management strategies include condition assessment protocols and overall needs assessment, lifecycle management frameworks, and risk management and prioritization techniques. These strategic elements are often considered as asset management plans are developed and should be reviewed and updated on a regular basis.

The Town has systematic condition assessment protocols in place for some of its major asset categories. Informal assessment has been conducted for several assets, including buildings, facilities, and park assets. Formal assessments have been conducted on a small portion of the total asset portfolio, with the primary focus on the road network and legislated structure inspections; these assessments allow Staff to conduct consistent analysis of infrastructure and make informed decisions about appropriate lifecycle activities. Accurate condition data is required to enable advanced forecasting and analysis for risk, lifecycle and financial strategies, and the Town of Aurora has been able to do that through their 10-year capital forecast plan. Working toward establishing formal, organized, and repeatable inspection protocols for all major asset categories will help the Town gain a better understanding of the current state of infrastructure to plan more effectively for the future even more proactively.

The Town does apply a range of lifecycle activities to its roads and bridge and culvert structures. For road assets, Staff complete repair and preventative maintenance activities (e.g., crack sealing, pot hole filling, etc.) depending on the PQI of the roads section. Staff also identify candidate road segments for rehabilitation (e.g., partial or full depth resurfacing) and replacement through the annual capital plan. Lifecycle activities for structures are driven by the OSIM inspection process, and are generally implemented as per the structural engineer’s recommendations

Developing more robust condition assessment programs will assist the Town in advancing their lifecycle activity work for all major asset categories, in particular for buildings and facilities and park infrastructure. The building condition assessments and park inspections serve as a great basis to understand the condition the Town’s assets are in and prioritize projects according to health and safety standards, accessibility, compliance, and to maintain their targeted service levels. Taking this kind of approach will help the Town optimize operational and maintenance practices, improve long-term capital investment planning, and provide improved service to the community while reducing overall costs and risk.

Municipalities often need to invest in infrastructure for reasons other than poor physical condition. Common causes can include a need to comply with changing regulatory requirements; anticipated increases in service demand due to community growth; operational and maintenance issues that impede proper asset function; and inadequate capacity of assets to perform as designed. Town of Aurora Staff have a strong understanding of regulatory requirements for road network and structure infrastructure and are proactively working to address legislated requirements under O. Reg. 588/17.

Regarding project and program prioritization, there are some network-level risk frameworks or risk matrices in place that determine what assets should be prioritized for field intervention. Needs are identified and brought forward for consideration based on a combination of functional requirements, estimated asset condition, and budget availability. Creating standardized risk matrices will allow the Town to assess all needs across the corporation with the same set of criteria and will help Staff and Council identify truly critical projects more efficiently.

Town of Aurora completed its first Asset Management Plan (AMP) in 2014. It is in the process now of undertaking a scheduled review and update of its AMP. With the recent update of the Infrastructure for Jobs and Prosperity Act, 2015, and passage of Ontario Regulation (O. Reg.) 588 Asset Management Planning for Municipal Infrastructure, the Town should re-evaluate its approach to developing an AMP so that it aligns with all new requirements. A comprehensive AMP uses available asset data to develop financial strategies that consider the lifecycle needs of all municipal infrastructure. Furthermore, it will allow the Town to make data-driven decisions to project and optimize long-term funding needs and serve as an essential communication tool with Council and the community.

Financial Strategies

Asset Management Component	Proficiency Level	National Average
Financial Requirements	Basic	Basic
Funding Strategies	Advanced	Intermediate
Investment Strategies	Advanced	Intermediate

Alignment to Strategic Plan	Basic	Basic
-----------------------------	-------	-------

Town of Aurora, like many mid-sized communities across Canada, faces significant challenges in achieving fiscal balance on an annual basis. However, the presence of secured reserve funds for various assets as well as rate-based services such as water and storm enable the Town to advance its financial strategies to improve its existing asset inventories, desired levels of service, and projected asset requirements. This allows the Town to identify resources required for sustainable asset management in the short- and long-term, to ensure that available funds are optimized to achieve the greatest community benefit.

The Town currently develops the capital and operating budgets through a collaborative process between Staff and the senior management team. Though there has been some analysis of short-term capital and operating/maintenance infrastructure requirements, it is premised on an incomplete understanding of overall asset condition. Council is responsible for approving the final business plan and has the opportunity to review and revise the budget that is recommended by Staff.

Moving forward, the collection of additional asset attribute data, including assessed condition, will be increasingly important as the Town considers options to achieve sustainability in both short-and long-range financial planning exercises. Collection of accurate, up-to-date condition assessment and other needs data will help optimize capital investment decisions such that they are based on detailed and strategic analysis of present and future needs instead of simply Staff knowledge. The allocation of capital and operating dollars may begin to shift, once Staff and Council have a better idea of needs across the Town's asset portfolio.

As asset information becomes more detailed and robust the short-term budget should be re-visited to make sure critical needs are addressed and to reassess overall capacity and affordability. To optimize the Town's 10-year plan and even 20- and 50-year plan, Staff will need to analyze recommended lifecycle activities, asset management strategies, and level of service considerations; this can be accomplished in incremental phases, to reflect a maturing state of knowledge.

Recommendations

In the following section, we provide an overview of some key strategic recommendations that have been developed based on the Town's current state of maturity. The recommendations are a combination of activities that would be undertaken as part of PSD's Asset Management Roadmap, in addition to other actions that we suggest could be taken on the initiative of the Town.

The impact of each recommendation, and the effort to complete it, are identified at a high-level. This is based on an understanding of the Town's current state of asset management practice,

organizational capacity, and financial condition. Both impact and effort can be classified as high, medium, or low. Where impact is high, and effort is low or medium, this represents a relatively quick win for Town of Aurora Staff and Council in advancing the Town’s asset management program. Where impact is high, and effort is also high, delivering on these recommendations will likely require a long-term approach with dedicated Staff and financial resources. Using this matrix, the Town can prioritize efforts to implement recommendations more effectively and efficiently. Depending on how the Town decides its Staff and financial resources are best prioritized, some, all, or none of these recommendations may be implemented, in whole or in part.

Organizational Cognisance

Recommendation	Estimated Impact and Effort
Provide opportunities for senior management and elected officials to attend webinars, educational conferences and workshops to expand their knowledge of asset management principles and practices.	Impact: High Effort: Low to Medium
Provide training on CityWide Asset Manager for all Staff involved in asset management activities.	Impact: Medium Effort: Medium
Promote the need for, and the benefits of, improved asset management practices to all current and future Staff and elected officials.	Impact: Medium Effort: Medium

Organizational Capacity

Recommendation	Estimated Impact and Effort
Continue to advance the Town’s asset management program through a balance of internal Staff and industry consultants.	Impact: High Effort: Medium
Explore Staffing needs required to manage infrastructure effectively, with a focus on leveraging existing Staff knowledge and experience and creating cross-disciplinary in-house experts.	Impact: High Effort: High
Provide opportunities for key internal Staff to attend webinars, educational conferences and workshops delivered by leaders in the asset management industry.	Impact: High Effort: Medium
Educate and train key personnel in sustainable asset management practices including database management, condition assessment protocols, and lifecycle activity strategies.	Impact: High Effort: Medium
Capture and archive experiential Staff knowledge to ensure critical information remains available in future for new Staff members.	Impact: High Effort: Medium

Infrastructure Data / Information

Recommendation	Estimated Impact and Effort
Consider undertaking a data justification exercise to identify what data is required to effectively manage each asset class going forward.	Impact: High Effort: High
Consolidate all infrastructure-related data (inventory, condition, needs, prioritized requirements, financial data and GIS data) currently housed in CityWide and various reports, ArcGIS, and Maximo into a centralized asset registry database for the Town.	Impact: High Effort: High
Provide ongoing training to asset management personnel who will be responsible for collecting and entering data on a routine basis into the main asset registry.	Impact: High Effort: Medium
Develop and implement a data governance policy that outlines a consistent corporate approach to the maintenance and management of the Town’s databases, including data handling procedures, roles and responsibilities.	Impact: High Effort: Medium
Develop a process for how new assets should be merged between the CityWide AM inventory and the Town’s ArcGIS.	Impact: Medium Effort: Medium
Explore the viability of integrating or linking Maximo and the CRM system to streamline work order and service request processes.	Impact: Medium Effort: Medium

Levels of Service

Recommendation	Estimated Impact and Effort
Develop detailed level of service frameworks for all asset categories, with both community-oriented and technical performance components, based on O. Reg. 588/17 requirements, industry best practice, Staff input, Council direction, and community consultation.	Impact: High Effort: High
Develop key performance indicators (KPI) that reflect important organizational objectives to assess whether strategic priorities are being achieved.	Impact: High Effort: Medium
Consider adopting relevant reporting metrics like those outlined in the National Water and Wastewater Benchmarking Initiative (stormwater), Canada Infrastructure Report Card (all asset categories), and Municipal Benchmarking Network Canada (all asset categories).	Impact: High Effort: High

Asset Management Strategies

Condition Assessments

Recommendation	Estimated Impact and Effort
Consolidate existing condition information from road patrols, up-to-date reports and studies, informal Staff inspections, and community inquiries/complaints into a single database for ease of tracking, analysing, and reporting on infrastructure condition.	Impact: High Effort: Medium
Implement routine condition assessment protocols, and work toward gathering assessed condition information for the Town’s core infrastructure assets (roads, bridges, culverts, and stormwater management) as well as building assets and park infrastructure. Consider adopting internal condition assessment protocols, carried out by Town Staff, as appropriate for the existing asset portfolio and as resources allow.	Impact: High Effort: High
Develop inspection protocols for stormwater management assets, including sewers, culverts and ditches, complete with data specifications, to obtain current and accurate condition data to mitigate flooding, environmental damage, and other associated climate change impacts.	Impact: High Effort: Medium
Consider adopting a Facilities Condition Index system to quantify the condition and investment needs for the Town’s building and facilities portfolio.	Impact: High Effort: Medium
Upload future asset condition assessment data to CityWide AM and update based on new condition assessment results as well as repair, rehabilitation, and/or replacement activities as they are completed.	Impact: High Effort: Low

Lifecycle Management

Recommendation	Estimated Impact and Effort
Develop lifecycle frameworks for all major infrastructure categories including field intervention activities (operational and maintenance, rehabilitation, and replacement) and trigger points (condition and/or age) at which certain activities should be performed.	Impact: High Effort: High
Match the lifecycle frameworks to asset-specific deterioration curves and load them into CityWide AM.	Impact: High Effort: High

Risk Management Frameworks

Recommendation	Estimated Impact and Effort
Develop network-wide risk management frameworks that determine the criticality of infrastructure and quantify the impact of failure against service delivery for all asset categories.	Impact: High Effort: High

Develop risk matrices based on probability of failure, the consequence of failure, and any mitigating factors across all asset categories.	Impact: High Effort: High
Implement risk management techniques that provide a structured and data-driven approach to project and program prioritization.	Impact: High Effort: Medium

Asset Management Plan

Recommendation	Estimated Impact and Effort
As additional data is collected, develop an updated asset management plan that includes an analysis of all infrastructure assets and the annual requirements necessary to sustain existing infrastructure while minimizing cost and risk to the community.	Impact: High Effort: High
Update the asset management plan on a regular basis to include newly acquired assets and to assess the progress of the Town's asset management program. Consider adopting an update schedule that aligns with future compliance requirements for O. Reg. 588/17.	Impact: High Effort: Medium

Financial Strategies

Recommendation	Estimated Impact and Effort
Support development of Staff knowledge and experience related to grant funding applications.	Impact: High Effort: Medium
Continue updating the capital forecast plans based on the best information available regarding the actual needs and optimized requirements of the Town's capital assets.	Impact: Medium Effort: Medium



Notice of Motion	Mayor Tom Mrakas
-------------------------	-------------------------

Date: October 1, 2019

To: Members of Council

From: Mayor Mrakas

Re: **The Never Forgotten National Memorial**

Whereas The Town of Aurora has a proud tradition of honouring those who made the supreme sacrifice on behalf of Canada in armed conflicts across the world; and

Whereas the Never Forgotten National Memorial Foundation has been established to develop commemorative programming, exhibits and monuments at a site on Cape Breton Island as a place of remembrance and thanks for those brave individuals who lost their lives so far from home; and

Whereas the foundation is seeking the support of businesses, agencies, government organizations, and individuals across Canada to bring life to this important national memorial;

1. Now Therefore Be It Hereby Resolved That that the Town of Aurora supports efforts to develop the Never Forgotten National Memorial.