



**Town of Aurora  
Committee of the Whole  
Meeting Revised Agenda**

**Date:** Monday, December 2, 2024  
**Time:** 7 p.m.  
**Location:** Council Chambers, Aurora Town Hall

Meetings are available to the public in person and via live stream on the [Town's YouTube channel](#). To participate, please visit [aurora.ca/participation](http://aurora.ca/participation).

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	<b>Pages</b>
<b>1. Call to Order</b>	
Note: Added items are marked with an asterisk (*).	
<b>2. Land Acknowledgement</b>	
<b>3. Approval of the Agenda</b>	
<b>4. Declarations of Pecuniary Interest and General Nature Thereof</b>	
<b>5. Community Presentations</b>	
<b>6. Delegations</b>	
6.1 Michael Braithwaite, Blue Door; Re: Housing for All Land Trust	1
6.2 Kathy Duncan and Jason Cheng, Climate Action Newmarket-Aurora; Re: the Town's Climate Change Adaptation Plan, Community Energy Plan and the Fossil Fuel Non-Proliferation Treaty	5
*6.3 Geoffrey Dawe, Aurora Historical Society; Re: Item 9.3 - CMS24-050 - Aurora Historical Society – Hillary House – Consultation Feedback	25
*6.4 Len Bulmer, Resident; Re: Item 14.1 - PDS24-133 - Endorsement of the Affordable Housing Action Plan	26
<b>7. Advisory Committee Meeting Minutes</b>	
7.1 Accessibility Advisory Committee Meeting Minutes of November 13, 2024	27
1. That the Accessibility Advisory Committee Meeting Minutes of	

November 13, 2024, be received for information.

<b>*7.2</b>	<b>Parks and Recreation Advisory Committee Meeting Minutes of November 21, 2024</b>	<b>32</b>
	1. That the Parks and Recreation Advisory Committee Meeting Minutes of November 21, 2024, be received for information.	
<b>8.</b>	<b>Consent Agenda</b>	
<b>9.</b>	<b>Community Services Committee Agenda</b>	
<b>9.1</b>	<b>CMS24-044 - Diversity, Equity and Inclusion Status Update</b>	<b>36</b>
	1. That Report No. CMS24-044 be received for information.	
<b>9.2</b>	<b>CMS24-048 - Contract Award - Preventative Maintenance and Servicing of Arena Refrigeration Equipment</b>	<b>43</b>
	1. That Report No. CMS24-048 be received; and	
	2. That Council authorize Non-Standard procurement, under section 6.8 of the procurement policy to award the Preventative Maintenance and Servicing of Arena Refrigeration Equipment to CIMCO Refrigeration.	
<b>9.3</b>	<b>CMS24-050 - Aurora Historical Society – Hillary House – Consultation Feedback</b>	<b>49</b>
	1. That Report No. CMS24-050 be received; and	
	2. That Council authorize staff to negotiate with the Aurora Historical Society and bring back a report in Closed Session with recommendations.	
<b>10.</b>	<b>Corporate Services Committee Agenda</b>	
<b>10.1</b>	<b>CS24-035 - 2024 Pending List Review</b>	<b>70</b>
	1. That Report No. CS24-035 be received; and	
	2. That items marked "Complete" be removed from the Pending List.	
<b>11.</b>	<b>Finance and Information Technology Committee Agenda</b>	
<b>12.</b>	<b>Administration Committee Agenda</b>	

### 13. Operational Services Committee Agenda

#### 13.1 OPS24-022 - Blue Box Collection Changes – Non-eligible Sources 94

1. That Report No. OPS24-022 be received; and
2. That the Municipality no longer collect recycling, garbage, and compost for non-eligible sources effective January 1, 2026, be approved; and
3. That staff be authorized and directed to do all things necessary to give effect to this resolution.

### 14. Planning and Development Services Committee Agenda

#### 14.1 PDS24-133 - Endorsement of the Affordable Housing Action Plan 104

1. That Report No. PDS24-133 be received; and
2. That Council endorse the finalized Affordable Housing Action Plan as attached to this report.

#### 14.2 PDS24-134 - Application for Draft Plan of Condominium, Howland Green Wellington East Ltd., 35 Sunday Drive, Part of Lot 20, Concession 3, Parts 1, 2 and 3 on Plan 65R-40023, File Number: CDM-2024-01, Related File Number: SP-2022-14 152

1. That Report No. PDS24-134 be received; and
2. That the Draft Plan of Condominium File No. CDM-2024-01 to establish a standard condominium consisting of a total of 43 commercial units within a 4-storey office building, be approved, subject to the conditions attached hereto as Schedule 'A' of this report.

#### 14.3 PDS24-140 - Aurora BIA Governance Review and Downtown Collaboration Model 168

1. That Report No. PDS24-140 be received; and
2. That a by-law be brought forward to a future Council meeting to repeal BIA Designation By-law No. 6128-18 and any amending by-laws, thereby dissolving the Aurora Business Improvement Area; and
  - a. That staff be directed to perform all necessary administrative functions to conclude the business of the Aurora BIA, and assume their assets and liabilities in accordance with section 214 of the Municipal Act, 2001, as

amended; and

- b. That the Aurora Economic Development Corporation be requested to incorporate the functions of the BIA into their economic development services; and
  - c. That staff lead the development and implementation of a business engagement strategy for the Downtown area, and report back to a future meeting of Council.
3. That any cash assets assumed pursuant to section 214 of the Municipal Act, 2001, as amended, be allocated to initiatives in the downtown area; and
  4. That upon dissolution of the Aurora BIA By-law Councillors of Ward 1 and Ward 2, currently assigned to the Aurora BIA Board of Directors, be offered an opportunity to join the Aurora Economic Development Corporation's Downtown Action Team.

**15. Member Motions**

**16. Regional Report**

**17. New Business**

**18. Public Service Announcements**

**19. Closed Session**

**20. Adjournment**





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# Delegation Request

This request and any written submissions or background information for consideration by either Council or Committees of Council is being submitted to Legislative Services.

**Council or Committee (Choose One) \***

Committee of the Whole

**Council or Committee Meeting Date \* **

2024-12-02



**Subject \***

Housing for All Land Trust

**Full Name of Spokesperson and Name of Group or Person(s) being Represented (if applicable) \***

Michael Braithwaite

**Brief Summary of Issue or Purpose of Delegation \***

Short presentation to council around Blue Door's new Housing for All Community Land Trust

**Have you been in contact with a Town staff or Council member regarding your matter of interest? \***

Yes

No

**Full name of the Town staff or Council member with whom you spoke**

Mayor Mrakas

**Date you spoke with Town staff or a Council member**

2024-9-4



**I acknowledge that the Procedure By-law permits five (5) minutes for Delegations. \***

Agree

INTRODUCING THE

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# Housing for All Land Trust

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BLUE  
DOOR

**We're on a mission to bring a new vehicle for affordable housing development to York Region.**

The Housing for All Land Trust (HALT) is working to bring together **resources, expertise, and capital to unlock and preserve affordable housing** in York Region. Building on lessons learned from land trusts across Canada, we are seeking to **partner with municipalities, the private sector and local non-profit housing operators** to create new affordable housing, holding these community-owned real estate assets in perpetuity.

## HALT will deliver value by:

### Acting as a reliable point of contact

for the acquisition of housing units from private sector developers and local government to affordable housing operators.

### Taking on real estate development and acquisition

activities to support local non-profit housing operators to expand their portfolio without needing to bring on their own development capabilities.

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## HALT has the potential to create a lasting impact in the York Region housing system.

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### The land trust will create and preserve affordable housing.

- ✓ Creating new housing across the spectrum of community housing, including supportive and affordable rental housing
- ✓ Raising and deploying capital to enable new development and preservation/renewal of existing affordable housing
- ✓ Maintaining assets as affordable in perpetuity

### The land trust will achieve greater scale and sustainability in the community housing sector.

- ✓ Model a sustainable growth engine that increases the capacity of human resources dedicated to the growth of community-owned affordable housing, reducing duplication of efforts across the sector
- ✓ Ensure the professional management of assets for long-term sustainability.

## We need help from York Region municipalities to realize this mission.

The land trust is looking to collaborate with **municipalities and other levels of government** to realize housing opportunities for those in greatest need in our region.

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### How to get involved as a municipal partner:

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- Dedicate **land and units** to help grow the land trust's portfolio over time
- Provide **funding** to support the land trust's acquisitions and activities
- Expedite **development approvals** and provide other **incentives** to support the land trust's developments
- Build up the financial and operating capacity of partnering **non-profit housing operators** in York Region to ensure we can serve a broad range of people in need



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# Delegation Request

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**Council or Committee (Choose One) \***

Committee of the Whole

**Council or Committee Meeting Date \* **

2024-12-03



**Subject \***

Regarding the Town's Climate Change Adaptation Plan, Community Energy Plan and the Fossil Fuel Non-Proliferation Treaty

**Full Name of Spokesperson and Name of Group or Person(s) being Represented (if applicable) \***

Kathy Duncan and Jason Cheng, Climate Action Newmarket-Aurora (CANA)

**Brief Summary of Issue or Purpose of Delegation \***

To request the Town endorse the Fossil Fuel Non-proliferation Treaty

**Have you been in contact with a Town staff or Council member regarding your matter of interest? \***

Yes

No

**I acknowledge that the Procedure By-law permits five (5) minutes for Delegations. \***

Agree



**CLIMATE ACTION**  
NEWMARKET · AURORA



Call to Action for the Town of  
Aurora



# The Climate Emergency

- The 2018 International Panel on Climate Change (IPCC) report:
  - Global Greenhouse Gas (GHG) emissions must be reduced by 45% before 2030 as compared to 2010 levels and achieve net zero by 2050 to keep warming below 1.5°C
  - 1.5°C warming limit required to avoid “catastrophic climate change”
  - Outlined a need for urgent and transformative action
- In 2019, the Town of Aurora declared a climate emergency
  - Direct response to the IPCC report



# Town of Aurora Climate Emergency Declaration

Within the Town's Climate Emergency Declaration (made in October 2019) the following commitments were made...

- naming and deepening our commitment to protecting our ecosystems by identifying key criteria to help **reduce our carbon footprint and protect our community** from the impacts of climate change;
- prioritize the process of creating a Climate Action Plan, once the Region releases its climate action plan report, for the Town of Aurora focused on **reducing emissions and adaptation at the community level**;
- look for opportunities for economic growth, stimulation in the low-carbon economy, and cost benefits for all who consume energy
- refer to other municipal and global initiatives and forums such as Global Covenant of Mayors for Climate and Energy and report to Council with more information
- forwarded to the Premier of Ontario and the Ministry of the Environment, Conservation and Parks



## Where are we today?

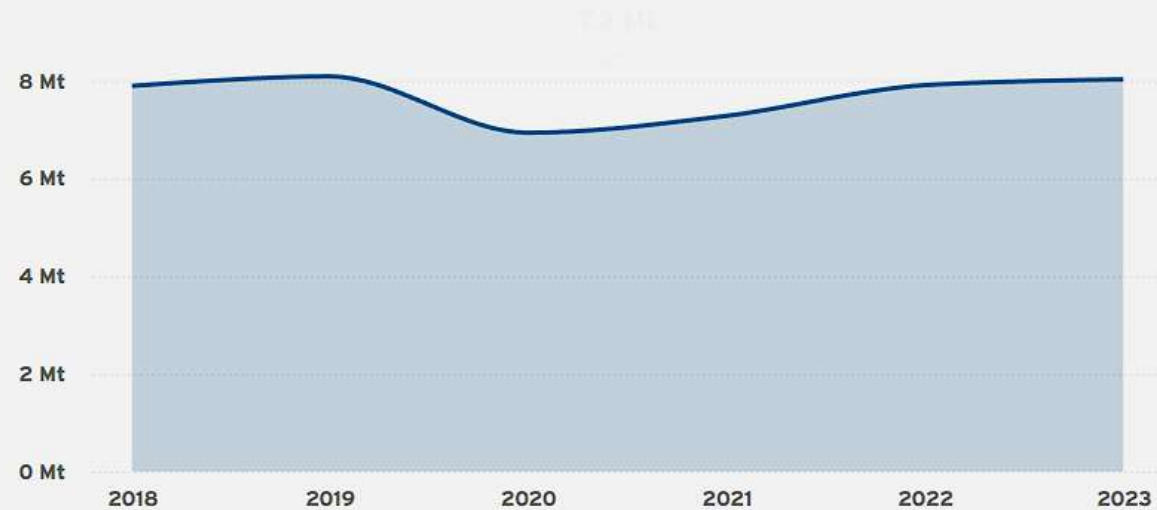
- Globally
  - Global GHG 2030 emissions projections make it harder to limit warming below 2.0°C (2023 IPCC Synthesis Report)
  - 1st 12-month period to exceed 1.5°C (1.52°C) as an average: Feb 2023-Jan 2024
- Nationally
  - June 2021, the *Canadian Net-Zero Emissions Accountability Act* passed which legislates Canada's commitment to achieve net-zero emissions by 2050
- Provincially
  - Ontario emissions projection will be up by 400% by 2030 due to current expanded and planned increase in the use of natural gas to produce electricity

***Current measures are extremely inadequate***

# TAF 2023 Emissions Inventory Report

Emissions **increased** 1.5%, from 2022, in the region

York Region Total Emissions, 2018-2023



- Total emissions increased by 1.5% reaching 8 Mt, continuing to approach 2019 levels. The transportation sector was the biggest driver for this increase (up 3.6%).

## Town of Aurora Milestones Achieved

- Municipal Level Environmental Milestones:
  - 2016
    - Approval of the Private Tree Protection By-Law
    - Finalized agreement with Shining Hill Estates Collection Inc. that sets new standard in sustainable community building that will protect at least 80 acres of environmentally sensitive lands
  - 2021
    - Developed the Community Energy Plan (CEP)
    - Creation of Green Fleet Plan and revision for 50% emissions reduction by 2028
    - Building all new Town-owned facilities to LEED® gold standard
  - 2022
    - Partnership with Hydro One & OPG to install EV charging stations at various facilities
  - 2024
    - Natural Capital Asset Management Plan

## What is the Fossil Fuel Non-Proliferation Treaty\*?

- A growing **global** coalition pledging to limit warming from 1.5°C by endorsing the Treaty
  - Supported by the World Health Organization and 101 Nobel Laureates
- A plan to end the expansion of new coal, oil and gas projects and manage global transition away from fossil fuels
- A mission statement to protect people from the threat fossil fuels pose to our climate, our health and our future
- Modelled on the three pillars of the Nuclear Non-Proliferation Treaty and drawing from other international mechanisms used to end the use of harmful substances
- Designed to be a compliment to the Paris Agreement
- A logical next step following the Climate Emergency Declaration

\* Hereinafter referred to as the “Treaty”

# Pillars of the Fossil Fuel Non-Proliferation Treaty



## Non-Proliferation

- An immediate end to the expansion of coal, oil and gas production



## A Fair Phase-Out

- An equitable plan for the fast wind down of existing fossil fuel production in line with the Paris Agreement Target of 1.5°C

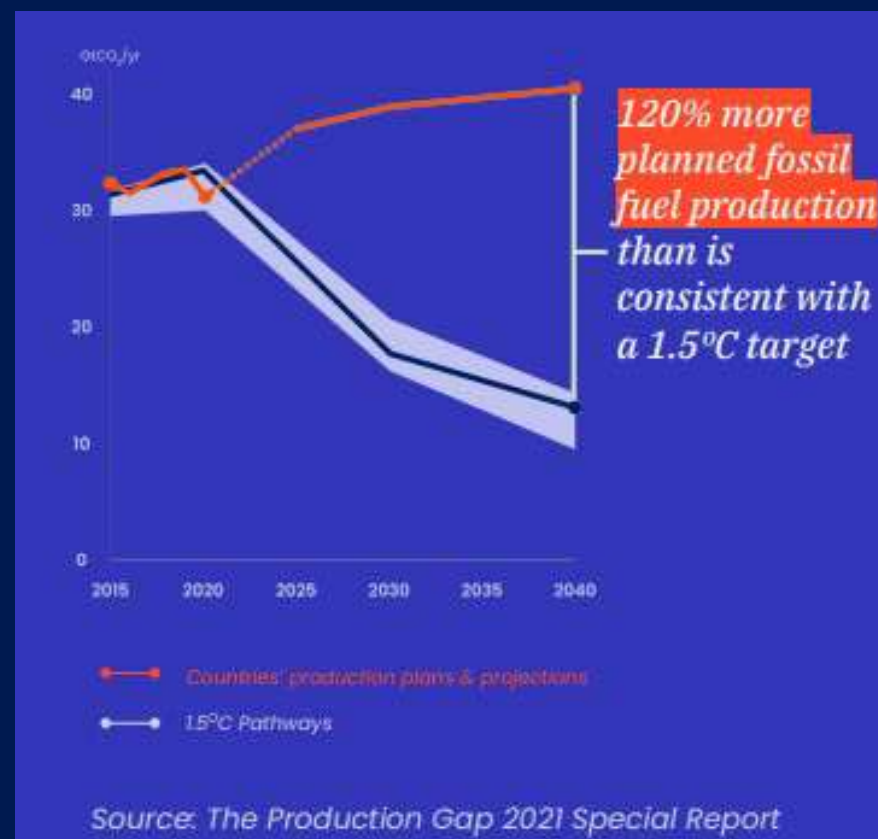


## Just Transition

- Fast track the adoption of renewable energy and economic diversification away from fossil fuels so that no worker, community or country is left behind

# Why is the Fossil Fuel Non-Proliferation Treaty necessary?

- Coal, oil and gas are responsible for 86% of all carbon emissions in the past decade
- Most “net zero” plans fail to address fossil fuels and also rely on unproven solutions to allow for the continued use of fossil fuels, such as carbon capture and carbon offsetting schemes



## Aurora and the Treaty



### Non-Proliferation

- Do not expand the use of fossil fuels

#### *Possible Actions:*

- Use regional influence to oppose the expansion of the York Energy Centre, for provincial energy generation
- Support the transition to carbon-free transportation and services through more rigorous attention to the Green Fleet Plan
- Support carbon-free new developments
  - ◆ E.g. Shining Hill
  - ◆ What other developments can we make carbon-free?
  - ◆ Will Aurora create a by-law deepening its commitment to all new developments be carbon free?

## Aurora and the Treaty



### A Fair Phase-Out

- An equitable plan for the fast wind down of existing fossil fuel production, in line with the Paris Agreement target of 1.5°C

#### *Possible Actions:*

- Town of Aurora Conservation and Demand Management Plan 2019-2023
- Expand and update the Aurora Community Energy Plan



# Aurora and the Treaty



## A Just Transition

Aurora efforts thus far:

- All new Aurora Town facilities are being built to the LEED® standard.
- Installed 18+ level two EV Chargers for public use.
- In 2018, the Town joined the **PCP program** with a Council Resolution.
- In 2019, the Town declared a **Climate Emergency** and **Green Fleet Action Plan**.
- In 2021, the Town adopted the **Community Energy Plan**, setting a Community-level greenhouse gas emissions reduction target of 80% from 2018 by 2050, as well as the **Green Procurement Policy**.
- In 2022, The Town adopted the **Green Development Standards** program.
- In 2024, the Town adopted our first ever **Active Transportation Master Plan**. **Natural Capital Asset Management Plan** set a net-zero carbon target by 2050 for all Corporate Town emissions.

# Aurora and the Treaty



## A Just Transition

- Fast track the adoption of renewable energy and economic diversification away from fossil fuels so that no one is left behind, particularly vulnerable groups or communities

### *Possible Actions:*

- Develop and implement an Energy Efficiency Retrofit project
- Greater utilization of the Environmental Advisory Committee for research, consultation and communication with community members and stakeholders
- Implement higher tier energy efficiency building standards for new developments
- Request that new development projects consider lower upfront embodied carbon and operational carbon in their plans, as part of the Green Development Standards
- Find opportunities for low carbon/carbon-free solutions
  - ◆ Implement permeable, low carbon surfaces for parking lots, outdoor courts, etc.
  - ◆ Solar panelling hybrid system for parking lots and outdoor facilities
  - ◆ Marketing and outreach for wind turbine and air heat pump installations
  - ◆ Increase community outreach to encourage demand management

## Aurora and the Treaty

- Additional possible actions:
  - Revisit the resolutions of the Climate Emergency Declaration
    - Review commitments that still need to be fulfilled
    - Provide visibility of action and progress towards commitments via the Town's website
    - Assess which next steps/actions have been met since initial release
    - Update the Community Energy Plan at planned renewal to incorporate the 3 pillars of the Treaty
    - Expand ongoing tracking and monitoring
  - Implement measurable objectives which align with the Treaty
    - Refer to staff and committee, or third-party consultation
    - Regularly assess progress and publish results
  - Increase Community Engagement and communication
    - Emissions tracking, updates on progress

## Who has endorsed the Treaty? [3]

<b>6</b> <i>Pacific nation states plus the European Parliament</i>	<b>90+</b> <i>cities &amp; subnational governments</i>
<b>650+</b> <i>parliamentarians</i>	<b>101</b> <i>Nobel laureates</i>
<b>3,000+</b> <i>scientists and academics</i>	<b>2,200+</b> <i>civil society organisations</i>
<b>2,000+</b> <i>youth activists</i>	<b>2,000+</b> <i>faith institutions &amp; leaders</i>
<b>623k+</b> <i>individuals</i>	<b>3,000+</b> <i>health institutions including the WHO</i>

	Province	City	Pop <sup>[12]</sup>
CANADA	BC	Vancouver	662,000
		Burnaby	249,000
		Richmond	210,000
		Victoria	93,000
		New Westminister	79,000
		Port Moody	33,500
		Powell River	14,000
	QC	Montreal	1,760,000
		Gatineau	291,000
	ON	Toronto (July 2022)	2,970,000
Ottawa (July 2022)		1,017,000	

## Why is this important for the Town of Aurora?

*Endorsing the treaty will further highlight the Town of Aurora as a Green Community and attract new residents, businesses, and investment to relocate here, as well as inspire existing residents to take on further climate action. Adopting the three pillars of the treaty, in cooperation with First Nation peoples, and marginalized communities, would further reconciliation efforts and move us towards a more climate just society. Developing a Green community would also increase our resilience, in the face of increasing climate catastrophes, that disproportionately impact marginalized people, such as low income families, children, seniors, disabled, and Indigenous Peoples.*

## Summary

- Globally and within Canada and Ontario, the response to climate change is insufficient to limit warming to 1.5°C as per IPCC recommendations
- Lack of response will result in increasing health, economic, and ecologic impacts
  - Direct and indirect impacts locally and globally
- The Town of Aurora has acknowledged it has a part to play in addressing climate change
- The declaration of a climate emergency was a good first step
  - Actionable steps have been initiated as a result (the CEP and the Green Fleet Plan)
- Endorsement of the Fossil Fuel Non-Proliferation Treaty is the logical next step
  - Designed to support the Paris Agreement
  - Provides actionable goals
  - The Town of Aurora is already pursuing many great initiatives that could be expanded to align with the Treaty's goals, as well as, upcoming and future federal legislation

## Conclusion

Additional action today is required to prevent the worse effects of climate change for future generations, the biodiversity of ecosystems, and maintaining a liveable planet.

Here are some questions we leave you with:

- Will the Town of Aurora commit to endorsing the Fossil Fuel Non-Proliferation Treaty?
- How can Aurora strengthen its commitment to fossil fuel non-proliferation?
- How can Aurora help residents and businesses reduce overall energy demand?
- How can we partner with Indigenous peoples to help foster this initiative?
- How can we incorporate affordability into this scenario?
- How quickly can a deep energy retrofit project be implemented as a business plan?
- How can Aurora implement the rest of the updated 2021 Community Energy Plan and Green Fleet Plan?





# CLIMATE ACTION

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<https://www.climateactionna.org/>







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# Delegation Request

This request and any written submissions or background information for consideration by either Council or Committees of Council is being submitted to Legislative Services.

**Council or Committee (Choose One) \***

Committee of the Whole

**Council or Committee Meeting Date \* **

2024-12-2



**Subject \***

Report CMS24-050 - Hillary House - Consultation Feedback

**Full Name of Spokesperson and Name of Group or Person(s) being Represented (if applicable) \***

Geoffrey Dawe, Co-Chair, Aurora Historical Society

**Brief Summary of Issue or Purpose of Delegation \***

Delegating in support of Director McDougall's report

**Have you been in contact with a Town staff or Council member regarding your matter of interest? \***

Yes

No

**Full name of the Town staff or Council member with whom you spoke**

Director McDougall

**Date you spoke with Town staff or a Council member**

2024-11-26



**I acknowledge that the Procedure By-law permits five (5) minutes for Delegations. \***

Agree



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# Delegation Request

This request and any written submissions or background information for consideration by either Council or Committees of Council is being submitted to Legislative Services.

**Council or Committee (Choose One) \***

Committee of the Whole

**Council or Committee Meeting Date \* **

2024-12-02



**Subject \***

Endorsement of Affordable Housing Plan

**Full Name of Spokesperson and Name of Group or Person(s) being Represented (if applicable) \***

Len Bulmer

**Brief Summary of Issue or Purpose of Delegation \***

The purpose of the delegation is to discuss aspects of the Affordable Housing Plan which is on the Agenda at this Council meeting for Endorsement by Council

**Have you been in contact with a Town staff or Council member regarding your matter of interest? \***

Yes

No

**I acknowledge that the Procedure By-law permits five (5) minutes for Delegations. \***

Agree



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

**Date:** Wednesday, November 13, 2024  
**Time:** 7 p.m.  
**Location:** Council Chambers, Aurora Town Hall

**Committee Members:** Councillor Harold Kim (Chair)  
Lois Davies  
Alison Hughes\*  
John Lenchak  
Hailey Reiss\*  
Jo-anne Spitzer

**Members Absent:** Peter Angelo (Vice Chair)  
Sean Noble

**Other Attendees:** Councillor Ron Weese  
Gregory Peri, Accessibility Advisor  
Linda Bottos, Council/Committee Coordinator

\*Attended electronically

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**1. Call to Order**

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

**2. Land Acknowledgement**

The Committee acknowledged that the meeting took place on Anishinaabe lands, the traditional and treaty territory of the Chippewas of Georgina Island, recognizing the many other Nations whose presence here continues to this day, the special relationship the Chippewas have with the lands and waters of this territory, and that Aurora has shared responsibility for the stewardship of these lands and waters. It was noted that Aurora is part of the treaty lands of the

Mississaugas and Chippewas, recognized through Treaty #13 and the Williams Treaties of 1923.

**3. Approval of the Agenda**

**Moved by** Jo-anne Spitzer

**Seconded by** John Lenchak

That the agenda as circulated by Legislative Services be approved.

**Carried**

**4. 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*.

**5. Receipt of the Minutes**

**5.1 Accessibility Advisory Committee Meeting Minutes of September 11, 2024**

**Moved by** Hailey Reiss

**Seconded by** Alison Hughes

1. That the Accessibility Advisory Committee Meeting Minutes of September 11, 2024, be received for information.

**Carried**

**6. Delegations**

None.

**7. Matters for Consideration**

**7.1 Memorandum from Accessibility Advisor; Re: Condominium Application CDM-2024-02 (Submission #1) 1588 St. John's Sideroad**

Staff provided an overview of the condominium application and comments submitted to the Planner on behalf of the Committee. The Committee had no further input.

**Moved by** John Lenchak

**Seconded by** Jo-anne Spitzer

1. That the memorandum regarding Condominium Application CDM-2024-02 (Submission #1) 1588 St. John's Sideroad be received; and
2. That the Accessibility Advisory Committee comments regarding Condominium Application CDM-2024-02 (Submission #1) be received and referred to staff for consideration and further action as appropriate.

**Carried**

**7.2 Memorandum from Accessibility Advisor; Re: Zoning By-law Application ZBA-2024-06 (Submission #1) 240 Industrial Parkway South**

Staff provided an overview of the Zoning By-law amendment application, including an Accessibility Design Standards analysis for the proposed private school, and comments to be submitted to the Planner on behalf of the Committee. The Committee and staff discussed various aspects of the application and further suggestions were made regarding consideration for (1) a safety crossing at the barrier-free parking spaces; and (2) a higher safety fence along the west side of the property facing the railroad track.

**Moved by** Alison Hughes

**Seconded by** Jo-anne Spitzer

1. That the memorandum regarding Zoning By-law Application ZBA-2024-06 (Submission #1) 240 Industrial Parkway South be received; and
2. That the Accessibility Advisory Committee comments regarding Zoning By-law Application ZBA-2024-06 (Submission #1) be received and referred to staff for consideration and further action as appropriate.

**Carried**

**7.3 Memorandum from Accessibility Advisor; Re: Site Plan Application SP(EX)-2024-15 (Submission #1) 14987 and 14993 Yonge Street**

Staff provided an overview of the site plan exemption application and comments to be submitted to the Planner on behalf of the Committee. The Committee had no further input.

**Moved by** Hailey Reiss

**Seconded by** Lois Davies

1. That the memorandum regarding Site Plan Application SP(EX)-2024-15 (Submission #1) 14987 and 14993 Yonge Street be received; and
2. That the Accessibility Advisory Committee comments regarding Site Plan Application SP(EX)-2024-15 (Submission #1) be received and referred to staff for consideration and further action as appropriate.

**Carried**

#### **7.4 Round Table Discussion; Re: Town of Aurora Multi-Year Accessibility Plan 2022 to 2026**

[\(Link to Multi-Year Accessibility Plan\)](#)

Staff provided an update on matters including (1) Town Hall and Aurora Seniors Centre parking lot upgrades to meet *Accessibility for Ontarians with Disabilities Act* (AODA) compliance have commenced and will be completed by 2025; (2) Aurora participated for a second year in support of the Treat Accessibly initiative to provide an accessible Halloween trick-or-treating experience; (3) Accessibility Advisor attendance and provincial update at the Ontario Network of Accessibility Professionals (ONAP) conference in October 2024 at London, Ontario; (4) AccessNow trails and facilities accessibility assessments to be completed this month; and (5) Purchase of Priority Seating covers for persons with disabilities for the Performance Hall at Aurora Town Square and other Town events.

The Committee expressed concerns regarding the lack of available parking at the Aurora Seniors Centre during certain programming and suggested that extra time be built into the schedule between programs to free up space for arriving participants. Staff agreed to share this feedback with the programming staff.

**Moved by** Alison Hughes  
**Seconded by** Hailey Reiss

1. That the Accessibility Advisory Committee comments regarding the Town of Aurora Multi-Year Accessibility Plan 2022 to 2026 be received and referred to staff for consideration and action as appropriate.

**Carried**

## 8. Informational Items

None.

## 9. New Business

Staff advised that the AODA Customer Service Standards review report is open for public review, noting that the matter of service animals has been a major discussion point in many municipalities and provinces. Committee members were encouraged to review the initial recommendations and submit their feedback by early January 2025. The Committee inquired about the requirements for the use of service animals and staff provided clarification.

Staff advised that the Province's Accessibility Advisory Committee (AAC) Forum for all AAC members across Ontario, which was postponed from October 2024, is now planned for the first quarter of 2025 and details will be shared with the Committee once confirmed.

## 10. Adjournment

**Moved by** Alison Hughes  
**Seconded by** Hailey Reiss

That the meeting be adjourned at 8:06 p.m.

**Carried**



**Town of Aurora  
Parks and Recreation Advisory Committee  
Meeting Minutes**

**Date:** Thursday, November 21, 2024  
**Time:** 7 p.m.  
**Location:** Holland Room, Aurora Town Hall

**Committee Members:** Councillor Ron Weese (Chair)  
 Bo Brkic  
 Irene Clement  
 Michelle Dakin (Vice Chair)  
 Jessie Fraser

**Members Absent:** Adrian Martin  
 Shaheen Moledina  
 Corrina Tai

**Other Attendees:** Matthew Volpintesta, Manager, Parks and Fleet Divisions  
 Lisa Warth, Manager, Recreation  
 Linda Bottos, Council/Committee Coordinator

**1. Call to Order**

The Chair called the meeting to order at 7:03 p.m.

**2. Land Acknowledgement**

The Committee acknowledged that the meeting took place on Anishinaabe lands, the traditional and treaty territory of the Chippewas of Georgina Island, recognizing the many other Nations whose presence here continues to this day, the special relationship the Chippewas have with the lands and waters of this territory, and that Aurora has shared responsibility for the stewardship of these lands and waters. It was noted that Aurora is part of the treaty lands of the Mississaugas and Chippewas, recognized through Treaty #13 and the Williams Treaties of 1923.



Parks and Recreation Advisory Committee Meeting Minutes  
November 21, 2024

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**3. Approval of the Agenda**

**Moved by** Irene Clement

**Seconded by** Bo Brkic

That the agenda as circulated by Legislative Services be approved.

**Carried**

**4. 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*.

**5. Receipt of the Minutes**

**5.1 Parks and Recreation Advisory Committee Meeting Minutes of September 19, 2024**

**Moved by** Michelle Dakin

**Seconded by** Jessie Fraser

1. That the Parks and Recreation Advisory Committee meeting minutes of September 19, 2024, be received for information.

**Carried**

**6. Delegations**

None.

**7. Matters for Consideration**

None.

**8. Informational Items**

**8.1 Memorandum from Manager, Recreation; Re: Sport Plan Refresh – Status Update**

Staff provided an overview of the memorandum, noting the community consultation has been completed and the information heard in the first

step will be validated by further reaching out to the general public, community organizations, and local sport organizations.

The Committee expressed support for the preliminary findings and update. The Committee and staff discussed various aspects including stakeholder consultation and validation of management strategies, themes, and the implementation of recommendations; and the SWOT analysis related to the Town's leadership in sports and the need for leadership development in local sport organizations.

**Moved by** Irene Clement

**Seconded by** Bo Brkic

1. That the memorandum regarding Sport Plan Refresh – Status Update be received for information.

**Carried**

## **8.2 Memorandum from Manager, Recreation; Re: Town of Aurora – HIGH FIVE® Registered Municipality**

Staff provided an overview of the memorandum, noting the HIGH FIVE® program is a national quality standard program rooted in research that relates to recreation and leisure sport training and programming for children aged 4 to 12 and adults aged 55+.

The Committee expressed support for the HIGH FIVE® program. The Committee and staff discussed various aspects including potential overlap with the Sport Plan and benefits for leadership and volunteer training; HIGH FIVE® oversight of registration implementation and accreditation; cost analysis, annual registration fee, and training budget; the communications plan for announcing the Town's participation and benefits of the HIGH FIVE® program; the potential for training contracted services and local sport organizations; and other participating municipalities.

**Moved by** Bo Brkic

**Seconded by** Irene Clement

1. That the memorandum regarding Town of Aurora – HIGH FIVE® Registered Municipality be received for information.

**Carried**

Parks and Recreation Advisory Committee Meeting Minutes  
November 21, 2024

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**9. New Business**

Councillor Weese expressed appreciation to the members for their contributions and participation on the Committee during this two-year term.

**10. Adjournment**

**Moved by** Irene Clement

**Seconded by** Bo Brkic

That the meeting be adjourned at 7:51 p.m.

**Carried**



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Town of Aurora  
**Committee of the Whole Report**  
No. CMS24-044

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**Subject:** Diversity, Equity and Inclusion Status Update

**Prepared by:** Nichole Campsall, Cultural Development Coordinator

**Department:** Community Services

**Date:** December 2, 2024

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## Recommendation

1. That Report No. CMS24-044 be received for information.

## Executive Summary

This report provides details regarding ongoing Diversity, Equity and Inclusion (DEI) efforts and 2025 DEI objectives within the community.

- The Town is currently implementing a variety of initiatives that address DEI within the community.
- There is a need for the Town to more formally address DEI in the community.
- Staff propose developing a workplan that provides a clear path forward in addressing DEI across Aurora.

## Background

The Town established the Anti-Black Racism and Anti-Racism Task Force on July 14, 2020. The duties and functions of the task force were as follows:

- To work with community groups within Aurora and York Region to identify and develop priorities for the proposed task force;
- To identify opportunities to increase engagement with people of colour; and
- To foster an increased public awareness of anti-racism.

The Task Force met 12 times from the end of 2020 until the end of the previous Council term in 2022. There was no formal decision to end the task force, and like all other boards and committees, it came to an end when the Council term was up. As it was ad-hoc in nature, it was not re-established for this current term of Council.

The Town's Diversity, Equity & Inclusion 2021-2024 Strategic Action Plan was approved on Tuesday, October 26, 2021 and provides recommendations on how the Town can improve its workplace diversity and equity. The plan was developed based on a review of key Town documents and policies, input from the senior leadership team and key collaborators.

On March 28, 2023, Milton Hart, Chair of the Aurora Black Caucus, delegated to Town Council. Mr. Hart provided background on the Aurora Black Caucus and requested that the Town continue strengthening its partnership with Black community organizations on initiatives including the creation of a Dismantling of Anti-Black Racism Policy, a formal replacement of the former Anti-Black Racism and Anti-Racism Task Force. Upon the conclusion of Mr. Hart's presentation staff were directed to report back to Council with options.

Since that time staff have been meeting to discuss options as to how to formally address DEI within the community and beyond the scope of the existing Diversity, Equity & Inclusion Strategic Action Plan, which is internally focused.

## **Analysis**

**The Town is currently implementing a variety of initiatives that address DEI within the community.**

Many of the Town's current initiatives address DEI in various ways. Staff consistently work to gauge community needs around DEI and address those needs with what resources are available.

Town staff strive to create feelings of inclusion and safety and recognize the community's right to play and participate in the various programs and events the Town hosts. Creating opportunities that bring value to residents, such as leadership opportunities, program options, as well as focusing on developing the future, are part of the work being done. It is important to staff to remove barriers to participation as much as possible and provide equitable access to programs and services.

December 2, 2024

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Report No. CMS24-044

The following table summarizes some of the many DEI initiatives that Town staff currently undertake:

<b>Initiative</b>	<b>Category</b>	<b>Division Responsible</b>
<ul style="list-style-type: none"> <li>• PA Day “Lead Her”</li> <li>• Girls Got Game Basketball Program</li> <li>• Language Programs</li> <li>• Adaptive Aquatics</li> <li>• Therapeutic Pool Programming</li> <li>• Without Walls</li> <li>• Seniors’ Centre in the Mail, Sensory Swims, Skates and Gym Drop-Ins</li> </ul>	Programs	Aquatics & Fitness, Programs and Sport
<ul style="list-style-type: none"> <li>• ABLE Network</li> <li>• Centre for Immigrant and Community Services (CICS)</li> <li>• Municipal Diversity, Equity &amp; Inclusion Group</li> <li>• Aurora Black Community Association</li> <li>• Aurora Black Caucus</li> <li>• York Pride</li> </ul>	Community Partnerships	Aquatics & Fitness, Culture, Programs and Sport
<ul style="list-style-type: none"> <li>• Black History Month</li> <li>• National Indigenous Peoples Day</li> <li>• Emancipation Day</li> <li>• Multicultural Festival</li> <li>• National Day for Truth and Reconciliation</li> <li>• Menorah Lighting</li> <li>• Volunteer &amp; Employment Fairs</li> <li>• Town Hall Pop- Ups</li> <li>• Accessibility in Events</li> <li>• CICS Newcomer Bus Trips &amp; Open Houses</li> </ul>	Community Events	Culture, Recreation, Special Events and Sport
<ul style="list-style-type: none"> <li>• Sport Plan, including Sport DEI Policy</li> <li>• Cultural Action Plan</li> <li>• Mapping Diversity</li> </ul>	Plans & Strategies	Culture, Recreation and Sport

<ul style="list-style-type: none"> <li>• Roadmap for Persons with a Disability</li> </ul>		
<ul style="list-style-type: none"> <li>• Fair Access</li> <li>• Subsidy Programs</li> <li>• Community Partnership Grant</li> <li>• Inclusion support</li> <li>• Jays Care Grant</li> <li>• Website Translation</li> </ul>	Community Support	Programs, Aquatics & Fitness, Business Support and Culture
<ul style="list-style-type: none"> <li>• Proclamations</li> <li>• Aurora Museum &amp; Archives Exhibits and Memorials</li> <li>• DEI Calendar</li> <li>• Development of Community Reflection Space</li> </ul>	Community Awareness	Culture and Communications

**There is a need for the Town to more formally address DEI in the community.**

Cultural movements and global conflicts are having undeniable effects in our community. We are also seeing an aging population, an influx of newcomers and overall lack of affordability. With this, it is clear to staff and community members that the Town needs to formally address DEI here in Aurora. While Town staff are doing good work, without a formal strategy and funding, this work can be limited and lack cohesiveness.

While the Town's Diversity, Equity & Inclusion 2021-2024 Strategic Action Plan guides the work staff does internally, with the conclusion of the Anti-Black Racism and Anti-Racism Task Force in 2022, there is no other formal Town group committed to ensuring that DEI concerns are addressed, and that work is done proactively and consistently within the community.

**Staff propose developing a workplan that provides a clear path forward in addressing DEI across Aurora.**

A clear path forward in the Town's DEI work is crucial to the development of cohesive and effective initiatives. It will lead to longevity and sustainability through strategic direction. Staff are often faced with competing expectations and external pressures when working in the DEI sphere, and a plan will help to balance those expectations. A

concrete plan of action will also help to identify resources available and how to allocate those resources most effectively.

Staff propose working with a DEI expert to develop such a plan. As part of this work, staff will also explore the creation of a staff committee structured like the Indigenous Relations Committee (IRC). The IRC has facilitated many initiatives that support the Town's commitment to Truth and Reconciliation. Such initiatives include establishing formal land acknowledgement plaques in Town facilities, installing Every Child Matters rink boards in Town community centres, National Indigenous People's Day and Indigenous History Month celebrations, as well as recognizing National Day for Truth and Reconciliation. A DEI committee could operate similarly and work to address the gap that currently exists on the DEI front in a formal manner with a workplan in place.

An internal staff committee would support internal DEI initiatives but focus mainly on DEI initiatives in the community. This committee would welcome staff to join based on their personal interest, as well as job function, with a corporation-wide call for members to ensure that the opportunity is extended to all who may wish to be a part of the committee, and there is representation from various departments.

Moreover, staff will undertake community engagement in 2025, that may include a community roundtable, which would provide additional direction on addressing DEI in a formal and long-term manner.

The support and guidance of a DEI expert with the appropriate expertise will ensure that any plan created includes the necessary steps, and that each step is carried out effectively and with careful consideration of all key collaborators. Their experience in similar projects would provide the knowledge and skillset needed to ensure the process of developing a workplan is accurate, based on current DEI research and trends, and includes appropriate community input.

The following are proposed as next steps:

- In early 2025, form a staff working group with representatives from various departments that will engage the services of a DEI expert to support the development of a DEI workplan based on community consultation and engagement with local community organisations.
- As a staff working group, work with the DEI expert and community to begin initial implementation of the plan.



- At the end of 2025, report back to Council on the development and initial implementation of the workplan, identifying intended next steps for 2026 and beyond.

### **Advisory Committee Review**

When developing the DEI workplan in 2025, the proposed staff working group will consult with all relevant advisory committees.

### **Legal Considerations**

None.

### **Financial Implications**

The 2025 budget includes a total of \$15,000 to engage a consultant to provide guidance on the creation of a DEI workplan and to develop an internal staff DEI committee.

### **Communications Considerations**

Corporate Communications will assist to inform, educate and support the DEI initiatives with the Town.

### **Climate Change Considerations**

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

### **Link to Strategic Plan**

DEI efforts support the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Celebrating and promoting our culture
- Strengthening the fabric of our community

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

1. Council may provide further direction.

## **Conclusions**

To more formally address DEI in the community and support the Town's current DEI efforts, staff recommend working with a DEI consultant in 2025 to help develop a plan that frames how Town staff will continue to engage with the community on DEI-related issues.

## **Attachments**

None.

## **Previous Reports**

None.

## **Pre-submission Review**

Agenda Management Team review on November 14, 2024

## **Approvals**

**Approved by Robin McDougall, Director, Community Services**

**Approved by Doug Nadorozny, Chief Administrative Officer**



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Town of Aurora  
**Committee of the Whole Report**  
No. CMS24-048

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**Subject:** Contract Award - Preventative Maintenance and Servicing of Arena Refrigeration Equipment

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

**Department:** Community Services

**Date:** December 2, 2024

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## Recommendation

1. That Report No. CMS24-048 be received; and
2. That Council authorize Non-Standard procurement, under section 6.8 of the procurement policy to award the Preventative Maintenance and Servicing of Arena Refrigeration Equipment to CIMCO Refrigeration

## Executive Summary

This report summarizes the request to authorize the award of Non-Standard Procurement for the Preventative Maintenance and Servicing of Arena Refrigeration Equipment

- The previous contract expired on December 31, 2023
- In 2024 two Non-Standard Procurement agreements were put in place, the preventive maintenance expires December 31, 2028, and repair service expires December 31, 2024.
- To manage the budget and adhere to the Procurement Bylaw staff recommend the contact be set up as standing offer
- Ice plant refrigeration systems are controlled by proprietary programs exclusively maintained by Cimco Refrigeration

## Background

The purpose of the report is to obtain Council's approval to enter into a new contract with CIMCO Refrigeration for Preventive Maintenance and Servicing of Arena Refrigeration Equipment for a term of five (5) years

**Council approved the previous non-standard procurement contract for a period of 5 years and the contract expired-on December 31, 2023**

In 2019, Council authorized the sole source award for the supply of refrigeration equipment service on a contract basis and repair and maintenance on an as-needed basis be awarded to Cimco Refrigeration at the unit prices specified for a five (5) year contract, commencing January 1, 2019, up to and including December 31, 2023

**In 2024 two Non-Standard Procurement agreements were put in place, the preventive maintenance expires December 31<sup>st</sup>, 2028, and repair service expires December 31, 2024.**

In late 2023 pricing was received from Cimco for preventative maintenance services specified for a five (5) year contract; commencing January 1, 2024, to December 31, 2028, at this point one NSP Purchase Order was created.

It was determined that there was not sufficient funding on the one NSP to allow for repairs over the 5-year period, so a second NSP was created as a temporary measure as the current Bylaw requires Council approval for Non-Standard Procurements greater than \$250,000.00. This report is requesting approval to merge the two NSP purchase order into one NSP standing Offer.

The contract with Cimco is for an all-inclusive preventative maintenance program for arena refrigeration equipment at three (3) recreation facilities. Cimco is providing 24-hour service, seven-days per week. The service includes but is not limited to all labour and materials necessary to regularly inspect and maintain equipment, on-site support for start-up and shutdown of all Town rinks.

CIMCO Refrigeration, the incumbent, is the largest refrigeration service provider in North America with over 5,000 rinks. They have provided services to the Town of Aurora for many years and their knowledge and experience with of the Town's refrigeration plants has been imperative during a breakdown, or in emergency.

The current all-inclusive preventative maintenance program is a comprehensive plan to ensure continuous and safe operation of equipment (compressors, chillers, condensers, controllers, pumps, valves) at the following facilities:

- Aurora Community Centre (2 rinks)
- Aurora Family Leisure Centre (1 rink)
- Stronach Aurora Recreational Centre (2 rinks)

The contract also included an hourly rate for repairs required to the equipment not covered under the preventative maintenance inspections program or because of an unplanned failure. The original NSP did not include funding for additional repair services, as a result, a second NSP for repairs was created.

**To manage the budget and adhere to the Procurement Bylaw staff recommend the contact be set up as standing offer**

As per the Procurement By-law 6404-22, sole source award was replaced with Non-Standard Procurement. Under the previous Procurement Bylaw, the award to Cimco was approved as a Single Source purchasing where technical qualifications and compatibility with an existing product, equipment, facility, or services is a paramount consideration. The current Bylaw requires Council approval for Non-Standard Procurements greater than \$250,000.00.

To better manage the contract and budget staff recommend the contract be set up as standing offer. The purpose of the report is to obtain Council's approval to enter into a new contract with CIMCO Refrigeration for Preventive Maintenance and Servicing of Arena Refrigeration Equipment for a term of five (5) years.

## **Analysis**

**Ice plant refrigeration systems are controlled by proprietary programs exclusively maintained by Cimco Refrigeration**

The Town of Aurora installed Cimco refrigeration equipment in three (3) ice arenas when they were constructed. The controllers for the equipment are proprietary and only Cimco can update, program, and maintain them. Without this service, the Town would be at risk of not being able to control the ice plant arena refrigeration systems

The Cimco Refrigeration preventative maintenance contract covers proprietary ice making controller/program technology and ammonia sensor emergency equipment systems at Town facilities.

Cimco Refrigeration have historically provided these services as well as rink start-up and shutdown at the Stronach Aurora Recreation Centre (SARC), the Aurora Community Centre (ACC) and the Aurora Family Leisure Complex (AFLC).

During this time, CIMCO has provided exceptional service and been reliable in minimizing downtime and keeping rinks optimal and safe across the Town.

Ice plant refrigeration is a niche market with a limited number of service providers. This is because it requires trained and certified personnel that can work with ammonia. Ammonia is used as a refrigerant in systems to cool the ice. Ammonia is considered a toxic substance and can cause severe injuries or death. For this reason, there are extremely strict legislation in place to reduce the risk of exposure to staff and visitors of recreational facilities.

Due to the limited number of local service providers who can provide certified technicians 24 hours a day, 7 days week regular and emergency service to Town arenas that utilize ammonia-based refrigeration systems, staff recommend awarding to CIMCO Refrigeration. This will ensure all refrigeration equipment and monitoring capabilities are being maintained by a service provider (manufacturer) who is familiar with the systems, and the Towns requirements for regular start-up and shutdown.

By entering this contract, the Town will be able to maintain service levels and fixed pricing from 2025-2030 and avoid any potential for large market increases.

### **Advisory Committee Review**

None

### **Legal Considerations**

In accordance with the Procurement Bylaw, Council approval is required since this is a Non-Standard Procurement greater than \$250,000.00. If Council authorizes the procurement, Town staff will have authority to finalize and enter into an agreement, pursuant to the Town of Aurora Procurement Policy. The agreement will be reviewed by Legal Services.

## Financial Implications

Staff recommends the Town to enter into a new contract with CIMCO Refrigeration for Preventive Maintenance and Servicing of Arena Refrigeration Equipment for a term of five (5) years.

The contract would commence on January 1, 2025, and end December 31, 2029, for a total value of \$524,789.35. The preventative maintenance pricing is fixed for 5 years totalling \$149,785.35. The contract also included an hourly rate (regular and overtime hours) for repairs required to the equipment not covered under the preventative maintenance inspections program or because of an unplanned failure. The repairs would also be managed through the standing offer, based on approved operating funds with the Facilities Management budget annually. The funding for repairs in the Operating Budget outlook for the next 5 years is \$375,000.

To manage the budget and adhere to the Procurement Bylaw staff recommend the contact be set up as standing offer. The standing offer would include both preventive maintenance and repairs as required.

The contract would be managed with funding already included in the 2025 budget and in the 2026- 2027 operating budget outlook and beyond.

## Communications Considerations

None

## Climate Change Considerations

Impacts on greenhouse gas emissions (GHG) Mitigation. Mitigation measures through proper maintenance and repair can reduce the risk of emissions of harmful greenhouse gases that cause climate change

## Link to Strategic Plan

Maintaining the Town's Ice Plant Refrigeration equipment supports the strategic plan goal of Supporting an Exceptional Quality of Life for All through its accomplishment in satisfying the requirement 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(s) to the Recommendation**

Council may choose to not award this contract to Cimco Refrigeration. The Town will be without a qualified refrigeration contractor to work and perform maintenance on proprietary ice making controller/program technology and ammonia sensor emergency equipment systems.

### **Conclusions**

Staff recommends the Town to enter a new contract with CIMCO Refrigeration for Preventive Maintenance and Servicing of Arena Refrigeration Equipment for a term of five (5) years.

### **Attachments**

None

### **Previous Reports**

CMS19-001, Sole Source Award for Cimco Refrigeration, January 15, 2019

### **Pre-submission Review**

Agenda Management Team review on November 14, 2024

### **Approvals**

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer





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Town of Aurora  
**Committee of the Whole Report**  
No. CMS24-050

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**Subject:** Aurora Historical Society – Hillary House – Consultation Feedback

**Prepared by:** Robin McDougall, Director of Community Services

**Department:** Community Services

**Date:** December 2, 2024

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## Recommendation

1. That Report No.CMS24-050 be received; and
2. That Council authorize staff to negotiate with the Aurora Historical Society and bring back a report in Closed Session with recommendations.

## Executive Summary

Aurora Historical Society (AHS) and the Town completed public consultation to help discover the public's view and desire for the Hillary House's sustainability. This report contains a summary of those results with the goal of providing AHS and Town Council with some recommendations.

- The Aurora Historical Society reached out to the Town seeking interest in exploring options on the future sustainability of the Hillary House.
- Together, the Aurora Historical Society and the Town generated several questions that were used to help determine the public's view on the future of the Hillary House.
- Following the survey results, the Aurora Historical Society considered their position and confirmed their preference for the future of the Hillary House.
- Capital repair and restoration cost estimate has been established based on a condition assessment on the Hillary House for work that needs to take place over the next 10 years with varying degrees of urgency.

- If the Town assumes day-to-day maintenance of the Hillary House, there would be an annual operating expense to maintain the facility to Town standards.

## Background

**The Aurora Historical Society reached out to the Town seeking interest in exploring options on the future sustainability of the Hillary House.**

On June 4, 2024, co-chairs from the Aurora Historical Society (AHS) made a presentation at the Committee of the Whole meeting to share their membership's request for Council to consider entering discussions regarding the future sustainability of the Hillary House. Staff also provided a report on this date (CMS24-021) seeking Council approval to proceed with discussions with AHS. Council passed the following motion:

1. That Report No. CMS24-021 be received; and
2. That the Town consult with the Aurora Historical Society and its members to receive their input on the future of Hillary House; and
3. That the Town and the Aurora Historical Society together host public consultations on the future of Hillary House; and
4. That staff report back to Council following these consultations with recommendations on the Hillary House.

## Analysis

**Together, the Aurora Historical Society and the Town generated several questions that were used to help determine the public's view on the future of the Hillary House**

Town staff and members of the AHS worked together to establish the plan for community engagement. It was decided that staff would take the matter to the Heritage Advisory Committee seeking their input and the AHS Board would discuss it with their membership at their Annual General Meeting. In addition, a public survey was generated with questions the AHS and Town staff felt would best poll the community of future opportunities for Hillary House.

The survey was launched on the Town's Engage Aurora platform and was promoted via social media, digital and print advertising and through the Town's email newsletter. The survey ran from October 1 – 20, 2024.

Survey Results Summary:

- 165 Respondents (51 non-resident, 114 resident)
- 76% have visited Hillary House at least once.
- 25% are current members of AHS
- 89% agree or strongly agree that the Town should acquire and preserve the Hillary House.
- 79% strongly disagree that the Town should not acquire the Hillary House and instead encourage the AHS to seek alternative solutions, which may include selling the property on the open market.
- 79% somewhat disagree or strongly disagree that the Town should acquire the Hillary House but then repurpose or lease the property for potential commercial use within the strictures as set out in the agreement with the Ontario Heritage Trust. These respondents provided suggestions that the Hillary House remain a museum, preserved as a historical public entity, or a possible meeting location. While preserving the museum/heritage, others suggested possibly merging the museum use with possible event space or café.
  - The remaining 21% provided a few suggestions in support of commercial space that the Hillary House could be repurposed as a café, restaurant, wedding venue, event space, office, spa
- 86% somewhat agree or strongly agree that the Town should acquire Hillary House and continue to provide programming within Hillary House.
- 86% somewhat agree or strongly agree that the Town should provide additional funding to the Aurora Historical Society to maintain and continue to provide programming within the Hillary House.

In summary, most respondents prefer that the Town acquire and provide additional funding to maintain the Hillary House. And most respondents prefer that the Hillary House is preserved as a museum and public entity.

**Following the survey results, the Aurora Historical Society considered their position and confirmed their preference for the future of the Hillary House**

First, it is important to note that the final resolution with respect to the future of Hillary House must be approved by the membership of the Aurora Historical Society (AHS). With that said, the AHS Board of Directors offered the following observations on the survey:

- They were very pleased with the number of responses – 165 - to the survey. And that 75% of the respondents did not self-identify as members of the Aurora Historical Society.

- There was strong support for the Town of Aurora to acquire the property, that is, Hillary House and the grounds; and to keep it functioning as it is currently.

The AHS Board has considered three main options for the future of Hillary House:

- Status Quo: As they have stated on numerous occasions to Council, both at the Financial Advisory Committee and yearly budget meetings, this is not a viable option. The AHS simply lacks the capability to raise sufficient funds to properly maintain Hillary House, let alone carry out the very necessary repairs / upgrades.
- The ACC Model: This is the Aurora Cultural Centre (ACC) model, whereby the Town owns and maintains the actual facility and the ACC Board of Directors is responsible for programming (with financing provided by their own fundraising as well as an operating grant from the Town).
- The AMA Model: This is the Aurora Museum and Archives (AMA) model whereby the Town both owns and operates the entity.

Also considered was the option of Hillary House remaining as an asset of the AHS, but with the Town taking over the maintenance and repairs, and the AHS could continue to support the operations with fund raising and/or grant applications for capital work (this might be considered a super-set of the "Status Quo" option). The Board did not feel this to be a long-term feasible option, as at this point, they simply do not have the resources, nor is there visibility to when they would have the resources to make this type of commitment.

AHS Board Recommendations:

Subject to approval in principle by Council, the AHS Board is prepared to recommend to the Membership that the Town of Aurora assume full ownership of Hillary House and grounds as well as assuming responsibility for programming.

We would also recommend to the Membership that the Aurora Historical Society remain as an operating entity to assist, as appropriate, in the operation of and fundraising for Hillary House. As a registered charity, the AHS would be uniquely positioned to apply for grants that the Town would not have access to.

Additional Comments from AHS

- The Board, and indeed, the Membership of the AHS firmly believe that a restored Hillary House is of immense value to the Town. As well as maintaining it's status as a National Historic Site, it will provide an oasis of green in juxtaposition to the ongoing redevelopment on Yonge Street.

- As there is insufficient parking at Hillary House, the Town should consider proceeding with the redevelopment of the old works yard at the north end of Machell Avenue. This would greatly enhance the opportunities for more and larger tours, as well as a potential wedding venue.
- As the Town is currently considering enhancing Petch House (adding facilities such as water / wastewater) we would recommend the Town consider exploring the relocation of Petch House to the Hillary House grounds, thereby creating a great opportunity for long-term success as an attraction.

**Capital repair and restoration cost estimate has been established based on a condition assessment on the Hillary House for work that needs to take place over the next 10 years with varying degrees of urgency.**

A high-level condition assessment was completed and was based on a preliminary scope. The assessment summarized a need for approximately \$1.2 million in capital repair and restoration over the next 10 years (varying in degrees of urgency). In some cases, additional detailed assessments may be needed to fully determine the degree of work/risk/cost. For example, further excavation would be needed around the perimeter of the building to fully understand the depth or degree of the foundation concerns. Therefore, in areas such as this, a general observation was made. As such, the cost estimate of \$1.2 million should be understood as recommended allowances, rather than a construction cost estimate relating to a specific quantified scope of work. Also, the \$1.2 million cost estimate is based on today's values, therefore, it needs to be understood that this value will very likely rise as time passes.

In addition, consideration should be given to paving the existing driveway and parking area as it is currently gravel. Gravel requires a higher level of maintenance year-round and for long term maintenance asphalt is recommended. Approximate cost to pave the associated areas would be approximately \$25,000.

**If the Town assumes day-to-day maintenance of the Hillary House, there would be an annual operating expense to maintain the facility to Town standards.**

Staff estimate the facility operating cost to be in the range of \$25,000-\$35,000 per year. This is based on the historical figures provided by the AHS plus additional costs to maintain Town standards of maintenance. Facility costs include utilities, general repair and maintenance, service contracts and cleaning contracts.

Exterior landscape maintenance would include arboriculture, horticulture activities, turf maintenance and winter snow removal/salting. It is anticipated the operating costs for

these activities to range between \$20,000-\$25,000 yearly. These costs are based on what is currently on site.

If the Town becomes responsible for Hillary House, the AHS collection, and the AHS staffing complement, current staffing arrangements within the Town's Cultural Services Division related to heritage work would need to be re-organized. The addition of the AHS historic site and collection would require an increase in resources.

With Council's authority, staff would continue to negotiate an agreement with AHS, and an additional report would come to a Closed Session meeting in the future with additional details.

### **Advisory Committee Review**

Staff consulted with the Heritage Advisory Committee on October 7, 2024, seeking their feedback on potential considerations for the long-term sustainability of the Hillary House. A summary of their comments is as follows:

- Hillary House should be owned and managed by the Town
- AHS as a volunteer board should not be the overseer of the building, or be responsible for managing the property
- The building can still be used as a museum or as a community space for events, tours, banquets, etc.
- Hillary House should also be enhanced through connectivity to the Fleury Park, trails system, Aurora Community Centre, the downtown core, rehabilitation of the water works site, etc.
- A key feature is the landscape element of the property, and the promotion of the landscaping and natural elements should be encouraged
- Marketing of the Hillary House needs to be expanded to connect with the public, school groups, etc. to increase awareness and heritage tourism opportunities.
- Federal grant funding should continue to be pursued

Being a designated heritage property, any potential future alterations to the building or property would be subject to review through the Heritage Permit Application process. Further, the property is also subject to a Conservation Easement with the Ontario Heritage Trust, with any potential alterations also being subject to Ontario Heritage Trust review and approval.

## Legal Considerations

If Council directs staff to look into acquiring the Hillary House and assume its operations (the AMA model set out above), the Town will need to ensure that any obligations within the Conservation Easement are met. There is no obligation to obtain consent for the transfer of the property, however, once the property is transferred, the Ontario Heritage Foundation must be immediately notified of the transfer. Further, the Ontario Heritage Foundation requires the dwelling to be insured. If Council becomes the owner of the Hillary House, the property will be appraised and added to the Town's property list. In addition, the collection should also be appraised so that it could be added to the Town's insurance policy, assuming that the value of the collection is greater than the Town's deductible.

Lastly, the Conservation Easement requires the owner of the property to maintain the Hillary House and barn "...in as good and sound state of repair as a prudent owner would normally do..." to avoid deterioration of the heritage elements of the building. The owner is able to undertake repairs, however, any repairs, reconstruction or similar act that materially affects the appearance or construction of the heritage elements would require the approval of the Ontario Heritage Foundation.

If Council prefers the ACC Model set out above, staff recommend that an agreement be entered into with the AHS to set out the roles and responsibilities of all of the parties.

## Financial Implications

Through a building condition assessment, it is anticipated that restoration work is required on the Hillary House at a minimum cost of approximately \$1.2 million. In addition, if the Town assumes responsibility for the day-to-day operation/maintenance of the Hillary House and grounds, staff have estimated approximately \$45,000-\$60,000 required in operating funds. This would include utilities, cleaning, grounds maintenance and basic maintenance.

The Town's present capital plan does not consider the noted minimum \$1.2 million in potential new asset management costs; nor, does it include a placeholder for the paving of the Hillary House's laneway. An increase to annual asset management contributions to reserves would also be necessary in support of the Hillary House's longer term asset management needs.

If the Town were to acquire the Hillary House, its estimated annual operating (maintenance) costs of \$45,000 to \$60,000 would require additional operating funds.

If the Town assumes responsibility for programming at the Hillary House, additional resources will need to be considered and would require additional operating funds.

## **Communications Considerations**

Communications developed a survey in collaboration with Town staff and AHS representatives. The survey was promoted via social media, digital and print advertising and distributed via the Town's e-newsletter. Survey results are summarized earlier in this report.

## **Climate Change Considerations**

The recommendations in this report do not impact greenhouse gas emissions or impact climate change adaptation.

## **Link to Strategic Plan**

Exploring the Hillary House Considerations supports the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Strengthening the fabric of our community

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

1. Council to provide further direction.

## **Conclusions**

Following public consultation, the results demonstrate the public's interest in preserving the Hillary House as a museum and public entity. It also demonstrates the public's support for the Town to provide additional funding support to help maintain the facility. And most importantly, AHS has provided their recommendation seeking the Town's support in assuming full ownership of Hillary House and grounds as well as assuming responsibility for programming.



At this time, staff are seeking Council's interest and direction to continue to negotiate with AHS.

## **Attachments**

Hillary House – Survey Results – October 2024

## **Previous Reports**

CMS24-021 - Aurora Historical Society - Hillary House Considerations – June 4, 2024

## **Pre-submission Review**

Agenda Management Team review on November 14, 2024

## **Approvals**

**Approved by Robin McDougall, Director, Community Services**

**Approved by Doug Nadorozny, Chief Administrative Officer**

# The Future of Hillary House

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## **SURVEY RESPONSE REPORT**

01 October 2024 - 20 October 2024

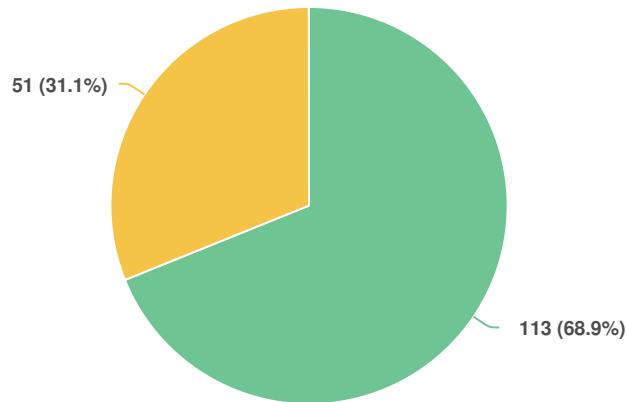
**PROJECT NAME:**

Hillary House Survey



SURVEY QUESTIONS

**Q1 | Are you a current resident of Aurora?**

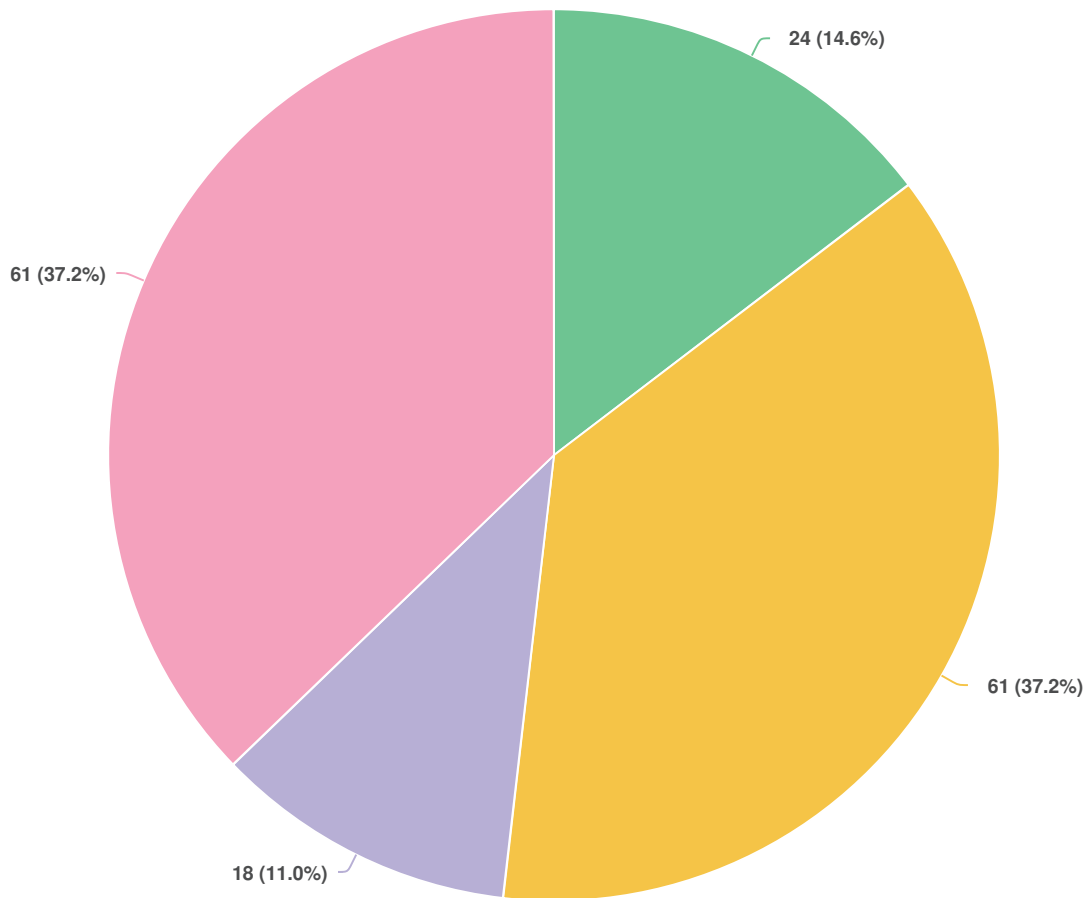


**Question options**

- Yes
- No

*Mandatory Question (164 response(s))  
Question type: Radio Button Question*

**Q2** How many times have you visited the Hillary House?

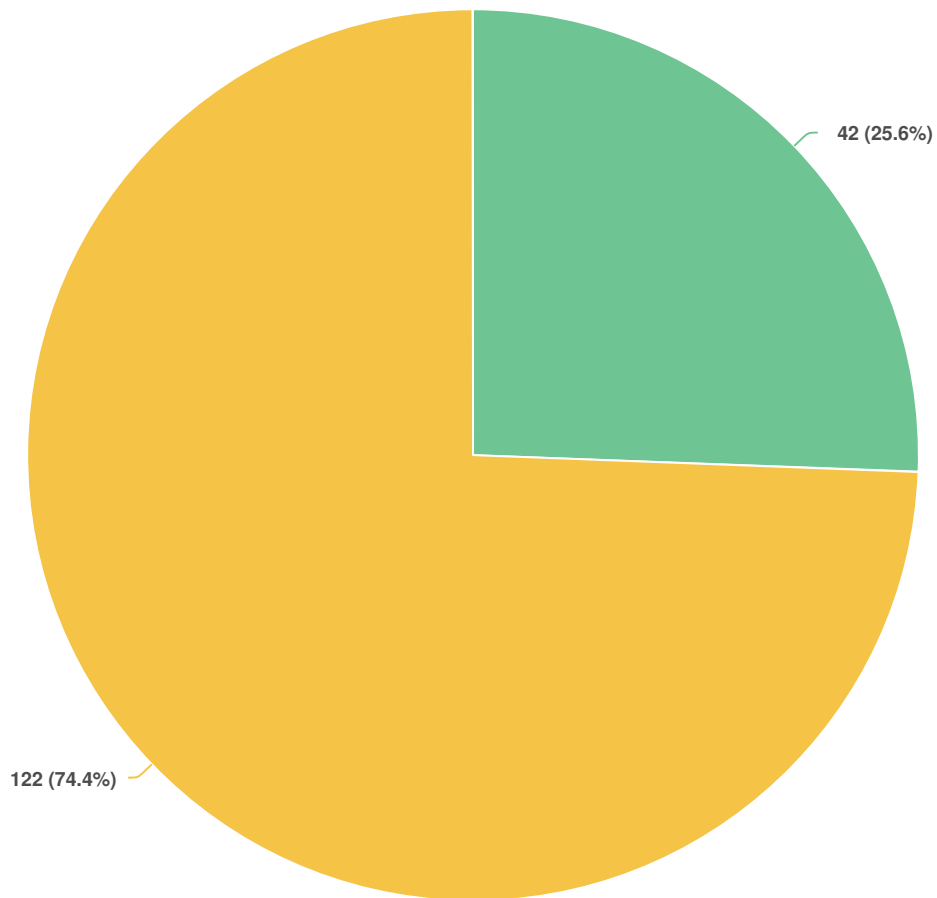


**Question options**

- 0
- 1-5
- 5-10
- 10+

Mandatory Question (164 response(s))  
Question type: Radio Button Question

**Q3** Are you a current member of the Aurora Historical Society



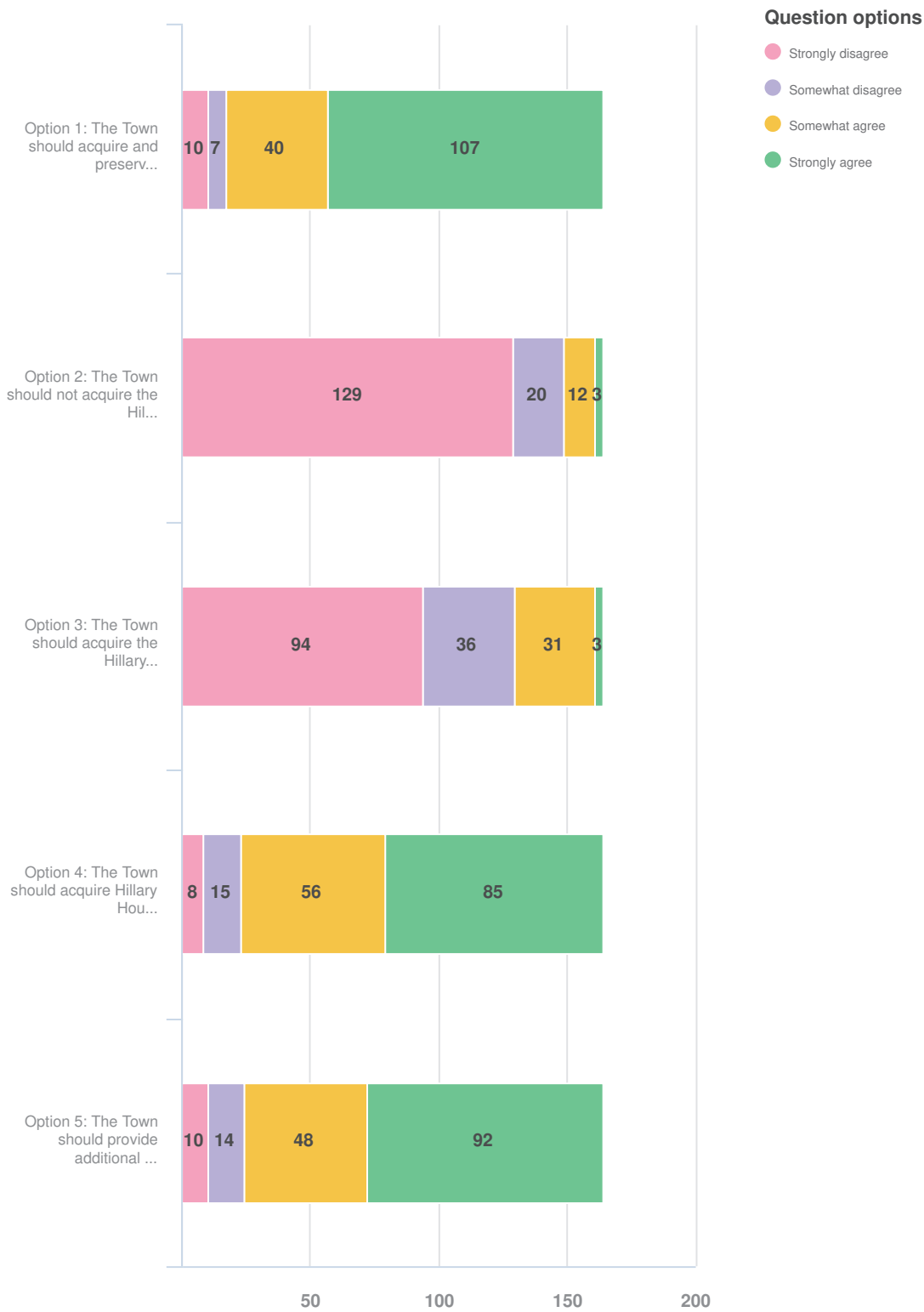
**Question options**

- Yes
- No

Mandatory Question (164 response(s))

Question type: Radio Button Question

**Q4** Indicate your level of support for the following options

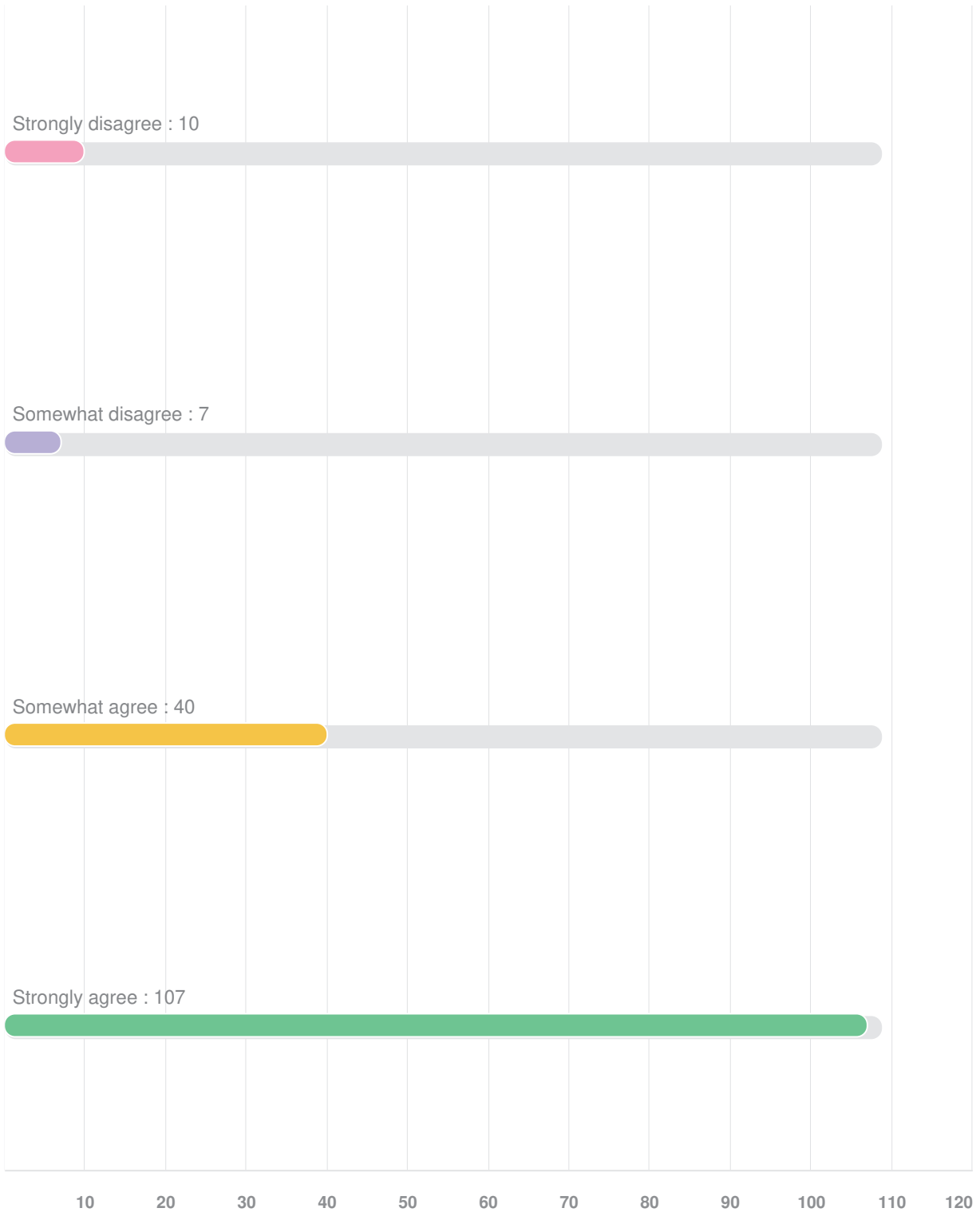


Mandatory Question (164 response(s))

Question type: Likert Question

**Q4** | Indicate your level of support for the following options

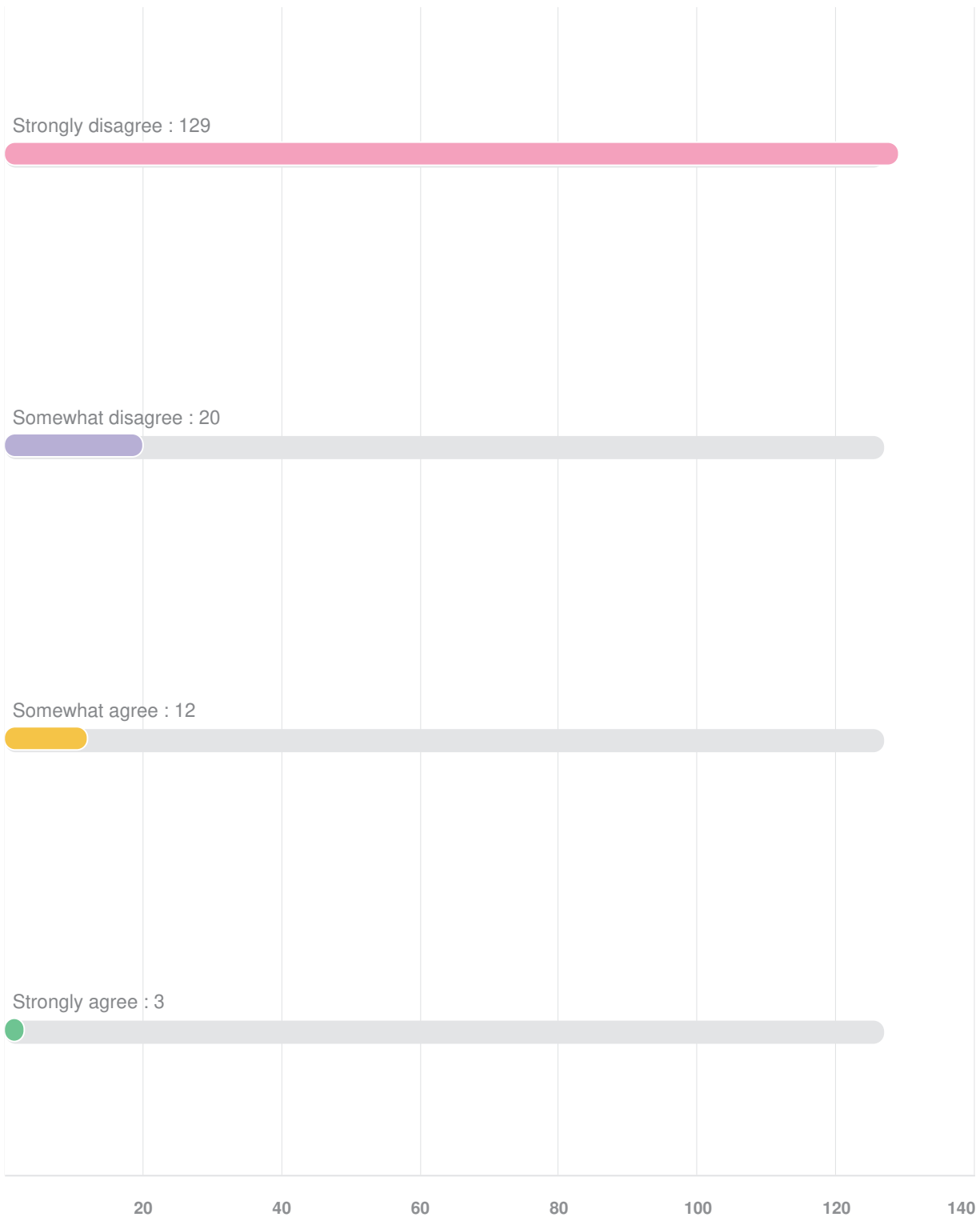
**Option 1: The Town should acquire and preserve the Hillary House. (Current estimated costs to repair and preserve the Hillary House are around \$2M. )**



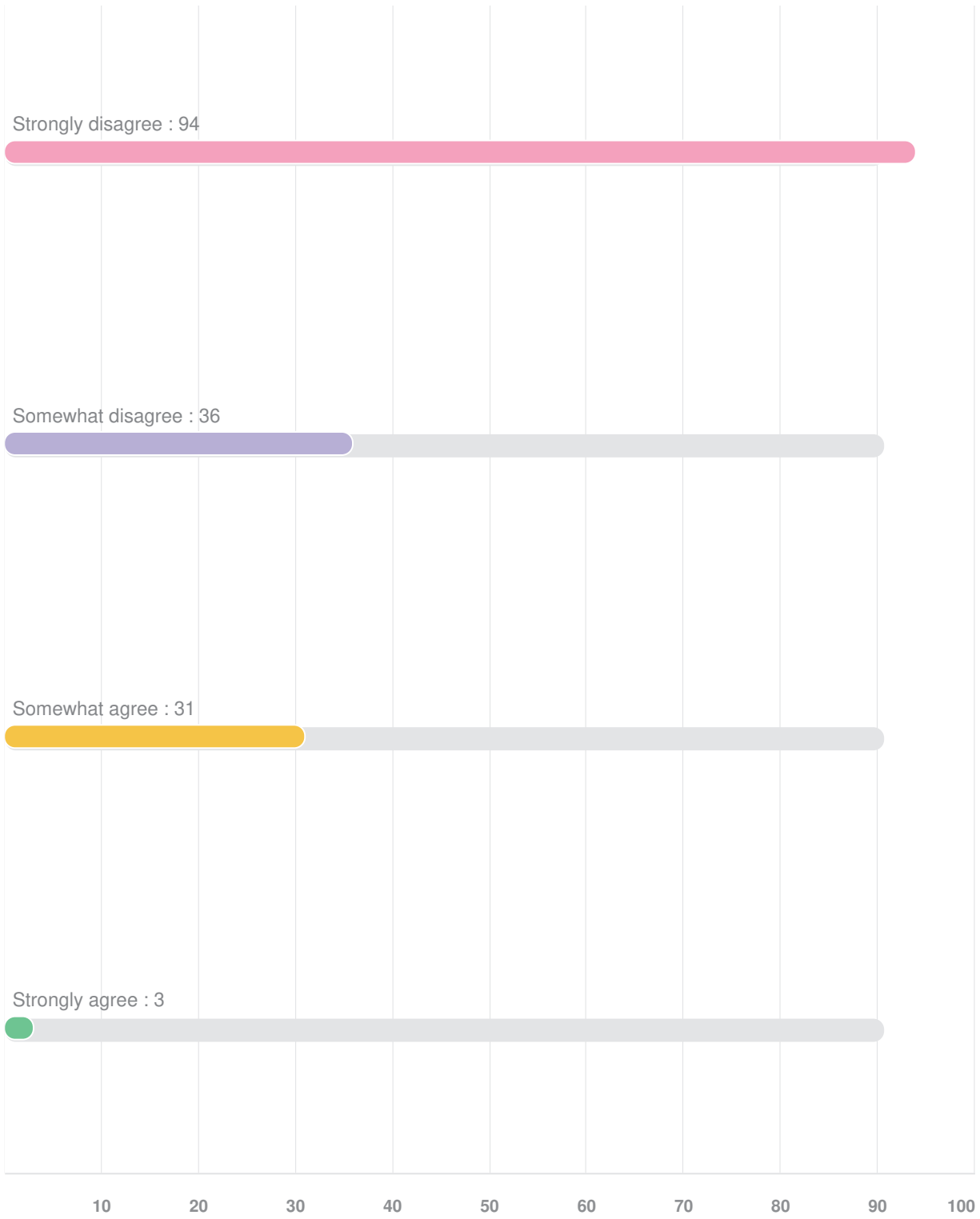




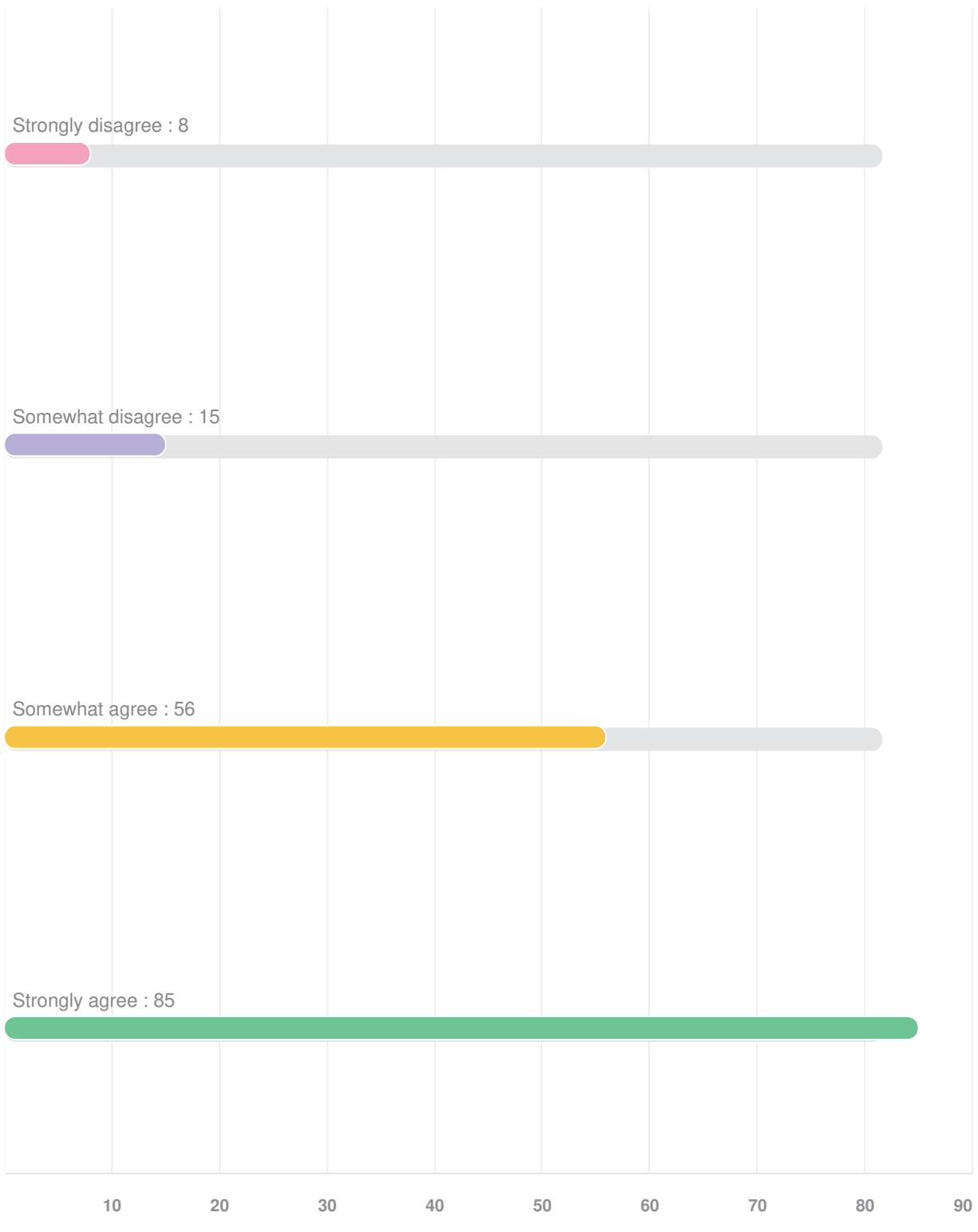
**Option 2: The Town should not acquire the Hillary House and instead encourage the AHS to seek alternative solutions, which may include selling the property on the open market.**



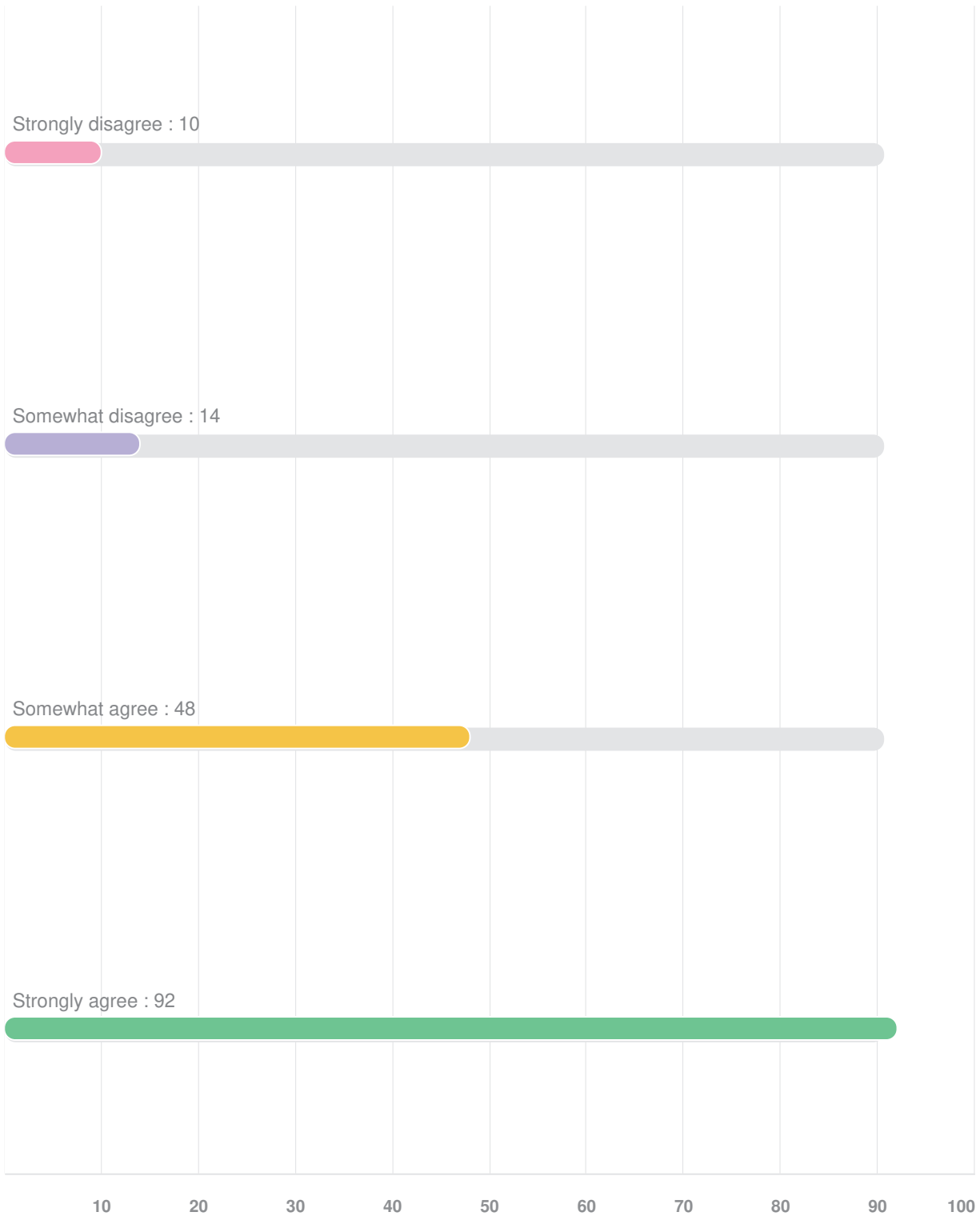
**Option 3: The Town should acquire the Hillary House but then repurpose or lease the property for potential commercial use within the strictures as set out in the agreement with the Ontario Heritage Trust.**



**Option 4: The Town should acquire Hillary House and continue to provide programming within Hillary House.**



**Option 5: The Town should provide additional funding to the Aurora Historical Society to maintain and continue to provide programming within the Hillary House**





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Aurora, Ontario  
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aurora.ca

Town of Aurora  
**Committee of the Whole Report**  
No. CS24-035

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**Subject:** 2024 Pending List Review

**Prepared by:** Ishita Soneji, Deputy Town Clerk

**Department:** Corporate Services

**Date:** December 2, 2024

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## Recommendation

1. That Report No. CS24-035 be received; and
2. That items marked "Complete" be removed from the Pending List.

## Executive Summary

This report will provide Council with an annual update on staff responses to items listed on the Pending List through motions adopted by Council.

- The Pending List is reviewed annually.
- Staff have completed 22 items on the Pending List.

## Background

### The Pending List is reviewed annually

The Pending List is a document presented to Council annually that provides a progress report on various items which staff have been directed to report back to Council on. Any items noted as completed will be removed from the Pending List after Council's approval of this report. Corresponding item numbers have been enumerated to ensure that Council and the public have ease of reference for specific matters should there be any questions about associated timeframes or the subject matter itself.

**Staff have completed 22 Items on the Pending List**

The following items will be removed from the Pending List:

- **CAO 1:** CA021-005 - Update on the Communications and Community Engagement Strategy 2018-2021
- **CMS 1:** CMS21-022 - Library Square Governance Update
- **CMS 2:** Councillor Humfryes; Re: Food Insecurity in Aurora
- **CMS 3:** Councillor Kim; Re: Naming Policy Review
- **CMS 4:** CMS22-014 - Aurora Town Square Status Update - Capital Campaign
- **CMS 7:** Councillor Rachel Gilliland; Re: Feasibility of a Permanent Liquor License at the Aurora Community Centre
- **CMS 11:** CMS24-005 - Petch House – Considerations
- **FIN 1:** Mayor Mrakas; Re: Town Wide Wi-Fi Access
- **FIN 2:** Mayor Mrakas; Re: Development of Policy for Community Partner Reserve Funds
- **FIN 3:** Councillor Gallo; Re: Windrow Program and Council Compensation
- **OPS 1:** OPS21-014 - Parkland Naming
- **OPS 4:** OPS23-006 - Shining Hill Neighbourhood Park Design
- **OPS 7:** OPS24-007 – Windrow Pilot Project – Additional Information
- **PDS 1:** C1(R3) PDS18-038 – Petch House – Potential Conversion to a Wedding Chapel Use
- **PDS 4:** Councillor Gaertner; Re: Construction in Residential Areas
- **PDS 5:** PDS22-102 - Town of Aurora Official Plan Review - Draft Official Plan Amendment
- **PDS 7:** Mayor Mrakas; Re: Bike Share Program Feasibility Study

- **PDS 9:** PDS23-037- Request for Traffic Calming Measures - Various Locations
- **PDS 10:** Councillor Thompson; Re: Parkland Acquisition
- **PDS 12:** PDS23-121 - Additional Properties to Consider for Designation under Part IV of the *Ontario Heritage Act*
- **PDS 14:** PDS24-003 - Hollandview Trail Pedestrian Crossover
- **PDS 18:** Councillor Thompson; Re: Interchange at Highway 404 and St. John's Sideroad

## **Analysis**

None.

## **Advisory Committee Review**

None.

## **Legal Considerations**

None.

## **Financial Implication**

There are no financial implications specific to this report. However, individual items on the Pending List may have associated financial implications, and any such considerations will be noted in the individual staff reports relating to each item as they are presented to Council at a future meeting.

## **Communications Considerations**

None.

## **Climate Change Considerations**

There are no climate change considerations specific to this report. However, individual projects within the Pending List may have associated considerations, and any such



considerations will be noted in the individual reports on those matters presented to Council at a future meeting.

### **Link to Strategic Plan**

As this report provides Council with an updated Pending List for the Corporation, this report aligns with the Town's vision of **An innovative and sustainable community where neighbours care and businesses thrive.**

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

1. That Council provide direction.

### **Conclusions**

Staff will continue to provide Council with an updated Pending List annually to reflect the current status of items which staff have been directed to report back to Council on.

### **Attachments**

Attachment 1 – Pending List as of November 12, 2024

### **Previous Reports**

None.

### **Pre-submission Review**

Agenda Management Team review on November 14, 2024

### **Approvals**

**Approved by Patricia De Sario, Director, Corporate Services/Town Solicitor**

**Approved by Doug Nadorozny, Chief Administrative Officer**

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CAO 1	2021-04-27	CAO21-005 - Update on the Communications and Community Engagement Strategy 2018-2021	That a new Communications Strategic Plan 2022-2025 be presented to Council by end of year 2021 for approval.	CAO	<b>Complete</b> <a href="#">Report CAO24-001 provided to Council on January 30, 2024.</a>
CAO 2	2023-09-26	Councillor Gilliland; Re: Town Administration SWOT/Space Allocation Analysis and Economic Review	Now Therefore Be It Hereby Resolved That staff report back with either a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and/or space allocation review; and  That staff provide an economic review of the Town's administrative office spaces to ensure we are utilizing its best and highest use, including solutions, community benefits, and financial impacts.	CMS	<b>In Progress</b>  Capital project included in the 2024 budget which will complete a study of the Town Hall Accommodation Review.
CAO 3	2023-11-07	Mayoral Decision 2023-03 - Consultant to Review Council Compensation	That staff engage an external consultant for a more in-depth review of Council Compensation; and,  That staff report to Council in the final year of the Council term with any recommendations to be adopted for the 2026-2030 Council term.	CAO	<b>Pending</b>  To be initiated in 2026
CAO 4	2024-02-27	<b>Member Motion - Councillor Gilliland; Re: Locations for a Men's Transitional Shelter</b>	<b>That staff be asked to proactively work with York Region staff to identify three potential viable sites for alternative housing in Aurora, and report back to Council before the end of 2024.</b>	CAO	<b>In Progress</b>  Interim update provided to Council in September. Region is now leading this effort with support from Town staff as required.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CAO 5	2023-11-28	Councillor Gilliland; Re: Social Media Policy and Code of Conduct Updates	<p>That Council request the Integrity Commissioner develop a separate social media policy for inclusion in the Council code of conduct; and</p> <p>That the Integrity Commissioner reviews the Town's Code of Conduct to strengthen and protect any violation of political intermeddling, bullying and harassment in the workplace, undermining of Council decisions and copyright of altering Town images; and</p> <p>That staff review and report back on an appropriate policy to address copyright of altering Town images.</p>	CAO/CS	<p><b>Pending</b></p> <p>Report to Council in Q1 2025.</p>
CAO 6	2023-11-13	Mayoral Decision 2023-04; Re: Integrity Commissioner to Review Council Code of Conduct and other relevant policies	That Town staff engage the IC to recommend amendments to the Council Code of Conduct or any other policies within the Integrity Commissioner's enforcement purview. Such review should include, but not be limited to the incorporation of Strong Mayor Power legislation.	CAO/CS	<p><b>Pending</b></p> <p>Report to Council in Q1 2025</p>

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CMS 1	2021-06-22	CMS21-022 - Library Square Governance Update	That staff report back in September with an IT implementation status update, including service level agreements for the Aurora Public Library and Aurora Cultural Centre; and	CMS	<b>Complete</b> IT implementation status update has been provided in various staff reports (CMS21-029, CMS22-009, CMS23-031). MOU for the APL was received by Council September 2023 in report CMS23-039. A Temporary Amending Agreement with ACC was completed in September 2024.
CMS 2	2021-06-22	Councillor Humfryes; Re: Food Insecurity in Aurora	1. That staff report back on how the municipality can better address the issue of food insecurity in Aurora by: a. Investigating the possibility of creating a Food Charter for Aurora; and b. Investigating the creation of a volunteer Food Security Advisory Committee that will: I. Initiate the development of, and support the implementation of, a Town of Aurora Food Strategy with a goal toward better access to quality, safe, nutritious, and culturally appropriate food for all residents; and ii. Foster support for local food security initiatives such as backyard gardening programs, and container gardening programs, that ensure greater food security and food literacy in Aurora.	OPS/ CMS	<b>Complete</b> <a href="#">Report CMS24-009 provided to Committee of the Whole on April 2, 2024</a>
CMS 3	2021-12-14	Councillor Kim; Re: Naming Policy Review	That staff review our current naming policies and report back to Council with policy recommendations; and That staff report back by the end of the first quarter of 2022.	CMS	<b>Complete</b> <a href="#">Report CMS24-031 provided to Committee of the Whole on September 3, 2024</a> , new Naming Rights Policy approved.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CMS 4	2022-03-29	CMS22-014 - Aurora Town Square Status Update - Capital Campaign	That staff be directed to initiate negotiations with potential partners for the purpose of naming the Aurora Town Square Bridge, Outdoor Square, and Church Street Schoolhouse; and  That staff report back with their findings for Council approval.	CMS	<b>Complete</b>  The ATS Capital Campaign is complete and the contract with Interkom Inc ends October 2024. Ongoing Town Square fundraising will be integrated into the Town's existing facility sponsorship program.
CMS 5	2023-01-14	2023 Draft Asset Management Capital Projects - 72412 - Work Station Refresh Carpet Paint	That the following 2023 Draft Asset Management Capital Projects, which were pulled for discussion, be given conditional budget approval pending additional information to Council; and	CMS	<b>Pending</b>  Project on hold for 2024 while the Town Hall Accommodation Plan is completed which will provide further direction on Town Hall improvements.
CMS 6	2023-01-14	2023 Draft Asset Management Capital Projects - 72479 - Town Hall - 3rd Floor LED Lighting	That the following 2023 Draft Asset Management Capital Projects, which were pulled for discussion, be given conditional budget approval pending additional information to Council; and	CMS	<b>Pending</b>  Project on hold for 2024 while the Town Hall Accommodation Plan is completed which will provide further direction on Town Hall improvements.
CMS 7	2023-02-28	Councillor Rachel Gilliland; Re: Feasibility of a Permanent Liquor License at the Aurora Community Centre	That staff be directed to investigate and report back to Council on the feasibility of a permanent liquor license at the Aurora Community Centre arena; and  That staff report back with the recommended amendments to the Municipal Alcohol Policy that would need updating to facilitate this opportunity.	CMS	<b>Complete</b>  <a href="#">Report CMS23-048 to General Committee on November 7, 2023, approved the pilot program.</a>  <a href="#">Report CMS24-017 (pilot program results) provided to May 7, 2024, Committee of the Whole.</a>

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CMS 8	2023-07-04	CMS23-030 - Aurora Barbarians' Proposal for Sheppard's Bush	That staff be directed to further investigate Option 2 for the development of a second artificial turf sports field at Sheppard's Bush; and  That staff prepare a Capital Project for Council consideration as part of the 2024 Capital Budget.	CMS	<b>In Progress</b>  Capital project is included in the 2024 and 2025 budget.
CMS 9	2023-11-28	Councillor Gilliland; Re: Aurora Cenotaph 100 Year Celebration	<b>That the Town of Aurora staff collaborate with the Aurora Legion, King Township, Whitchurch Stouffville, the Provincial and Federal governments to commemorate this significant celebration; and  That staff report back with a collaborative plan of action with possible budget considerations; and</b>	CMS	<b>In Progress</b>  <a href="#">Report CMS24-015 to May 7, 2024 Committee of the Whole</a> regarding plan of action and report back at later date with update including budget considerations.  Follow up report scheduled for March 25, 2025.
CMS 10	2024-02-27	Member Motion - Mayor Mrakas; Re: Request for Amenity Sharing Memorandum of Understanding (MOU) with School Boards for Evening/Weekend Gymnasium Use	That the Town staff is directed to collaborate with the School Boards in drafting the terms and conditions of the MOU, ensuring clarity and fairness in the shared use of these facilities; and  That upon reaching an agreement, the MOU shall be presented to Council for review and approval; and	CMS	<b>Pending</b>  Letters have been sent to the school board.
CMS 11	2024-02-27	CMS24-005 - Petch House – Considerations	That Report No. CMS24-005 be referred to the Heritage Advisory Committee.	CMS	<b>Complete</b>  <a href="#">Report CMS24-014 provided to May 7, 2024 Committee of the Whole.</a>
CMS 12	2024-06-25	CMS24-021 – Aurora Historical Society – Hillary House Considerations	That the Town consult with the Aurora Historical Society and its members to receive their input on the future of Hillary House; and  That the Town and the Aurora Historical Society together host public consultations on the future of	CMS/ PDS	<b>In Progress</b>  Consultation with AHS, HAC and the public have taken place. Report back to Council is scheduled for December 2, 2024.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
			<p>Hillary House; and</p> <p>That staff report back to Council following these consultations with recommendations on the Hillary House.</p>		
CMS 13	2024-07-09	CMS24-022 – Community Reflection Space Location	<p>That Town Hall be approved as the location for the Community Reflection Space; and</p> <p>That staff report back to Council with a proposed design, timeline, and budget implications.</p>	CMS	<p><b>In Progress</b></p> <p>Design work will commence in early 2025. Following design development, staff will report back to Council with additional details, including proposed next steps and budget implications. The objective is for the capital work to be undertaken in 2026.</p>

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CS 1	2021-11-23	CS21-070 - Final Report Town of Aurora Municipal Service Delivery Review	That staff be directed to prioritize and action the recommendations in the report as appropriate; and That staff report back to Council on progress.	CS	<b>In Progress</b> Progress updates provided to FAC. Further detail requested by FAC. Expected memorandum to FAC Q1 2025 with a follow up to Council Q2 2025
CS 2	2022-04-26	CS22-019 - Updates to the Proclamation Policy	That staff provide an information report to Council with a list of recurring proclamations to be proclaimed each year.	CS	<b>Pending</b> Info report to be provided in 2025.
CS 3	2023-01-14	2023 Draft Studies and Other Capital Projects - 13026 - Risk Management (conditionally approved 2022)	That the following 2023 Draft Studies and Other Capital Projects, which were pulled for discussion, be given conditional budget approval pending a report to Council:	CS	<b>In Progress</b> Report to be brought to Council to approve policy in Q1 2025. Consultation with Council will be scheduled for 2025.
CS 4	2023-04-25	Councillor Gilliland; Re: Pilot Mobile Food and Licensed Beverage Consumption at Concerts in the Park	That staff review our licensing bylaw that relates to mobile food and refreshment vendors and report back to Council with any recommended changes.	CS	<b>Pending</b> The review of the Licensing bylaw will occur in 2025.
CS 5	2023-10-24	By-law 6552-23 Being a By-law to provide for the annual remuneration to be paid to the Mayor and Members of Council.	The terms of reference for the council compensation review committee be brought back to Council prior to the end of the 2022-2026 term of office.	CS	<b>Pending</b> Report to Council in 2026.
CS 6	2022-12-13	Councillor Gilliland; Re: Feasibility of Proactive Rental Regulations, Safety, and Inspections	That: Staff report back on the feasibility and implications of implementing a proactive property inspection program for rental apartment buildings and rental residential units including secondary suites; and Staff report back on the feasibility and implications of implementing a Residential Rental	PDS	<b>In Progress</b> Report to General Committee on January 17, 2023.



## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
			Unit licensing system; and Staff report back in collaboration with Central York Fire Services (CYFS) in respect to safety inspections.		
<b>CS 7</b>	<b>2024-09-24</b>	<b>CS24-022 – Addition of Illumination Requests to the Town’s Flag Policy</b>	<b>That the Clerk report back after one year regarding illumination requests received and any resulting effects to the surrounding neighbourhood.</b>	<b>CS</b>	<b>Pending</b> Report back in Q4 of 2025.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
FIN 1	2021-05-25	Mayor Mrakas; Re: Town Wide Wi-Fi Access	That Council direct staff to investigate existing models of municipally implemented wi-fi services to develop a proposed model for Aurora and report back to Council; and  That staff investigate public-private partnership models to consider for the potential implementation of such a wi-fi service for the Town.	FIN	<b>Complete</b> Included in tabled 2024 Budget and then removed by <a href="#">Council amendment</a> .
FIN 2	2023-12-12	Mayor Mrakas; Re: Development of Policy for Community Partner Reserve Funds	<b>That the Treasurer be directed to report back with a proposed policy outlining the criteria for determining reasonable reserve amounts for the Town's community partners; and</b>  <b>That the Treasurer is tasked with proposing strategies on how to effectively manage any amount in excess of the reasonable reserve balance, ensuring fiscal prudence and responsible financial governance.</b>	FIN	<b>Complete</b> <a href="#">Report FIN24-055 provided to November 5, 2024 Committee of the Whole agenda.</a>
FIN 3	2024-03-26	Councillor Gallo; Re: Windrow Program and Council Compensation	<b>That the 2024 budget be amended to include the total cost of Council Compensation as outlined in the October 24, 2023 resolution; and</b>  <b>That the 2024 budget be amended to include the total cost of the windrow program; and</b>  <b>That both items be funded from the tax rate stabilization reserve.</b>	FIN	<b>Complete</b> <a href="#">Mayoral Decision 2024-012</a>
FIN 4	2024-03-26	Councillor Gilliland; Re: Digital Governance and Smart Technology	<b>That staff report back to Council with the feasibility of developing a digital governance framework such as a digital data charter centered on human rights and privacy-enhancing technologies (PET) to ensure the ethical and responsible collection, management and</b>	FIN	<b>In Progress</b> Working with Legislative Services to report back Q3 2025.

### Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
			<p>use of data focusing on privacy rights, transparency and consent; and</p> <p>That staff report back to Council for direction prior to investing, installing or integrating technology, owned by the Town or managed by a third party, that is capable of identification of persons through image recognition technology.</p>		

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
OPS 1	2021-06-22	OPS21-014 - Parkland Naming	That Report No. OPS21-014 - Parkland Naming be referred back to staff.	OPS	<b>Complete</b> <a href="#">Report OPS24-002 provided to General Committee on February 6, 2024.</a>
OPS 2	2022-03-29	Councillor Gaertner; Re: Green Infrastructure	That staff be directed to review the Official Plan for revisions to strengthen protective language in the Plan and any implementing policies and by-laws including Green Development Standards, Tree Compensation and Protection; and  That staff be directed to review existing policies and by-laws that could be strengthened regarding the tree canopy for climate change mitigation and report back to Council at their earliest convenience.	OPS	<b>In Progress</b> Report OPS24-023 provided to Committee of the Whole on November 5, 2024. Staff to report back in 2025 with bylaw and compensation review.
OPS 3	2022-05-24	OPS22-010 - Off-Leash Dog Park and Trail Pilot Program	That staff be directed to develop an off-leash strategy, including park and trail location options and costs, and report back to Council; and  That the Darkwood Detention area be excluded from the list of park and trail location options.	OPS	<b>In Progress</b> Staff to report back in 2025 following public consultation.
OPS 4	2023-05-23	OPS23-006 - Shining Hill Neighbourhood Park Design	That staff report back to Council with a final recommended park design and estimated cost for review and approval.	OPS	<b>Complete</b> <a href="#">Report OPS24-006 provided to Council on April 23, 2024</a>

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
OPS 5	2023-07-11	Councillor Weese and Councillor Gilliland; Re: Air-Supported Courts Dome in Aurora	<p>That staff be directed to report back with the feasibility to provide a multi-gymnasium, air-supported structure that will provide sufficient additional indoor gymnasium space to meet present and future needs; and</p> <p>That staff be directed to explore options for location, funding, and operation of the structure, including public private partnerships in keeping with the Town's public-public and public-private partnership strategy; and</p> <p>That staff be directed to consult with Local Sport Organizations to identify specific needs for the courts dome that will meet training, and competition needs as well as sport tourism opportunities; and</p> <p>That staff be directed to include location and partnership options for an indoor sports court facility within the current sports field review; and</p> <p>That staff be directed to include funds in 2024 and 2025 for Council's consideration as part of the 2024 Budget and 10-Year Capital Plan.</p>	OPS/ CMS	<p><b>In Progress</b></p> <p>Staff will continue to review opportunities and report to Council.</p>
OPS 6	2023-11-28	Councillor Gilliland; Re: Wetland Protection and Phragmites Plan of Action	<p><b>That staff report back to Council identifying our current threat status, include government grant opportunities, engage in agency collaborations, and present recommendations on a plan of action, including a budget, service delivery model, operational impacts to continue protecting our wetlands and attempt to remediate phragmites.</b></p>	OPS	<p><b>In Progress</b></p> <p>Staff to report back in 2025.</p>

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
OPS 7	2024-04-23	OPS24-007 – Windrow Pilot Project – Additional Information	That Report No. OPS24-007 be referred back to staff to address concerns and report back to Council in July 2024.	OPS	<b>Complete</b> <a href="#">Report OPS24-016 to July 2, 2024 Committee of the Whole and service delivery model approved.</a>
OPS 8	2024-04-23	Member Motion – Mayor Mrakas; Re: Xeriscaping on Town Boulevards	That staff to report back on the feasibility of implementing xeriscaping on Town boulevards Town-wide.	PDS	<b>Pending</b> Staff to report back to Council in 2025.
OPS 9	2024-05-28	OPS24-011 – Outdoor Artificial Ice Rinks	That Report No. OPS24-011 be referred back to staff to be brought forward at a time when the Town is more certain about development charge revenue.	OPS/ FIN	<b>In Progress</b> Staff will report back to Council when the project becomes financially feasible.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 1	2018-04-24	C1(R3) PDS18-038 – Petch House – Potential Conversion to a Wedding Chapel Use	That Report No. PDS18-038 be referred to staff to receive comments from the Heritage Advisory Committee regarding the future of the Petch House.	PDS/ CMS	<b>Complete</b> <a href="#">Report provided to General Committee on February 20, 2024, and referred to the April 8, 2024 Heritage Advisory Committee.</a>
PDS 2	2020-10-27	PDS20-050 - Implementation of Automated Speed Enforcement Program	That staff report back on the findings of the Region's Automated Speed Enforcement Program following completion of the two-year, limited use pilot program.	PDS	<b>In Progress</b> Report presented to Committee of the Whole on October 1, 2024 recommending staff be directed to develop a pilot program for ASE and report to Committee of the Whole on the details of the program in Q1 of 2025.
PDS 3	2020-10-27	PDS20-055 - Pedestrian Grade Separated Crossings and Future Priority Crossings within Barrie GO Rail Corridor	That Council identify as a priority the Cousins Drive pedestrian rail crossing identified in Attachment 2 and staff report back on the feasibility of funding the crossing as part of the 2022 Budget 10-year capital planning process.	PDS	<b>In Progress</b> Feasibility report on implementing whistle cessation at all four crossings to be presented to Council in 2025.
PDS 4	2021-05-25	Councillor Gaertner; Re: Construction in Residential Areas	That staff be directed to review our existing By-laws and provide a report to Council on possible improvements, including penalties, which would benefit affected residents and staff workload.	PDS	<b>Complete</b> <a href="#">Report PDS23-126 on November 28, 2023 Council</a> directing staff to report back on changes made regarding minimizing negative impacts of residential infill construction. <a href="#">Report PDS24-010 provided to Council on January 30, 2024 Council.</a>
PDS 5	2022-06-28	PDS22-102 - Town of Aurora Official Plan Review - Draft Official Plan Amendment	That staff report back to a future General Committee meeting in the next term of Council early 2023 to present the revised Official Plan Amendment based on feedback received.	PDS	<b>Complete</b> Final Draft Official Plan was adopted by Council in January 2024 and approved by York Region in May 2024.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 6	2023-02-28	Mayor Mrakas; Re: Affordable Housing Action Plan	<p>That through the Town's ongoing Official Plan Review, the scope of the Town's Official Plan be expanded to include modernized housing policies that clearly 15 articulate and define the Town's strategies and actions on affordable and attainable housing to 2051 and beyond; and</p> <p>That the Town develop an Affordable Housing Action Plan (AHAP), to be used to guide decision-making on how to address affordable housing and promote attainable housing options for residents through clear objectives and targets specifically designed for implementation within the local Aurora community context; and</p> <p>That the Affordable Housing Action Plan (AHAP) be developed through collaborative engagement with the community, local partners, and housing providers, and apply to both private market and public housing development; and</p> <p>That the Affordable Housing Action Plan also include specific monitoring and measuring tools to ensure the successful implementation of strategies over the horizon of 2051 and beyond.</p>	PDS	<p><b>In Progress</b></p> <p>Report to December 2, 2024 Committee of the Whole for final endorsement.</p>
PDS 7	2023-05-23	Mayor Mrakas; Re: Bike Share Program Feasibility Study	<p>That Town staff be directed to conduct a feasibility study to implement a bike share program in the Town of Aurora that will provide residents and visitors with access to a fleet of bicycles at strategically located docking stations; and</p> <p>That Town staff be directed to consult with the Active Transportation and Traffic Safety Advisory Committee and the community, including residents and business</p>	PDS	<p><b>Complete</b></p> <p><a href="#">Report PDS24-027 provided to Committee of the Whole on May 7, 2024</a> and Active Transportation Master Plan endorsed by Council.</p>



## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
			owners, to ensure that the program meets the needs and interests of all stakeholders; and That Town staff be directed to report back to Town Council within six months.		
PDS 8	2023-05-23	Mayor Mrakas; Re: Urban Mobility Vehicles	That Town staff be directed to create a proposed bylaw that allows UMGVs to be driven on municipal roads in the Town of Aurora once the legislation that allows UMGVs to be driven on municipal roads is in force; and That the proposed bylaw be designed to ensure the safety of all road users, including pedestrians, cyclists, and other vehicles, and will include provisions for insurance, licensing, and registration of UMGVs; and That Town staff be directed to engage with the public and stakeholders throughout the process, including hosting public meetings and seeking feedback on the proposed bylaw, and to consult with the Active Transportation and Traffic Safety Advisory Committee; and That Town staff be directed to report back to Council within six months of hosting the public meetings with a detailed report outlining the implementation plan for the proposed bylaw, and any necessary amendments or adjustments to ensure the safety and effectiveness of UMGVs on municipal roads.	PDS	<b>In Progress</b> We are waiting on the province legislating these UMGV. If this happens, then in the new year it will need to be reviewed with Legal. We also have a Town-wide Parking Strategy and the Streetscape Design project that might have an impact on the new mobility by-law.
PDS 9	2023-06-20	PDS23-037- Request for Traffic Calming Measures - Various Locations	That the installations of speed cushions at location "a. Conover Avenue between River Ridge Boulevard and Borealis Avenue" be referred back to staff for further information to Council in September."	PDS	<b>Complete</b> There are three traffic calming warrants part of the Town's Traffic Calming Policy that need to be satisfied in order for traffic

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
					calming measures to be considered by Council for approval. The resident that originally requested the traffic calming measures was contacted many times over a number of months asking for a petition to meet the requirements of warrant but did not provide the petition with the required signatures.
PDS 10	2023-07-11	Councillor Thompson; Re: Parkland Acquisition	That staff identify and investigate properties of interest within the OPA 34 Secondary Plan area and report back to Council	PDS	<b>Complete</b> 16-acre Yonge St property acquired.
PDS 11	2023-07-11	Mayor Mrakas; Re: Eliminating Minimum Parking Requirements for New Residential Developments	That staff be directed to evaluate options for eliminating minimum parking requirements for new residential developments within the GO Major Transit Station Area; and That any new residential development within the GO Major Transit Station Area require auto share and/or bike share programs; and That staff report back to Council with the appropriate actions to implement these directions, including the necessary updates to the Town's Comprehensive Zoning By-law Number 6000-17.	PDS	<b>In Progress</b> To be dealt with as part of the first phase of the comprehensive Zoning By-law update in 2025.
PDS 12	2023-10-24	PDS23-121 - Additional Properties to Consider for Designation under Part IV of the Ontario Heritage Act	That staff consult with the owners of the 30 properties outlined in Attachment 1 to receive feedback on the	PDS	<b>Complete</b> Designation by-laws passed on September 24, 2024. No appeals received and by-laws now registered.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
			consideration of the properties for designation under Part IV of the Ontario Heritage Act; and That staff report back to Council on the feedback received from the owners prior to any further action being pursued, including the authorization and issuance of any potential Notices of Intention to Designate the properties.		
PDS 13	2023-11-28	Councillor Gilliland and Councillor Weese; Re: BIA Bylaw and Governance Model Review	<b>That Town staff investigate and explore a collaboration and/or various governance models that will best serve the progression of the downtown Business Improvement Area. This could mean either a partnership, committee, or collaboration; and That staff report back with various governance models as a result; and That the BIA bylaw be reviewed and updated to remove barriers to reflect such progressive success of the downtown revitalization mandate.</b>	PDS/ CS	<b>In Progress</b> Report PDS24-021 presented to General Committee on February 20, 2024 and referred back to staff. Report PDS24-042 presented to Committee of the Whole on April 2, 2024 and BIA to report back on issues raised in report PDS24-021.
PDS 14	2024-02-27	PDS24-003 - Hollandview Trail Pedestrian Crossover	That Report No. PDS24-003 be referred back to staff to report back on the option of a physical barrier at the subject location.	PDS	<b>Complete</b> <a href="#">A follow up report PDS24-023 was provided to Council on February 27, 2024</a> where Council was presented with additional options. No direction was provided by Council to move forward with a physical barrier at the location.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 15	2024-02-27	Member Motion - Mayor Mrakas; Re: Supporting Affordable Housing and Gentle Density	That Staff report back to Council on the review and implementation of this update as part of the Comprehensive Zoning By-law Review process.	PDS	<b>In Progress</b> To be completed alongside PDS 11 as part of Comprehensive Zoning By-law Review commencing in 2025.
PDS 16	2024-05-28	Member Motion – Mayor Mrakas; Re: Establishment of Heritage Grant Program	That staff be directed to create a Heritage Grant Program aimed at providing financial assistance to property owners for the preservation and restoration of designated heritage properties in the Town of Aurora; and That staff be instructed to consult with the Town’s Heritage Advisory Committee regarding the development of the program and prepare guidelines and criteria for eligibility, application procedures, and grant disbursements, ensuring transparency and fairness in the allocation of funds; and That staff present a report outlining the proposed Heritage Grant Program to Council for review and approval at a future Council meeting.	PDS	<b>In Progress</b> Presenting to Heritage Advisory Committee on December 7, 2024, and proceeding to Committee of the Whole in Q1/Q2 2025.
PDS 17	2024-09-24	Member Motion – Councillor Weese; Re: Review of Train Whistle/Horn Cessation at All Level Crossings in the Town of Aurora	That staff report back on the processes needed to create a By-law that will result in the cessation of train whistles/horns at all level crossings in Aurora.	PDS	<b>Pending</b> Staff to report back in 2025.

## Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 18	2024-10-22	Member Motion – Councillor Thompson; Re: Interchange at Highway 404 and St. John’s Sideroad	That staff provide the Region with Traffic and Household data and projections that supports the need for the interchange at St. John’s and Highway 404; and  That the Town of Aurora meet with the Region of York to express the need for the interchange at Highway 404 and St. John’s to be constructed prior to 2035 and indicate to them that our preference would be that the interchange be built in the short term.	PDS	<b>Completed</b>  Motion sent to York Region
PDS 19	2024-10-22	PDS24-105 – Proposed Amendments to Parking Bylaw 4574-04.T – Various Locations in the Town’s Downtown Area	That staff report back, at the November Council meeting, regarding potentially changing parking restrictions on Yonge Street in the Business Improvement Area from one hour to two hours.	PDS	<b>In Progress</b>  Report and By-law on increasing Yonge Street parking from one hour to two hours on an interim basis proceeding to Council November 26, 2024.  Council adopted report in October 2024 amending parking by-law for Downtown area.



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Town of Aurora

# Committee of the Whole Report

No. OPS24-022

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**Subject:** Blue Box Collection Changes – Non-eligible Sources

**Prepared by:** Luigi Colangelo, Manager of Public Works

**Department:** Operational Services

**Date:** December 2, 2024

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## Recommendation

1. That Report No. OPS24-022 be received; and
2. That the Municipality no longer collect recycling, garbage, and compost for non-eligible sources effective January 1, 2026, be approved; and
3. That staff be authorized and directed to do all things necessary to give effect to this resolution.

## Executive Summary

The purpose of this report is to provide Council with an update on the transition of the Blue Box Program to Extended Producer Responsibility (EPR) and specifically considers service levels and financial impacts regarding recycling collection for non-eligible sources, excluding municipal facilities.

- Producers will have full responsibility for collection of Blue Box recycling materials across Ontario when province-wide system becomes operational January 1, 2026.

- Section 4 of Blue Box Regulation 391/21, set forth by the province requires Producers to collect only from eligible sources.
- Historically many Ontario municipalities have collected waste from Industrial, Commercial and Institutional (ICI) properties but will discontinue this service due to legislation requiring Producer Responsibility Organization (PROs) to assume the collection.
- The Town of Aurora currently collects blue box materials from approximately 325 curbside ICI locations which are considered non-eligible sources under the legislation.
- Many factors considered by staff when evaluating the options for collecting non-eligible sources.
- Industry collection methods are being modernized as collection contractors move to cart-based (tote) systems to automate processes.
- Select ICI properties who have historically received an increased service level, when disposal of garbage and organics is the responsibility of running a business.

## Background

**Producers will have full responsibility for collection of Blue Box recycling materials across Ontario when province-wide system becomes operational January 1, 2026.**

On June 3, 2021, Ontario Regulation 391/21: Blue Box was filed under the Resource Recovery and Circular Economy Act, 2016 (RRCEA), which transitions the operational and financial responsibilities of managing packaging-like and paper products from Municipalities to Producers (PRO's). This transition changes the existing shared responsibility model of the current Blue Box Program to a Producer-led responsible model, often referred to as 'full' or 'extended producer responsibility'. Transition to EPR will occur in two phases:

- Transition: July 1, 2023 – December 31, 2025; and
- Post-transition: January 1, 2026, onwards.

All of York Region, including the Town, is scheduled to transition on January 1, 2026. Producers will have full control over all Blue Box recycling programs across Ontario when the province-wide system becomes operational in the post-transition phase.

Effective January 1, 2026, all municipal Blue Box Programs in Ontario will have transitioned to EPR and additional Producers will come into effect, including providing Blue Box collection services to non-municipally serviced multi-residential buildings, public and private schools (excluding post secondary) and not-for-profit retirement homes and long-term care homes.

Items accepted within the Blue Box Program will also expand common single use and packaging like products, such as paper and plastic cups, foils, trays, bags and boxes intended for home use. The new Blue Box Program will create a more uniform system across the province and broader access to recycling services.

Circular Materials, as the Common Collection System Administrator, is responsible for contracting waste haulers to collect blue box materials from eligible-sources and transport the material to receiving facilities (i.e. transfer stations). Reverse Logistics Group (RLG), contracted by Circular Materials, is the Common Collection System Operator overseeing the daily operations.

## Analysis

**Section 4 of Blue Box Regulation 391/21, set forth by the province requires Producers to collect only from eligible sources.**

The Blue Box Regulation specifies sources from which Producers are obligated to collect blue box recyclables. Eligible source is defined as “any residence or facility in an eligible community”. These sources include single-family homes, multi-residential buildings (apartment, condominiums, townhomes), not-for-profit long-term care and retirement homes, schools, private schools (excluding post secondary) and some public spaces (parks, playgrounds, transit stations and sidewalks).

Producers are not responsible for the collection of blue box material from the following non-eligible sources:

- Industrial, Commercial and Institutional (ICI) properties
- Daycares
- Places of worship
- Businesses in BIA's
- Not-for-profit /charitable organizations and shelters
- Post secondary institutions – public and private
- Municipal facilities and community Centres (libraries and arenas)



For properties that have both residential and commercial units, Producers are only required to collect from those units that are defined as an eligible source.

**Historically many Ontario municipalities have collected waste from ICI properties but will discontinue this service due to legislation requiring PROs to assume the collection.**

The original purpose of the Blue Box Program when implemented was to collect recyclable blue box material from residential premises; however, as the Program expanded, some municipalities extended collection to ICI locations (considered a 'non-eligible source') such as BIA's and small businesses.

The most common reasons ICI locations received municipal waste collection was because these locations are located along residential collection routes.

Collection from ICI properties is not considered a best practice and many Ontario municipalities either never provided collection for this group or are discontinuing the practice as the province has deemed them ineligible for service. ICI properties who currently receive recycling collection from the Town are considered a non-eligible source and will lose recycling collection once Producers assume blue box collection responsibility on January 1, 2026.

**The Town of Aurora currently collects blue box materials from approximately 325 curbside ICI locations which are considered non-eligible sources under the legislation.**

Of the 20,000 locations that receive curbside collection in Aurora, approximately 325 locations (1.6 per cent) are non-eligible sources. Blue box material is co-collected at the curb along the residential collection routes in the BIA and the Industrial Parkway corridor areas, resulting in route and collection efficiencies and economies of scale.

**Many factors considered by staff when evaluating the options for collecting non-eligible sources.**

The Town is part of a shared waste collection contract between the Northern Six (N6) municipalities comprising of the Town's of Aurora, East Gwillimbury, Georgina, Township of King, Newmarket, and Whitchurch-Stouffville. The collection contract has two 12-month extension options at the discretion of the N6. In preparation of potential regulatory changes, clauses were included to address a qualifying change in law should it occur.

CMO is the lead PRO and Common Collection System Administrator responsible for the operation of the common collection system in Ontario. They have indicated that they

will not collect from non-eligible sources post-transition. Blue box materials from non-eligible sources are not permitted to be mixed and processed with the materials they are obligated to collect and process from eligible sources. This means that collection of non-eligible sources by a PRO is not an option.

The following considerations were reviewed closely by staff on collection of blue box material from non-eligible sources:

- The Town has no regulatory requirement to provide recycling collection services to non-eligible sources.
- The cost of servicing non-eligible sources would be significantly higher than the per unit cost of servicing a residential property.
- Most non-eligible sources in Aurora are already using private service providers to manage their waste.
- Continued recycling collection for non-eligible sources currently receiving collection would be negatively perceived by other non-eligible sources not receiving collection that could result in a demand for all equal level of service for all non-eligible sources, which could be very costly to the Town.
- Continued recycling collection for non-eligible sources may generate increased complaints from residents as they would be subsidizing recycling collection of costs for commercial properties.

Staff evaluated options, industry best practices, and financial impacts and propose the following options for Council's consideration regarding recycling collection for non-eligible sources.

Option 1: Discontinue collection for all non-eligible sources.

Under this option, the Town would no longer provide recycling collection services to non-eligible sources as they would be responsible for procuring and paying for their own private recycling collection services (as most ICI's/BIA's locations manage their own waste and recycling). The Town would not be involved or responsible for overseeing recycling collection for these locations including enforcement. Currently, the Town of Newmarket's Council has approved to discontinue collection for their non-eligible sources. The remaining N6 will be presenting their reports to their respective Councils at the end of 2024, beginning of 2025 with a recommendation to discontinue service for non-eligible sources.

Ontario Regulation 391/21: Blue Box does not require the Municipality to provide blue box recycling services to non-eligible sources and in the previous Regulation (O. Reg.

101/94: Recycling and Composting of Municipal Waste), these sources were not part of the stewards funding obligations.

It is more important to understand that under this option, not providing recycling collection services could potentially impact garbage collection if businesses who use the Town's curbside collection program place blue box material in the garbage stream. In addressing this issue staff is recommending discontinuing all streams for non-eligible sources which will include, recycling, garbage and green bin. The Town should not be held accountable or responsible in managing waste streams for businesses.

Under Regulation 103/94, ICI establishments that meet specific type and size are required to source separate recyclables. An Office of the Auditor General of Ontario report from November 2021 noted that less than 2 per cent of all ICI establishments are not required to recycle.

#### Option 2: Continued collection for non-eligible sources receiving collection.

Under this option, the Town would continue to provide blue box collection services beyond 2026 to all currently serviced non-eligible sources. Negotiations would take place with the Town's current waste collection contractor, Green for Life (GFL), to continue to provide recycling collection services during the contract's extension years (2026 and 2027). Subsequently, provisions would need to be included in the next Waste Collection Contract to maintain recycling collection services for these locations.

Preliminary conversations with GFL have indicated that costs would change from a weight-based to a per collection stop basis and collection for non-eligible sources would need to transition to a cart-based system as the service level shifts from residential to commercial. This would result in increased costs to the Town as recycling carts would need to be procured and supplied to users.

The estimated cost to procure and supply recycling carts for the non-eligible sources is approximately \$28,000. This cost does not include costs for continued maintenance and replacement of broken or damaged carts and assumes one 95-gallon cart per location.

The estimated annual costs for continued recycling collection for non-eligible sources will be approximately \$192,660 plus processing costs estimates are \$31,000 annually. Processing costs are dependent on the weight of the blue box material collected and may fluctuate.

Council will also need to consider additional costs as staff have become aware that the Region's Material Recycling Facility (MRF), located in East Gwillimbury, may no longer be accessible for receiving blue box materials for non-eligible sources in 2026. In the current contract with GFL, there will be additional costs of \$2 per/km if blue box material is disposed outside of York Region and within the GTA. Further details on this matter are still being explored by Region staff and, once all has been confirmed, Town staff would provide an update to Council.

Non-eligible sources represent a very small amount of the total properties that receive curbside recycling collection provided by the Town. Preliminary cost estimates indicate that this option would cost the Town approximately 24 times more per serviced unit than the current curbside collection average cost.

**Industry collection methods are being modernized as collection contractors move to cart-based (tote) systems to automate processes.**

The waste collection industry is signalling change as they work towards a fully automated collection process which involves totes for recycling, waste and organics. This comprises automated trucks to collect the totes from curbside and has already been adopted by many municipalities/cities for all waste streams, e.g. Simcoe County and City of Toronto.

While it has not been confirmed by CMO, it is anticipated the contractor's collection process for recycling will change from manual to automated with carts, as of January 2026.

**Select ICI properties who have historically received an increased service level, when disposal of garbage and organics is the responsibility of running a business.**

Collection of waste, whether recycling, organics or garbage, forms part of a business owners' responsibility. The vast majority of ICI properties in Aurora deal with all disposal of waste from their establishments through private collection contracts. The collection of waste by the Town from select ICI properties is an increased service level and not provided equally to all those included in this defined sector.

Staff are recommending that the Town discontinue the collection of organics and waste when the recycling transition occurs with the province on January 1, 2026. Staff will work to inform the ICI properties of these changes to the service level allowing them time to make alternate arrangements for collection of waste and organics.

## Advisory Committee Review

Not applicable.

## Legal Considerations

As mentioned above, the Blue Box Regulation specifies sources from which Producers are obligated to collect blue box recyclables from. Producers are not required to collect from sources who are not eligible for collection even if they currently receive municipal collection and therefore, staff is recommending that the Town no longer collect recycling, waste and green bin or non-eligible sources starting on January 1, 2026.

## Financial Implications

The estimated annual cost for the Town to continue its provision of blue box collection services to non-eligible sources is \$251,660. Note that additional costs of \$2 per km will apply if the non-eligible sources recyclable material is disposed outside of York Region; however, the Region has indicated that they will continue to provide material processing support or possible funding to the lower tier municipalities post-transition but the details regarding this are still not available. Region staff are continuing to explore processing options should lower tier municipalities continue to provide collection to non-eligible sources. This estimated cost, on a per stop basis, would be \$772 per non-eligible location, compared to the Town's current average cost per location of \$32; representing a cost that would be 24 times higher than the Town's current cost per location.

In consideration of the unfavourable financial and other implications of Option 2, staff recommend that Council approve Option 1 – Discontinue collection for all non-eligible sources. This option would enable the Town to avoid any resultant incremental operating costs, as well as maximize blue box collection savings which can be re-directed toward the Town's infrastructure deficit as per Council's approved short term asset management plan funding strategy.

## Communications Considerations

The Town will inform the public about the information contained in this report by posting the report to the Town's website. If there are changes made to the schedule of Blue Box materials collection in the future, the Town will inform the public through its normal communications channels.

## Climate Change Considerations

The recommendations from this report does not impact greenhouse gas emissions or impact climate change adaptation.

## Link to Strategic Plan

The Blue Box Program transition reinforces the Strategic Plan goal of Supporting Environmental Stewardship and Sustainability for all through its accomplishment in satisfying requirements in the following key objectives within this goal statement:

Encouraging the stewardship of Aurora's natural resources: Assess the merits of measuring the Town's natural capital assets.

## Alternative(s) to the Recommendation

1. Continue to collect non-eligible sources.

## Conclusions

Providing municipal waste, recycling and green collection service to ICI properties is not considered a responsibility of Ontario municipalities. Collection practices and service levels can vary by municipality, in turn, municipalities are not legislatively required to provide waste collection services to ICI properties.

Providing recycling, waste and green bin collection post-transition involves offering a higher level of service to locations that municipalities are not legislatively required to collect from. As a result, consideration must be given to maintaining, expanding, modifying, or eliminating recycling collection from non-eligible sources including waste and green bin collection post-transition and the perception this will have by the community. In addition, the cost of servicing non-eligible sources will be significantly higher and should be strongly considered. Staff are therefore recommending the Town discontinue recycling, waste and green bin collection services to non-eligible sources effective January 1, 2026.

## Attachments

None.

**Previous Reports**

OPS23-011, Blue Box Transition Update, June 6, 2023

**Pre-submission Review**

Agenda Management Team review on November 14, 2024

**Approvals**

Approved by Sara Tienkamp, Director, Operational Services

Approved by Doug Nadorozny, Chief Administrative Officer



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Town of Aurora  
**Committee of the Whole Report**  
No. PDS24-133

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**Subject:** Endorsement of the Affordable Housing Action Plan

**Prepared by:** Dania Asahi Ogie, Policy Planner  
Adam Robb, MPL, MCIP, RPP, CAHP, PLE,  
Manager, Policy Planning and Heritage

**Department:** Planning and Development Services

**Date:** December 2, 2024

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## Recommendation

1. That Report No. PDS24-133 be received; and
2. That Council endorse the finalized Affordable Housing Action Plan as attached to this report.

## Executive Summary

This report seeks Council's endorsement of the Affordable Housing Action Plan, which has been finalized based on the public consultation and stakeholder feedback received.

- The initial draft of the Affordable Housing Action Plan was brought forward to Council in June 2024
- Since the release of the draft, several consultation opportunities have been held to inform the finalization of the Affordable Housing Action Plan
- The finalized Affordable Housing Action Plan has made key updates in response to the input received by the public and stakeholders



## Background

**The initial draft of the Affordable Housing Action Plan was brought forward to Council in June 2024**

On June 4, 2024, the draft Affordable Housing Action Plan was presented to Council for initial review through report PDS24-061. The Affordable Housing Action Plan is intended to serve as a tool to guide local decision-making on affordable housing, and the Plan has been framed around six key objectives:

- Increase Housing Supply
- Promote Housing Affordability and Stability
- Ensure Complete Community Growth
- Streamline Approvals
- Enhance Partnerships
- Continually Monitor, Assess and Educate

When the draft was presented, a recommendation was included to have the draft Action Plan be consulted upon with the public and other stakeholders prior to a finalized version being brought back to Council for endorsement.

## Analysis

**Since the release of the draft, several consultation opportunities have been held to inform the finalization of the Affordable Housing Action Plan**

Following the presentation of the draft Affordable Housing Action Plan to Council in June 2024, staff engaged in consultation sessions with the public and other stakeholders and received comments through the following:

Date	Stakeholder/Event	Summary and Key Comments Received
July 2024	Creation of Engage Aurora project page and physical distribution through the Access Aurora customer service counter	Over 485 visitors engaged with the project through the dedicated Engage Aurora page and over 40 physical copies of the Action Plan were handed out through the Access Aurora customer service counter. Overall feedback was supportive of the Action Plan. General questions were raised regarding the Town's growth and development context. Comments were also provided on showing data related to

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		housing unit breakdowns/deficits and clarifying/enhancing language.
July 2024	Email outreach to local and regional housing organizations seeking comments	General comments were provided in support of the Action Plan. Comments were also provided regarding support for consideration of a variety of housing forms and tenures, including co-op housing.
July 10, 2024, and September 18, 2024	Meeting with York Region Housing Services staff	York Region Housing Services staff expressed general support for the Action Plan as a document that aligns with their Region-wide operations and mandates, as well as supporting policy objectives of both the Town and Regional Official Plan.
August 13, 2024	In-person meeting with members of the Aurora Cares residents' group	Productive discussion with key comments received on matters including: <ul style="list-style-type: none"> <li>• The need to also include income and ownership statistics for one-person households as opposed to just economic families</li> <li>• The need to broaden the housing continuum figure</li> <li>• Recognizing that private market ownership is not always obtainable or the main goal, and that more recognition needs to be given to rental and all other housing opportunities</li> <li>• Identifying difficulties faced by seniors and single persons</li> <li>• Identifying opportunities for congregate living and support for hospice care</li> <li>• Emphasizing the need to overcome public prejudices related to housing</li> </ul>
September 9, 2024	In-person Public Open House held at Town Hall	There were approximately 45 attendees, and comments were largely supportive of the Action Plan, with feedback also provided on matters including:

		<ul style="list-style-type: none"> <li>• Clarifying language for certain action items, including streetscape improvements and modular housing</li> <li>• Noting that there are no extra impacts expected on the taxpayer</li> <li>• Providing a priority/timeline matrix to track the action items</li> </ul>
September 11, 2024	In-person presentation to the Town's Accessibility Advisory Committee	<p>Comments received in support of adding three additional action items:</p> <ul style="list-style-type: none"> <li>• provide incentive opportunities for accessible housing</li> <li>• ensure universal design standards are implemented in new developments, and</li> <li>• provide support for a range of care-based housing options</li> </ul>

**The finalized Affordable Housing Action Plan has made key updates in response to the input received by the public and stakeholders**

Based on the comments that were received, the following updates have been incorporated into the finalized version of the Action Plan:

**1) Three New Accessibility-focused Action Items have been added**

From consultation with the Town's Accessibility Advisory Committee, three new action items have been added to the Action Plan to specifically support the development of more affordable, accessible housing opportunities. These Action Items are:

- Action Item #7 – Provide Incentive Opportunities for Accessible Housing Initiatives
- Action Item #9 – Ensure Universal Design Standards are Implemented in Developments
- Action Item #20 – Support the Development of a Range of Care-Based Housing

**2) The Housing Continuum Figure has been expanded**

Stakeholders expressed that the housing continuum figure needed to be expanded to highlight the experiences of all individuals within the community. The Housing Continuum figure in the finalized Action Plan has been expanded to also include:

- Homelessness;
- Supportive Housing; and
- Long Term Care Housing.

### **3) New Statistics have been added for One-Person and One-Parent Households:**

The initial draft Action Plan utilized economic family income statistics exclusively. Stakeholders expressed that the economic family income metric did not best represent the economic realities of all residents in the Town as an economic family is a group of two or more persons who live in the same dwelling and are related by blood, marriage, common-law, or adoption. Non-related households, residents who live alone or one-parent households were not appropriately represented in the draft Action Plan. The finalized Action Plan now contains income statistics of the median economic family, median household, and median one person and one parent households to best capture the broader economic situations of residents.

### **4) Clarification and Enhancement of Language**

Terminology has specifically been added to the Action Plan to account for a broader array of living arrangements and care-based housing. Further, language around certain action items and objectives have been clarified and enhanced based on the comments received. Examples include:

- Greater recognition for congregate living arrangements, care-based and hospice housing
- Language improvements to extend support for modular and prefabricated housing (as opposed to just solely evaluating the feasibility)
- Additional clarity around streetscape improvements and infrastructure assisting with housing affordability
- Recognizing that private market ownership is not necessarily the primary/final outcome or goal for residents, and that residents have choice through the housing continuum
- Addition of 2016 Census population for further growth context setting
- Language improvements added for the protection of affordable rental units
- Other general administrative/housekeeping updates, including the new addition of a “How to Read This Plan” section for ease of readability

### **5) Inclusion of New Housing Deficit and Unit Breakdown Data**

Data has now been added to help define housing unit deficits and unit demands within Town based on number of bedrooms. This data has been extrapolated from Census and CMHC level statistics to help provide further context setting for housing and unit demands and deficits within Town.

#### **6) Creation of Priority/Timeline Matrix Table as an accompanying Appendix**

As part of the finalization of the Action Plan, an accompanying Appendix has been developed, which is intended to assist with the priority tracking and monitoring of the action items within the Plan.

Overall, the finalized Affordable Housing Action Plan builds upon the public and stakeholder comments that were received to deliver a refined and robust final document to guide positive decision-making moving forward. This is the Town's first Affordable Housing Action Plan, and it is expected that this document will continue to evolve and respond to the changing needs of the community over time, with scheduled updates to occur approximately every 5 years moving forward. This best practice is engrained in the Action Plan itself, with an Action Item dedicated to the continual updating of the document.

### **Advisory Committee Review**

The Affordable Housing Action Plan was presented to the Town's Accessibility Advisory Committee for review on September 11, 2024. Comments received by the Accessibility Advisory Committee have informed the updates made to the finalized Affordable Housing Action Plan, including the addition of three new accessibility related action items, as previously described above.

### **Legal Considerations**

None.

### **Financial Implications**

As presented under FIN24-019, any exempted development fees and charges for affordable housing opportunities result in a revenue loss to the Town which will need to be replaced through alternative revenue sources. The Town is hopeful that the province will offer replacement funding to make up for the revenue loss.

## **Communications Considerations**

The development of the Affordable Housing Action Plan has been informed by extensive public consultation and outreach. Upon Council's endorsement, the finalized Affordable Housing Action Plan will be posted publicly on the Town's website and Engage Aurora page, and physical copies will be printed for distribution.

## **Climate Change Considerations**

The Affordable Housing Action Plan provides significant opportunities for the Town to continue to expand on its climate change and environmental objectives, by promoting more compact forms of affordable housing that are more sustainable for the long-term.

## **Link to Strategic Plan**

The Affordable Housing Action Plan supports the Strategic Plan goal of Strengthening the Fabric of our Community by ensuring growth includes housing opportunities for everyone.

## **Alternative to the Recommendation**

1. That Council provide direction.

## **Conclusions**

The Affordable Housing Action Plan has received positive acknowledgement within the community and housing sector, and the finalized version presented through this report incorporates the necessary updates as received through the extensive public consultation and outreach that has occurred.

## **Attachments**

Attachment 1 – Finalized Affordable Housing Action Plan for Endorsement

Attachment 2 – Affordable Housing Action Plan Appendix A Monitoring and Priority Table

## **Previous Reports**

PDS24-061, Draft Affordable Housing Action Plan, June 4, 2024.

## **Pre-submission Review**

Agenda Management Team review on November 14, 2024

## **Approvals**

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer



# Affordable Housing Action Plan





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# Executive Summary

The Town of Aurora recognizes the need to be proactive in addressing the housing needs of current and future residents. This Affordable Housing Action Plan (the “Plan”) aims to provide a blueprint and direction for the Town to achieve more diverse, affordable, and attainable housing to 2051 and beyond.

This Plan will serve as a guiding tool to establish municipal priorities, identify challenges, and support positive decision-making regarding housing in line with the overall visions and direction of the Town’s Official Plan and Regional and Provincial policies.

The Plan provides an introduction and background into the growth context of Aurora and its housing and development framework, before outlining six key objectives that cumulatively form the basis of this Plan. Each objective is further supported by action items to ensure effective implementation.

While all levels of government play a role in combating the housing crisis, this is ultimately a made in Aurora plan focused on providing tangible municipal objectives and actions that will lead to positive housing outcomes for all.



# 1.0 - Introduction

## Aurora's Growth and Development Context

The Town of Aurora is a growing and evolving. By 2051, Aurora's population is forecasted to be 85,800 people, which represents a growth rate of over 30% from today:

**Table 1:** Town of Aurora Official Plan Population Growth Forecast to 2051

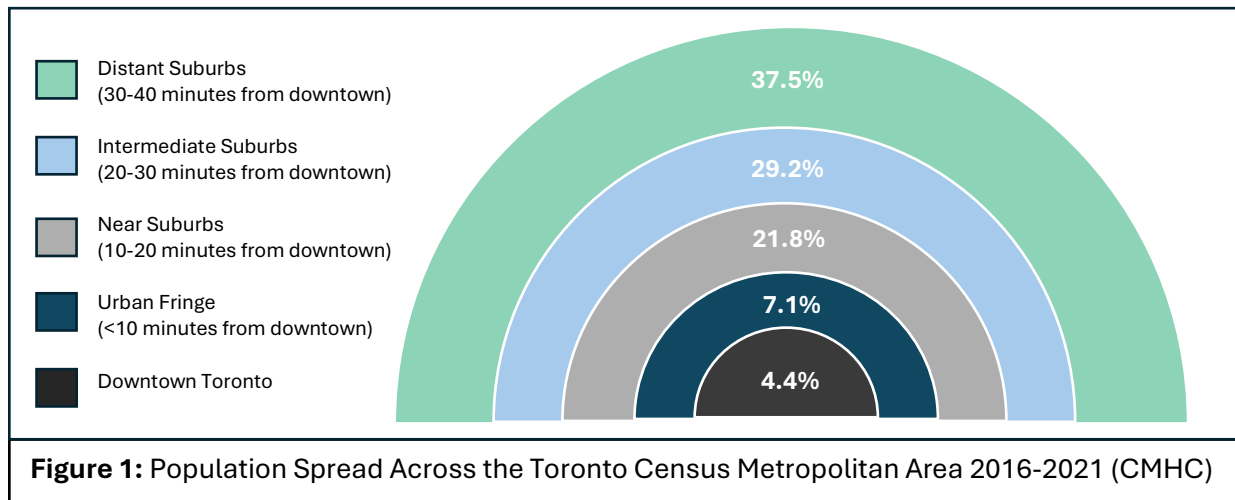
	2016	2021	2031	2041	2051
<b>Population</b>	55,445	64,000	71,900	79,600	85,800
<b>Growth Rate (%)</b>	-	15.4%	12.3%	10.7%	7.8%

This rate of growth is attributed to the urbanization of Aurora as part of the larger York Region and Greater Toronto Area. Aurora is considered a highly desirable community to live in, and being within close proximity to the major urban centre of Toronto, growth impacts are largely a result of the urbanization of the overall metropolitan area.

Canada as a whole is also growing rapidly. Both 2022 and 2023 each set new record-highs for national population growth. Growth in the first nine months of 2023 alone surpassed the total growth of any other year since Canadian Confederation ([StatsCan](#)).

Communities are also aging, family needs are changing, and urban areas, in particular around Toronto, are considered the fastest growing parts of the country ([StatsCan](#)). The suburbs around Toronto accounted for over 37% of the proportional growth within the Greater Toronto Area from 2016-2021, which represents the largest population growth of any geographic area of the metropolitan area (see Figure 1 below). Sustained population growth is anticipated in the suburbs for generations to come, particularly due to the limited space in downtown areas.

The demographic and economic trends of the country, province, and region also have a significant impact on the built form of Aurora itself. As the population continues to grow, age, and desire proximity to transit, there is a recognized need to increase housing supply and density and promote alternative and innovative forms of housing to meet forecasted growth demands.



## Aurora's Built-Form

Historically, development in Aurora has been based on greenfield growth, where vacant land was developed for new residential subdivisions of largely single detached homes. Today, the Town of Aurora is largely “built-out” with fewer vacant greenfield parcels left to be developed. As Aurora continues to urbanize, it will experience a shift from lower density, ground related greenfield housing development, towards residential intensification opportunities at greater heights and densities within existing built-up areas.

The following table provides a summary of the private dwelling characteristics of Aurora based on the 2021 Census:

**Table 2:** Aurora Private Dwelling Characteristics, 2021 Census

Private Dwelling Structural Type	Total within Town	Proportional %
Single Detached House	12,980	60.5
Semi Detached House	1,490	6.9
Row House	3,610	16.8
Duplex	670	3.1
Apartment in a building with fewer than five (5) storeys	1,535	7.1
Apartment in a building with five (5) or more storeys	1,205	5.6

Aurora's built form is predominantly single detached houses, comprising 60.5% of the housing stock in Town. Currently, approximately 81% of the Town's private households are owned, while approximately 19% are rented ([StatsCan](#)). For purpose built rental housing, the vacancy rate was 1.4% in October 2023 ([CMHC](#)). This low vacancy rate indicates a tightening of the rental market, where rental demand outpaces the supply of rental housing and results in reduced housing affordability and stability.

Aurora also has an average of 7.1 rooms per dwelling, whereas the national average is 6.2 rooms per dwelling. The dominant household size in Aurora is only 2 persons, accounting for approximately 29% of all households ([StatsCan](#)).

To accommodate current and future growth demands, the Town will be required to increase housing supply and density, especially due to the absence of greenfield lands. Multi-generational, congregate, and co-habitation housing forms will also continue to increase in order to optimize housing opportunities within existing dwellings. By 2051, the Town will experience a proportional shift away from single detached housing, where a greater supply of apartments will be provided.

The table below utilizes Census and federal HART (Housing Assessment Research) data based on household size to provide an overview of the unit demand and housing deficit breakdown for the Town:

**Table 3:** Unit Demand and Housing Deficit Assessment

	One-Bedroom	Two-Bedroom	Three-Bedroom Plus
Forecasted Housing Unit Deficits	1,180	440	555
Proportional Rate of Unit Demand	54.2%	20.2%	25.6%

## Provincial Housing Target and Pledge

The province has set a target for Aurora to build 8,000 new homes by 2031. The vast majority of this growth will be through additional units at higher densities than traditionally developed within the Town. The Town's Official Plan structure can support this targeted level of growth, particularly as strategic growth areas like the Aurora Promenade and Major Transit Station Area (MTSA) develop. This Action Plan will be a tool to further support the Town's commitment to achieving positive housing outcomes within the community and fulfilling this Housing Target and Pledge. However, it is also important to recognize that there is a continued need for

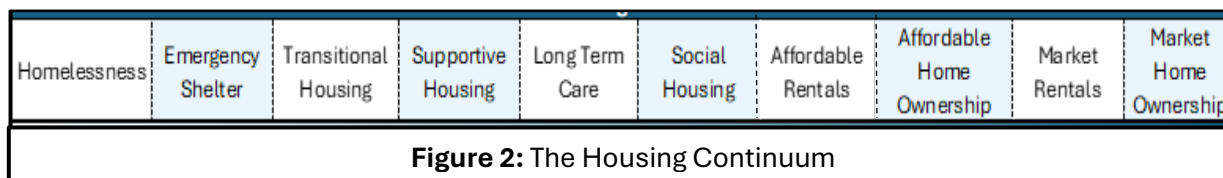


**8,000 new  
homes by  
2031**

investment in infrastructure and collaborative action from all levels of government to address the ongoing housing crisis across the province and country. In addition to this target, the Government of Ontario and York Region have also mandated that a minimum of 1,000 purpose-built rental units be provided in Aurora by 2051, and that a minimum of 45% of all new growth be directed through intensification of the existing built-up area.

## The Housing Continuum and Affordability in Aurora

Housing can be provided across a variety of types and tenures. The Housing Continuum, as shown in Figure 2 below, represents the varying circumstances and forms of housing that exist to help address the ongoing housing crisis facing communities:



A successful community is one that provides the complete range of housing types so that individuals and families can enter and move through the housing continuum to address their own specific needs and desires. By increasing supply and affordability, more individuals and families are able to move through the continuum and have greater housing options available to them to choose from. Increased diversity in housing types, through increased supply, can create an environment that supports residents with varying circumstances and needs.

The definition of Affordable Housing itself also varies by governments and agencies. Generally, “affordable” means housing that costs less than 30% of an individual or family’s gross income. Affordable Housing, however, is a broad term that can include multiple housing types and tenures.

The left end of the Housing Continuum addresses the need for crisis housing, such as Shelters or Transitional Housing, where the primary goal is providing basic shelter for those in need or experiencing homelessness – known as “housing first.” Moving across the Housing Continuum is Supportive Housing, Long-term Care and Social Housing, which are categories of housing that can receive subsidy assistance or provide housing alongside other support services. Next, Affordable Rentals or Affordable Home Ownership refers to dwellings designed or programmed specifically to be below the 30% income threshold. Finally on the Housing Continuum is independent market Rental Housing and Home Ownership.

Based on the latest data, the average monthly rent in Aurora costs \$1,371 for a one bedroom, \$1,794 for a two bedroom, and \$2,065 for a three bedroom dwelling ([CMHC Housing Market Information Portal](#)). The current average private market dwelling in Aurora is valued at approximately \$1,330,000 ([Toronto Regional Real Estate Board](#)).

Comparatively, the median total income for economic families in Aurora is \$135,000, the median total income of households is \$119,000, the median total income for one-parent economic families is \$88,000, and the median total income for one-person households is \$51,600 ([StatsCan](#)). Economic families are considered families living together who are related by blood, marriage, common-law or adoption. Households account for residents living together who are not related by blood, marriage, common-law, or adoption. One-parent economic families are single parents with children, and one-person households capture residents who live alone. Using the median income for each category (instead of the average) is a stronger metric overall as it reflects the central tendency of incomes without being skewed by exceptional outliers.

**Table 4:** Census Income Breakdown in Aurora (StatsCan, 2020 data retrieval for 2021 Census)

Median One-person Household	Median One-parent Economic Family	Median Household Income	Median Total Income of Economic Family
\$51,600	\$88,000	\$119,000	\$135,000

The Affordability Price Threshold is a measurement to determine the maximum price that households can afford to pay for private market dwellings, which includes the cost of a mortgage, mortgage insurance, and property taxes relative to 30% of gross overall income. The Affordability Price Threshold based on these factors for Aurora is \$509,000 based on the median total income for economic families, \$449,000 based on the median total income for households, \$332,000 based on the median total income for one-parent economic families, and \$194,000 based on the median total income for one-person households. These thresholds are largely unattainable, and it is also worth noting that the Affordability Price Threshold assumes individuals and families can make the minimum allowable down payment, which can often be difficult to save up for as well.



**Average Private Market Dwelling Value in Aurora**



**Affordable Price Threshold**



Affordable Rent Thresholds are calculated using the CMHC Housing Market Information (rental rates) as a baseline. York Region and the province have established, through definition in the York Region Official Plan, that the Affordable Rent Threshold is set at 125% of the CMHC baseline as a standard practice. This higher percentage threshold is used for a better reflection of true rents that can reasonably be obtained given that the existing housing stock, which is used to form the CMHC data, is generally either already occupied long term and unattainable, or aged and not reflective of current building code and amenity standards for someone who is newly renting. The Affordable Rent Thresholds for Aurora are as follows:

**Table 5:** Affordable Rent Thresholds in Aurora

One-bedroom	Two-bedroom	Three-bedroom
\$1,714	\$2,243	\$2,581

Aurora's overall affordability threshold is impacted by the generally high total income for economic families. This in turn effects middle income earners, single household earners, and retirees, who may struggle to attain homes that are considered affordable. This consequently leads residents having to search for housing in other municipalities across the province or country for more affordable options. Housing affordability affects everyone, and there is a need to increase housing diversity and supply to meet the needs and circumstances of all individuals.

## 2.0 - How to Read this Plan

This Plan is not a statutory document but is intended to be used to provide a general framework for decision-making by identifying and tracking the pursuit of the action items that are listed. Each action item will be required to be monitored and completed through its own respective implementation process, and cumulatively they form the core of this Plan.

Each action item is summarized through four columns: description, results, implementation tool, and timeframe. The description column provides an overview of the action item. The results columns describe what the action item is set to accomplish. The implementation tool column is how the action item will be carried out, and the timeframe column outlines the anticipated timeframe for when the item is to commence. Collectively, these provide the general overview of each action item, and further monitoring is also expected to be achieved through the accompanying monitoring table in the Appendix.

It is important to note that the Introduction section of this Plan and context setting values used to define housing and growth in Aurora remain subject to constant change and evolution. There are a number of external and supra-municipal factors that shape the housing, growth and development context within Town, such as the labour market, interest rates, immigration, and government policy. While some of these factors are in constant change, the action items that are embedded within this Plan have been developed to respond proactively and comprehensively to the housing crisis at large. These action items are again the core of this document and can be pursued at the municipal level to cumulatively produce positive housing outcomes for the Town moving forward.

## 3.0- Key Objectives of this Plan

The six key objectives of the Affordable Housing Action Plan are to be read and applied collaboratively. Together, they provide the foundation for positive housing outcomes in Aurora to 2051 and beyond. The six key objectives of the Town of Aurora Affordable Housing Action Plan are as follows:





# Increase Housing Supply

# Key Objective: Increase Housing Supply



There is a critical lack of supply relative to the demand for housing across Ontario. To alleviate this pressure, more housing units are required to be delivered. The following actions will increase the supply of housing in Aurora:

## Action Item #1 – Permit Four Units per Residential Lot

Description	Result	Implementation Tool	Timeframe
Permit four units as-of-right on serviced residential lots of sufficient size with available parking.	Gentle intensification of traditionally single detached neighbourhoods will increase “missing middle” and rental housing opportunities. Further, the renting out of additional residential units offers the ability for property owners to alleviate their own housing costs.	Comprehensive Zoning By-law Review	2025

## Action Item #2 – Incrementally Increase Density

Description	Result	Implementation Tool	Timeframe
Density permissions will need to incrementally increase for strategic growth areas over time.	Densities within established strategic growth areas including the Aurora Promenade and Major Transit Station will eventually need to increase. This is a longer-term action item as the Town continues to urbanize but should be acknowledged proactively and be phased through future Official Plan Reviews.	Official Plan	Ongoing and through each future Official Plan Review.



### Action Item #3 – Undertake a Land Use Planning Study for Commercial and Employment Land Conversion Opportunities

Description	Result	Implementation Tool	Timeframe
Conduct a Land Use Planning Study to evaluate the longer-term feasibility of accommodating housing in traditionally non-residential locations and encourage mixed use opportunities.	The planning study will allow the Town to proactively evaluate the feasibility of these lands to accommodate housing opportunities in line with provincial planning directions which may enable the conversion of employment lands to occur outside of a municipal comprehensive review. Key areas for study can include the 404 Corridor, Industrial Parkway, and Bayview Avenue, where encouraging higher density, mixed use opportunities can be evaluated.	Dedicated Land Use Study on Commercial and Employment Land Conversions.	2025-2030

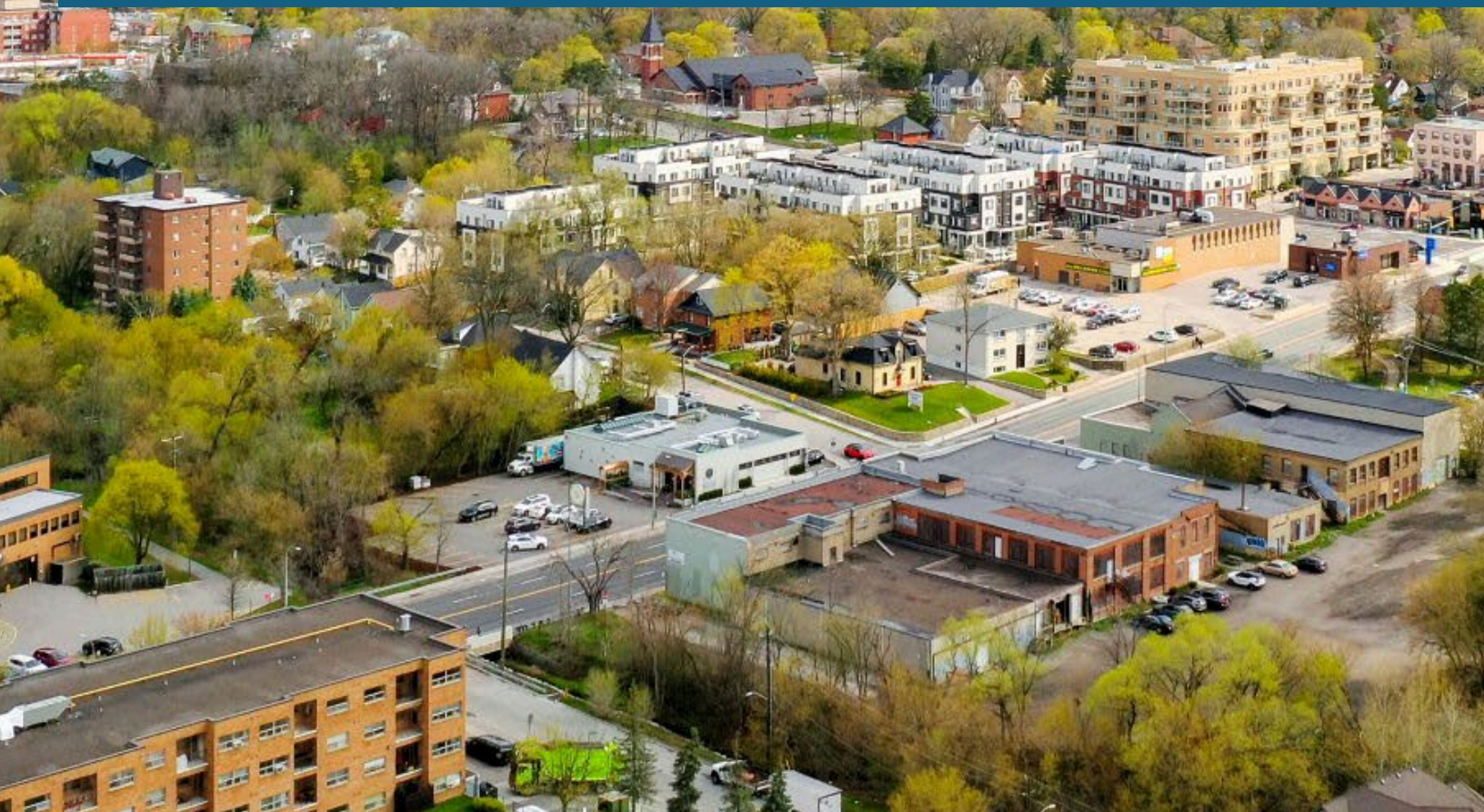
### Action Item #4 – Evaluate Housing Opportunities on Key Sites

Description	Result	Implementation Tool	Timeframe
Lead the proactive evaluation and planning of key sites in Town for housing opportunities.	The Town can look to evaluate and proactively develop site-specific policies or secondary plans for key sites and areas within Town to proactively enable housing opportunities, such as for 50-100 Bloomington Road West, amongst others.	Area or site-specific secondary plans and pre-zoning as needed.	2025-2030

## Action Item #5 – Update Zoning Provisions to Align with the Town’s Official Plan and Support Housing Creation

Description	Result	Implementation Tool	Timeframe
5.1 – Pre-zone the Aurora Promenade and Major Transit Station Area to align with the Town’s new Official Plan.	Consistent and aligned heights and land use permissions between the Zoning By-law and the Official Plan will ensure site-specific development applications conform to the Town’s established planning framework for the area, including a planned minimum density of 150 people and jobs within the defined Major Transit Station Area.	Comprehensive Zoning By-law Review	2025
5.2 – Pre-zone Local and Regional Corridors to align with the Town’s new Official Plan.	The Zoning By-law will be updated to reflect heights of 5-storeys along Regional Corridors and 4-storeys along Local Corridors as directed by the new Official Plan.	Comprehensive Zoning By-law Review	2025
5.3 – Remove outdated or unnecessary zoning provisions that unduly restrict housing creation.	Zoning By-law updates can look to add further flexibility for co-habitation, multi-generational housing, congregate living, group homes and co-operatives. Further, zoning standards around the Additional Residential Unit framework will need to be updated.	Comprehensive Zoning By-law Review	2025

# Promote Housing Affordability and Stability





## Key Objective: Promote Housing Affordability and Stability



Promoting housing affordability and stability means ensuring individuals and families can first access, and then keep housing over the course of their lifetimes and as needs change. Aurora will promote housing affordability and stability through the following action items:

### Action Item #6 – Establish an Affordable Housing Reserve Policy

Description	Result	Implementation Tool	Timeframe
Create an Affordable Housing Reserve Policy, where Community Benefits Charges and other financial contributions from developments can be used for affordable housing initiatives, with no impact on taxpayers.	An Affordable Housing Reserve Policy will allow the Town to establish grants to assist with affordable housing projects and initiatives. A key focus can be on assisting non-profit and co-op housing providers or supporting non-profit Community Land Trusts.	Creation of Affordable Housing Reserve Policy	2025-2030

### Action Item #7 – Provide Incentive Opportunities for Accessible Housing Initiatives

Description	Result	Implementation Tool	Timeframe
Establish a grant program for accessible renovations or additions, the creation of accessible second suites, and the promotion of aging in place.	A grant program geared towards accessible housing improvements can reduce financial barriers and promote greater accessible housing opportunities and independence.	Creation of an Accessible Housing Grant Program	2025-2030

## Action Item #8 – Require Affordable Housing Assessments for all New Residential Developments

Description	Result	Implementation Tool	Timeframe
Affordable Housing Assessments to be required as part of a complete application for proposed residential developments.	The Town requires that 25% of all new residential developments be affordable, and that 35% of all new residential development within the Major Transit Station Area be affordable. Requiring Affordable Housing Assessments will ensure enforcement of this policy framework through detailed demographic and affordability assessments for each site-specific application that is received.	Terms of Reference to be provided to applicants at the pre-consultation review stage to ensure these Assessments are provided as part of a complete application.	Immediate

## Action Item #9 – Ensure Universal Design Standards are Implemented in Developments

Description	Result	Implementation Tool	Timeframe
Ensure universal design standards are reflected in the design and development of residential proposals early in the process.	<p>Universal design allows residential units and buildings to be adaptable to the changing needs of residents over time.</p> <p>The financial impact of universal design is minimal when implemented at the design stage, and the Town can be proactive in this regard to ensure that the design of buildings accommodates a variety of needs over the course of one's lifetime.</p>	Pre-consultation Review Stage	Immediate

### Action Item #10 – Implement Inclusionary Zoning for the MTSA

Description	Result	Implementation Tool	Timeframe
Establish a policy framework for Inclusionary Zoning for the Aurora Major Transit Station Area.	Inclusionary Zoning can include a range of measures that focus on providing affordable housing units within private market development proposals and provide for those units to be maintained as affordable over an extended period of time.	Adoption of Inclusionary Zoning Policy Framework (in line with O. Reg 232/18) and By-law.	2025-2030

### Action Item #11 – Utilize Government Owned Land for “Housing First” Opportunities

Description	Result	Implementation Tool	Timeframe
Surplus land owned by all levels of government can be prioritized for the provision of housing.	Land costs are a primary restriction to housing affordability. Taking advantage of surplus government owned land and prioritizing housing, including emergency, transitional, and social housing, will ensure these critical “housing first” opportunities are provided. The Town can specifically work alongside the Region to identify surplus lands, as well as opportunities for leasing. Surplus lands can also be utilized as part of a Community Land Trust process with local non-profit housing partners.	Engagement with all levels of government regarding surplus land in Aurora.	Immediate

## Action Item #12 – Support the Implementation of Modular and Prefabricated Construction

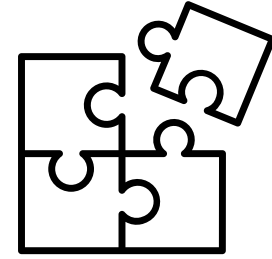
Description	Result	Implementation Tool	Timeframe
<p>Modular housing refers to units that can be prefabricated then assembled at an appropriate site.</p> <p>Supporting the greater introduction of modular and prefabricated units, where appropriate, can assist in providing more affordable and alternative housing opportunities in Town.</p>	<p>Modular housing can assist housing affordability and can be encouraged within appropriate developments, evaluated on a site-by-site basis.</p> <p>Study can also be done as required on the suitability of the construction method and long-term viability, to ensure effective implementation of enabling tools to support the construction method.</p>	<p>Modular Housing Implementation Study</p> <p>Updating the Town's Comprehensive Zoning By-law as required.</p>	<p>2025</p>



A photograph of a historic downtown street scene. The central focus is a tall, red brick clock tower with a square top and a large clock face. To the left, a brick building has a sign that says "CUSTOMS". In the foreground, there are flower baskets hanging from a lamppost and a sign for "Smiles by Dr. Mark Swartz". To the right, there are more brick buildings, some with arched windows, and a blue building. The sky is blue with light clouds. A dark blue banner with white text is overlaid on the middle of the image.

# Ensure Complete Community Growth

# Key Objective: Ensure Complete Community Growth



It is important to ensure that residential development and growth is balanced with the appropriate access to goods, services, parks, and amenities. Social integration and economic well-being are considered fundamental pillars in increasing an individual's connection to the community and overall well-being. Promoting a complete community will ensure that individuals continue to be attracted to Aurora and want to stay here as their individual or family needs change. Aurora will continue to ensure housing is part of a complete community through the following action items:

## Action Item #13 – Eliminate Minimum Parking Requirements

Description	Result	Implementation Tool	Timeframe
Eliminate minimum parking requirements within the Major Transit Station Area.	The construction of underground parking adds more time to the construction process and represents a significant cost that ultimately gets passed onto unit owners and impacts affordability. Zoning provisions can also result in the overbuilding of parking spaces for areas that are transit-oriented or walkable like the Major Transit Station Area. Eliminating minimum parking requirements will ensure that housing units built within the Major Transit Station Area are at a more affordable price point. This is also further supported by Provincial Bill 185.	Comprehensive Zoning By-law	2025

## Action Item #14 – Create an Affordable Housing Community Improvement Plan

Description	Result	Implementation Tool	Timeframe
Establish a Community Improvement Plan that can offer grant funding, loans, or tax assistance for affordable housing developments including additional residential units and other housing opportunities such as congregate living.	The Town’s new Official Plan has enabling policies to prepare a Community Improvement Plan geared towards the creation of affordable housing. This would incentivize the creation of affordable housing through grants, loans, or tax assistance. The Program can focus on new and innovative housing opportunities, such as additional residential units, co-habitation and congregate living.	Affordable Housing Community Improvement Plan Policy Program and implementing By-law	2025-2030

## Action Item #15 – Undertake Streetscape and Infrastructure Improvements for the Aurora Promenade

Description	Result	Implementation Tool	Timeframe
Improvements to above and below grade infrastructure will allow for the timely and efficient delivery of housing units with proper servicing and infrastructure along the Aurora Promenade, which is a primary mixed-use growth corridor for the Town.	Streetscape and infrastructure improvements within the Aurora Promenade will reduce the overall cost of development and in turn assist with housing affordability for the area while ensuring the downtown is a vibrant and attractive place to live, work and play. Infrastructure improvements ensure this mixed-use corridor is “housing-ready” to accommodate anticipated levels of growth.	Aurora Promenade Streetscape Improvement Project	2024-2026

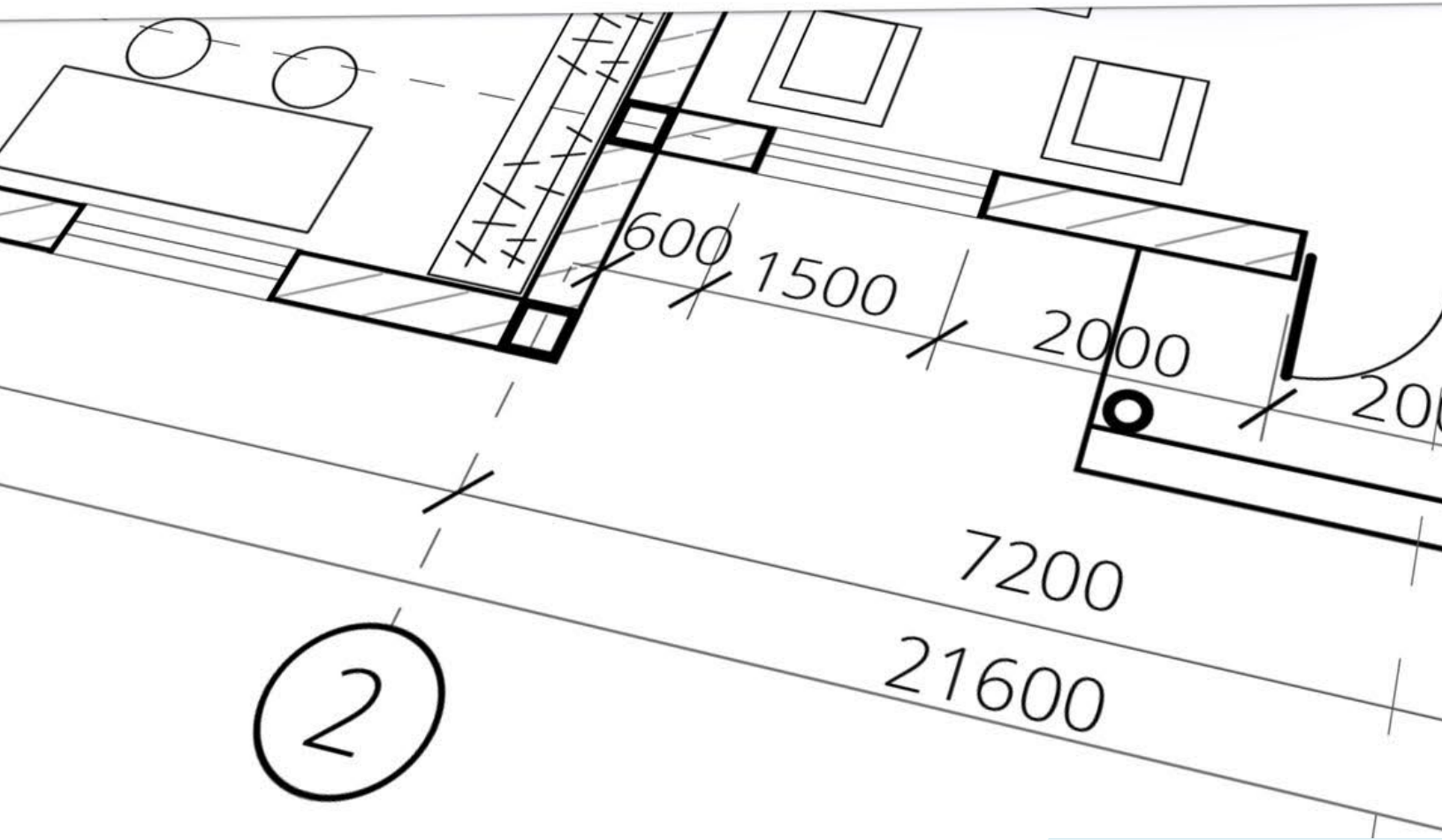
## Action Item #16 – Work with York Region to Ensure there is Sufficient Servicing Capacity for Growth

Description	Result	Implementation Tool	Timeframe
Continue to work with York Region to ensure the timely delivery of infrastructure improvements and water and wastewater servicing capacity to meet growth forecasts.	Sufficient servicing capacity will ensure that approved developments can be constructed in a timely and efficient manner. A lack of servicing restricts housing supply, and stalls approved developments from being constructed. Ensuring the timely delivery of the north York Durham Sewage System (YDSS) expansion is a priority for meeting housing supply needs.	Region of York Servicing Allocation and north YDSS expansion project	Ongoing



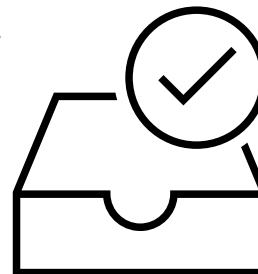


# Streamline Approvals



## Key Objective: Streamline Approvals

More streamlined approvals results in the faster delivery of housing. Recent provincial legislation has also focused on reducing red tape and expediting the development review and approval process. The Town of Aurora has been committed to these process improvements including through the recent launch of the online application portal system, and will continue to streamline approvals for affordable housing through the following action items:



### Action Item #17 – Implement a Community Planning Permit System

Description	Result	Implementation Tool	Timeframe
Utilizing a Community Planning Permit System would allow the Town to develop specific development standards for a geographic area and allow zoning, site plan, and minor variance processes to be combined into one application and permit approval process.	The Town's Official Plan enables the use of a Community Planning Permit System. This would allow development proposals that conform to the established development standards to be approved in a more streamlined manner. Multiple applications can be consolidated into a single review, with only one application and a permit approval process being required. The consolidation of applications can support the faster approval and delivery of housing for a geographic area that Council identifies.	Community Planning Permit Study and By-law	2025

### Action Item #18 – Continue to Enhance the Electronic Portal Application System

Description	Result	Implementation Tool	Timeframe
The Town has transitioned to an online based development application intake review system, which has sped up the development application review process.	The faster intake and review of applications ensures the faster processing and approval of applications, which in turn supports the delivery of housing opportunities. Continued development, enhancement and upgrading of the system will ensure its effectiveness and efficiency moving forward to ensure applications continue to be reviewed and processed in an expedited manner.	Cityview Software Online Application Portal	Ongoing

### Action Item #19 – Prioritize the Approval of Affordable Housing Developments

Description	Result	Implementation Tool	Timeframe
Affordable housing development proposals can be flagged at the pre-consultation and application intake stage and be prioritized for immediate review, processing, and approval.	Identifying and prioritizing affordable housing development proposals for approval ensures that the application review period for these files is condensed, leading to the prompt approval and delivery of critically needed affordable housing opportunities.	Pre-consultation Review Stage and Development Application Review Process	Immediate

## Action Item #20 – Support the development of a Range of Care-Based Housing

Description	Result	Implementation Tool	Timeframe
Care-based housing, including long-term and hospice care, can be supported through the application review process to streamline approvals and prioritize the integration of these uses within the community.	The integration and support for care-based housing throughout the Town ensures the availability of housing for all residents, as individual or family needs change. The Town can play a key role in supporting these housing providers through the due diligence and application review and approval process. The Town can also continue to advocate and support funding for this type of housing across all levels of government.	Pre-consultation Review Stage and Development Application Review Process	Immediate

## Action Item #21 – Waive Application Fees for Critical Housing Opportunities

Description	Result	Implementation Tool	Timeframe
Remove all related application fees for emergency, transitional, and or supportive housing.	Eliminating application fees for critical housing projects supports the overall affordability of the proposal, while also streamlining the application process by no longer requiring fee review and processing.	Fee By-law Update	2025





# Enhance Partnerships

## Key Objective: Enhance Partnerships

Solving the housing crisis is a collaborative effort involving all levels of government and partners in both the private and non-profit sectors. The Town of Aurora will continue to develop and enhance partnerships around the delivery of affordable housing through the following action items:



### Action Item #22 – Assist York Region and Housing York Inc. in Identifying Appropriate Sites for Housing

Description	Result	Implementation Tool	Timeframe
Continue to assist York Region and Housing York Inc. as appropriate with any site selection and review process for housing opportunities on appropriate sites.	Assisting with the site selection, acquisition and approval process for Housing York Inc. related projects ensures that the appropriate mix and balance of housing across the housing continuum is provided within the Town. The Town can continue to assist the Region as they advance their housing programming and Region-wide operations.	Staff to Staff correspondence and reporting to Council as required.	Ongoing

### Action Item #23 – Work with School Boards to Evaluate Sites and Seek Innovative Opportunities for Housing

Description	Result	Implementation Tool	Timeframe
The Town can engage with local school boards and be involved in the acquisition of surplus lands or encourage site development to consider innovative ways of adding housing on school board owned	More urban areas have begun partnering with school boards on mixed use residential-institutional developments. This can result in the creation of housing on school board sites that still also continue to provide education facilities. Further, any	Staff and Council engagement with School Boards	Ongoing

<p>land. The Town can also work with school boards to evaluate schools with excess capacity and seek opportunities to add density permissions for these areas, where appropriate.</p>	<p>surplus lands can be used to accommodate housing opportunities, and working alongside school boards to evaluate school capacities provides an opportunity to increase density permissions in appropriate strategic locations.</p>		
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### **Action Item #24 – Connect Developers with Affordable and Rental Housing Providers at the Pre-consultation Stage**

Description	Result	Implementation Tool	Timeframe
<p>Staff can ensure that at the pre-consultation stage, developers are provided with a list of affordable and rental housing providers and be encouraged to partner with them to add affordable units in their proposals.</p>	<p>The Town can assist in bridging the gap between the private and non-profit sectors and provide a key opportunity for communication and partnership at the pre-consultation stage. Connecting developers with affordable and rental housing providers early in the process will ensure greater opportunity for affordable and rental housing options to be integrated in the proposed development.</p>	<p>Pre-consultation Review Stage</p>	<p>Immediate</p>



### Action Item #25 – Liaise with the Provincial and Federal Governments for Housing Funding and Support

Description	Result	Implementation Tool	Timeframe
The Town can continue to liaise with the provincial and federal governments and apply for grants and funding opportunities where appropriate.	Collaboration and support from all levels of government is needed to combat the housing crisis. More resources and funding will ensure the successful implementation of housing related goals and objectives, including those listed as part of this Affordable Housing Action Plan. A key focus alongside government partners can also be on ensuring homelessness prevention and resource support.	Staff and Council discussions and lobbying with Members of Parliament/ Members of Provincial Parliament.	Ongoing

### Action Item #26 – Support Community Housing Providers and Protect Affordable and Rental Housing Units

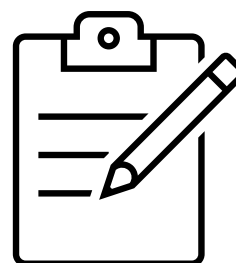
Description	Result	Implementation Tool	Timeframe
The Town can work with Community Housing Providers, including seniors and Indigenous housing providers, non-profits and co-ops to advance housing opportunities, while also ensuring that affordable and rental units are protected over the long-term.	The Town can partner with and encourage community housing providers to locate in Aurora and assist through the site selection, due diligence, acquisition, and development approval phases. Further, the Town can continue to monitor rental market trends and ensure protection of affordable rental units through appropriate by-laws (Renovation License and Relocation By-law).	Staff and Council engagement  Study and passing of Renovation License and Relocation By-law as needed	Ongoing



An aerial photograph of a suburban residential neighborhood. The houses are arranged in neat rows, featuring a mix of brick and siding exteriors with various roof colors, including red, grey, and brown. In the foreground, there is a well-maintained green lawn with a blue playground structure and a paved walkway. A road with a roundabout is visible on the right side of the image. The sky is a clear, bright blue with some light, wispy clouds.

# Continually Monitor, Assess and Educate

## Key Objective: Continually Monitor, Assess and Educate



The Town of Aurora is evolving and will continue to evolve. Evaluation of the housing climate, policy direction, and success of programs will be required to meet the evolving needs of the community to 2051. Iterative monitoring, assessment, and education of housing within Aurora will occur through these action items:

### Action Item #27 – Develop and Maintain a Town-Wide Housing Needs and Gap Assessment

Description	Result	Implementation Tool	Timeframe
Evaluate demographic and economic trends on an ongoing basis to assess housing trends, land inventories, and identify gaps in housing needs and supply.	A Housing Needs and Gap Assessment provides data-based assessment of the housing supply and can be used to drive further policy development geared towards addressing known housing gaps or trends. The Assessment can also recurrently evaluate Census data to ensure effective monitoring of the Town's Affordability Thresholds.	Housing Needs and Gap Assessment	Ongoing; next Census is in 2026. Can be conducted alongside each Census cycle.

### Action Item #28 – Continue to Advocate and Educate

Description	Result	Implementation Tool	Timeframe
Engaging in advocacy and education raises awareness of the housing crisis, helps remove prejudices, and can spur further action and support.	Advocacy and education will remove stigmas associated with certain housing and foster greater support within the community. Through campaigns and outreach, more awareness into available programs can also be provided.	Council and Staff; Community outreach and awareness campaigns	Ongoing



## Action Item #29 – Commit to Regular Updates of this Affordable Housing Action Plan

Description	Result	Implementation Tool	Timeframe
This is the Town’s first Affordable Housing Action Plan. As the Town continues to evolve, the action items of this Plan will inevitably need to be monitored and updated accordingly.	The majority of these Action Items have tangible implementation timeframes prior to 2030. Updating the Action Plan will ensure effective goals, objectives and actions as the Town continues to grow through each decade to 2051.	Affordable Housing Action Plan	2030



## Conclusion

This Affordable Housing Action Plan outlines key objectives and action items for the Town of Aurora to pursue to address the housing needs of the community today and into the future. Solving the housing crisis requires the efforts of all levels of government, and this Action Plan provides tangible targets and actions to pursue at the municipal level.

Housing in Ontario is part of a complex system. There have been numerous efforts across multiple levels of government for years to tackle the housing crisis. However, the conversation around affordable housing is changing. There is a unified recognition for the importance of providing affordable, attainable and diverse housing options for all. As communities grow, there is a recognized need to shift approaches and ideologies to solve the housing crisis.

Planning for housing is not only about solving the problems faced today, but also about aiming to improve the lives of future generations over the long term. The Action Items contained within this plan lay the groundwork for positive housing outcomes moving forward. The Town of Aurora is committed to pursuing solutions to the housing crisis, and this made-in-Aurora Affordable Housing Action Plan provides the blueprint for achieving real results within our community.





**Mayor Tom Mrakas**

**Councillor Ron Weese**

**Councillor Rachel Gilliland**

**Councillor Wendy Gaertner**

**Councillor Michael Thompson**

**Councillor John Gallo**

**Councillor Harold Kim**

**Prepared by the Town of Aurora Planning and Development Services Department:**

Marco Ramunno, MCIP, RPP, Director of Planning and Development Services

Adam Robb, MPL, MCIP, RPP, CAHP, PLE, Manager of Policy Planning and Heritage

Dania Asahi Ogie, Policy Planner

## Appendix A – Monitoring and Priority Table

<b>Action Items - Town of Aurora Affordable Housing Action Plan</b>		
<ul style="list-style-type: none"> <li>• General Priority Order refers to the general order of implementation for each action item within the Key Objective category</li> <li>• Timeline: Short-term is less than 1 year   Medium-term is from 1 year to 5 years   Long-term is greater than 5 years   Ongoing is for action items that have a continuous cyclical timeline</li> </ul>	<b>General Priority Order</b>	<b>Timeline</b>
<b>Increase Housing Supply</b>		
Permit Four Units per Residential Lot	1	Short-term
Update Zoning Provisions to Align with the Town’s Official Plan and to Support Housing Creation	2	Short-term
Undertake a Land Use Planning Study for Commercial and Employment Land Conversion Opportunities	3	Medium-term
Evaluate Housing Opportunities on Key Sites	4	Medium-term
Incrementally Increase Density	-	Ongoing
<b>Promote Housing Affordability and Stability</b>		
Require Affordable Housing Assessments for all New Residential Developments	1	Immediate
Ensure Universal Design Standards are Implemented in Developments	2	Immediate
Utilize Government Owned Land for “Housing First” Opportunities	3	Immediate
Support the Implementation of Modular and Prefabricated Construction	4	Short-term
Implement Inclusionary Zoning for the MTSA	5	Medium-term
Provide Incentive Opportunities for Accessible Housing Initiatives	6	Medium-term
Establish an Affordable Housing Reserve Policy	7	Medium-term
<b>Ensure Complete Community Growth</b>		
Eliminate Minimum Parking Requirements	1	Short-term
Undertake Streetscape and Infrastructure Improvements for the Aurora Promenade	2	Medium-term
Create an Affordable Housing Community Improvement Plan	3	Medium-term
Work with York Region to Ensure there is Sufficient Servicing Capacity for Growth	-	Ongoing
<b>Streamline Approvals</b>		
Prioritize the Approval of Affordable Housing Developments	1	Immediate
Support the development of a Range of Care-Based Housing	2	Immediate
Implement a Community Planning Permit System	3	Short-term
Waive Application Fees for Critical Housing Opportunities	4	Short-term
Continue to Enhance the Electronic Portal Application System	-	Ongoing

<b>Enhance Partnerships</b>		
Connect Developers with Affordable and Rental Housing Providers at the Pre-consultation Stage	1	Immediate
Assist York Region and Housing York Inc. in Identifying Appropriate Sites for Housing	-	Ongoing
Work with School Boards to Evaluate Sites and Seek Innovative Opportunities for Housing	-	Ongoing
Liaise with the Provincial and Federal Governments for Housing Funding and Support	-	Ongoing
Support Community Housing Providers and Protect Affordable Rental Housing	-	Ongoing
<b>Continually Monitor, Assess and Educate</b>		
Continue to Advocate and Educate	1	Ongoing
Develop and Maintain a Town-Wide Housing Needs and Gap Assessment	2	Ongoing
Commit to Regular Updates of this Affordable Housing Action Plan	3	Long-term



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aurora.ca

Town of Aurora  
**Committee of the Whole Report**  
No. PDS24-134

---

**Subject:** Application for Draft Plan of Condominium  
Howland Green Wellington East Ltd.  
35 Sunday Drive  
Part of Lot 20, Concession 3, Parts 1, 2 and 3 on Plan 65R-40023  
File Number: CDM-2024-01  
Related File Number: SP-2022-14

**Prepared by:** Kenny Ng, Planner

**Department:** Planning and Development Services

**Date:** December 3, 2024

---

## Recommendation

1. That Report No. PDS24-134 be received; and
2. That the Draft Plan of Condominium File No. CDM-2024-01 to establish a standard condominium consisting of a total of 43 commercial units within a 4-storey office building, be approved, subject to the conditions attached hereto as Schedule 'A' of this report.

## Executive Summary

This report seeks Council's approval to the Draft Plan of Condominium (Standard Condominium) application at 35 Sunday Drive (the 'subject lands').

- The applicant has submitted a Draft Plan of Condominium application to establish a standard condominium for the development approved under Site Plan Application SP-2022-14;
- The proposed application is consistent with the PPS and conforms with the Growth Plan, the Lake Simcoe Protection Plan and the York Region Official Plan;



- The proposed application conforms to the Town of Aurora Official Plan and Zoning By-law 6000-17, as amended;
- The proposed application was circulated to Town staff and external agencies, and all are satisfied, subject to Conditions of Approval, attached hereto in Schedule 'A'.

## Background

### Application History

The subject Draft Plan of Condominium application was submitted to the Town September 11, 2024, and deemed complete on September 19, 2024.

The associated Site Plan application (SP-2022-14) was approved on Aug 23, 2023, for a four storey multi-unit office building, containing a total of forty-three (43) condominium commercial units, with a total Gross Floor Area (GFA) of 7,965.98 m<sup>2</sup>, and a total of one hundred and ninety (190) parking spaces. The associated site plan agreement was entered into on December 6, 2023. A minor variance application was submitted and approved by the Committee of Adjustment on March 9, 2023 to permit a maximum height increase and to have a clinic as a permitted use.

### Location / Land Use

The subject property, municipally known as 35 Sunday Drive, is located on the south side of Wellington Street East and west of Highway 404. The subject property has an area of approximately 0.89 hectares (2.2 acres) and a lot frontage of approximately 647.15 metres (399 feet).

### Surrounding Land Uses

The surrounding land uses are as follows:

North: Vacant Business Park lands, Wellington Street East, SmartCentres Aurora north commercial plaza

South: Existing employment uses

East: Employment/Business Park uses, Highway 404

West: Business Park Uses, Goulding Avenue, Winners/Homesense/Farm boy

## Policy Context

### Provincial Policies

All *Planning Act* development applications are subject to provincial policies. The Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest. These policies support the development of strong communities through the promotion of efficient land use and development patterns. The Growth Plan for the Greater Golden Horseshoe is a guiding document for growth management within the Greater Golden Horseshoe (GGH) Area to 2051. The Growth Plan provides a framework which guide decisions on how land will be planned, designated, zoned and designed. The Lake Simcoe Protection Plan (LSPP) is a provincial document that provides policies which addresses aquatic life, water quality, water quantity, shorelines and natural heritage, other threats and activities (including invasive species, climate change and recreational activities) and implementation.

### York Region Official Plan (YROP)

In accordance with the YROP, the subject lands are within the “Urban Area” of York Region. It is designated as “Employment Area” within a Designated Greenfield Area. The primary goal of the YROP is to enhance the Region’s urban structure through city building, intensification, and compact, complete, vibrant communities.

The Region’s vision for the Urban Area is to strategically focus growth while conserving resources, and to create sustainable, lively communities. The objective of the Employment Area is to maintain and protect employment areas for the long-term promoting innovation and leading business opportunities.

### Town of Aurora Official Plan

The subject lands are designated as “Business Park” in Schedule “B” of the Town’s Official Plan (Figure 2). Additionally, the subject lands are located within Bayview Northeast Area 2B Secondary Plan Area in Schedule “C” of the Official Plan and are also designated “Business Park” within the Secondary Plan. The intent of the Business Park designation is to provide opportunities for a mix of prestige employment uses and a variety of supporting commercial and community facilities.

### Zoning By-law 6000-17, as amended

As shown on Figure 3, the subject lands are currently zoned “E-BP (531) Business Park Exception Zone” under the Town of Aurora Zoning By-law 6000-17, as amended. This

zoning is intended to accommodate the business and supporting commercial function of the area.

### Reports and Studies

The Owner submitted the following documents as part of a complete application:

- Draft Plan of Condominium, prepared by Schaeffer Dzaldov Purcell Ltd.
- Topographic Survey, prepared by Speight, Van Nostrand & Gibson Limited
- Approved Site Plan by Keith L Mcalpine Architects.

### Proposed Applications

**The applicant has submitted a Draft Plan of Condominium application to establish a standard condominium for the development approved under Site Plan Application SP-2022-14**

As shown in Figure 4, the applicant has submitted a Draft Plan of Condominium application to establish a standard condominium for the development on the subject lands, comprised of a total of forty-three (43) commercial units, and a total of one hundred and ninety (190) parking spaces. Figures 5 and 6 are the approved site plan and elevations.

### Analysis

#### Planning Considerations

**The proposed application is consistent with the PPS and conforms with the Growth Plan, the Lake Simcoe Protection Plan and the York Region Official Plan;**

The proposed application achieves the objectives of development within the settlement areas by utilizes existing infrastructure, provides for a range of business ownership tenure within the Town, and minimizes environmental impacts.

The proposed application provides for opportunities for a diversified economic base and maintains a range and choice of suitable sites for employment uses to support a wide range of economic activities and ancillary uses. The site provides for employment uses, strengthening to economic development within the Region and provides additional opportunities for industrial condominium ownership. The proposed application implements the YROP approved development under Site Plan application SP-2022-14.

The Lake Simcoe Region Conservation Authority (LSRCA) has reviewed the proposed application and has no objection to its approval as the detailed design for the subject development was reviewed and approved under the Site Plan application.

As such, staff are satisfied that the proposed Draft Plan of Condominium application is consistent with the PPS and conforms with the Growth Plan, the Lake Simcoe Protection Plan, and the York Region Official Plan.

**The proposed application conforms to the Town of Aurora Official Plan and Zoning By-law 6000-17, as amended;**

The Business Park designation in the Town's Official Plan permits an integrated mix of employment activities and businesses that occur within highly visible buildings and sites, that are designed and landscaped to present a high quality, prestige image. Business and professional office is a permitted principal use that is also permitted in the Employment Business Park Zone in the Town of Aurora Zoning By-law.

Planning staff are of the opinion that the proposed development conforms to the Town's Official Plan and Zoning By-law.

### **Department / Agency Comments**

**The proposed application was circulated to Town staff and external agencies and all are satisfied, subject to Conditions of Approval, attached hereto in Schedule 'A'.**

The proposed application was circulated to all internal and external agencies for review and comments. The recommended conditions of approval are in place to ensure that the works related to the Draft Plan of Condominium application are in accordance with the approved Site Plan. The Draft Plan of Condominium will be registered once the conditions of approval have been fulfilled.

### **Public Comments**

Planning Staff have not received comments from the public on the proposed planning application.

### **Advisory Committee Review**

No Communication Required.

## **Legal Considerations**

Section 9(2) of the Condominium Act, 1998 states that the requirements of the Planning Act that apply to a plan of subdivision apply to a plan of condominium with necessary modifications. Under the Planning Act, Council has 120 days to make a decision on subdivision applications before the Owner can appeal. Staff deemed the application complete on September 19, 2024; therefore, the applicant may appeal after the date of January 17, 2025.

## **Financial Implications**

There are no financial implications.

## **Communications Considerations**

Applications for Standards Condominium do not require Notice of a Statutory Public Planning Meeting. The Town will inform the public about the information contained in this report by posting it to the Town's website.

## **Climate Change Considerations**

The climate change initiatives were addressed through the approved Site Plan application SP-2022-14. The development would result in increased greenhouse gas (GHG) emissions as it is considered new greenfield development. However, the applicant has applied design elements and mitigation measures to reduce GHG emissions which include design and engineering features to accommodate future roof mounting of solar panels, the use of green building materials and practices, white roof design features, Low Impact Development (LID) measures in the site stormwater management (SWM) design, and drought resistant native plants.

## **Link to Strategic Plan**

Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business: Through the monitoring of emerging employment trends and economic trends, future workforce, education and business development needs are identified in accordance with the Develop plans to attract businesses that provide employment opportunities for our residents action item.

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

1. Refusal of the application with an explanation for the refusal.

## **Conclusions**

Planning and Development Services reviewed the proposed Draft Plan of Condominium in accordance with the provisions of the Provincial, Regional, the Town's Official Plan, Zoning By-law and municipal development standards respecting the subject lands. The proposed Draft Plan of Condominium is considered to be in keeping with the development standards of the Town. Therefore, staff recommend approval of the Draft Plan of Condominium application, subject to the fulfillment of the related conditions of approval.

## **Attachments**

Figure 1 – Location Map

Figure 2 – Existing Official Plan Designation

Figure 3 – Existing Zoning By-Law

Figure 4 – Draft Plan of Condominium

Figure 5 – Approved Site Plan

Figure 6 – Approved Elevations

Schedule 'A' – Conditions of Approval

## **Previous Reports**

Committee of Adjustment Report No. MV-2023-08, dated March 9, 2023.

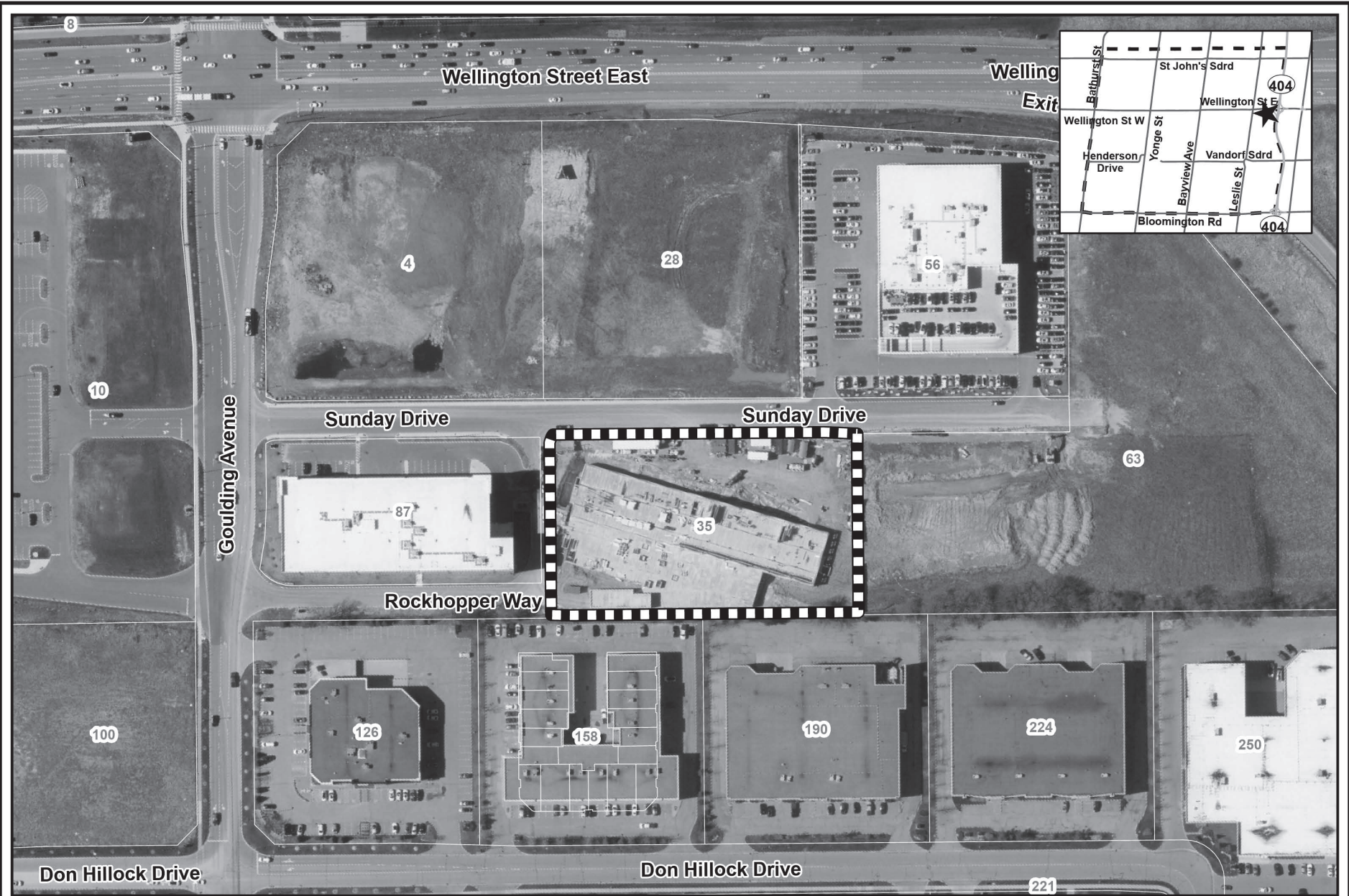
## **Pre-submission Review**

Agenda Management Team review on November 14, 2024

## **Approvals**

Approved by Marco Ramunno, Director, Planning and Development Services

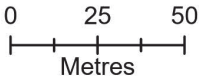
Approved by Doug Nadorozny, Chief Administrative Officer



### LOCATION MAP

APPLICANT: Howland Green Homes Ltd.  
 FILES: CDM-2024-01  
 FIGURE 1

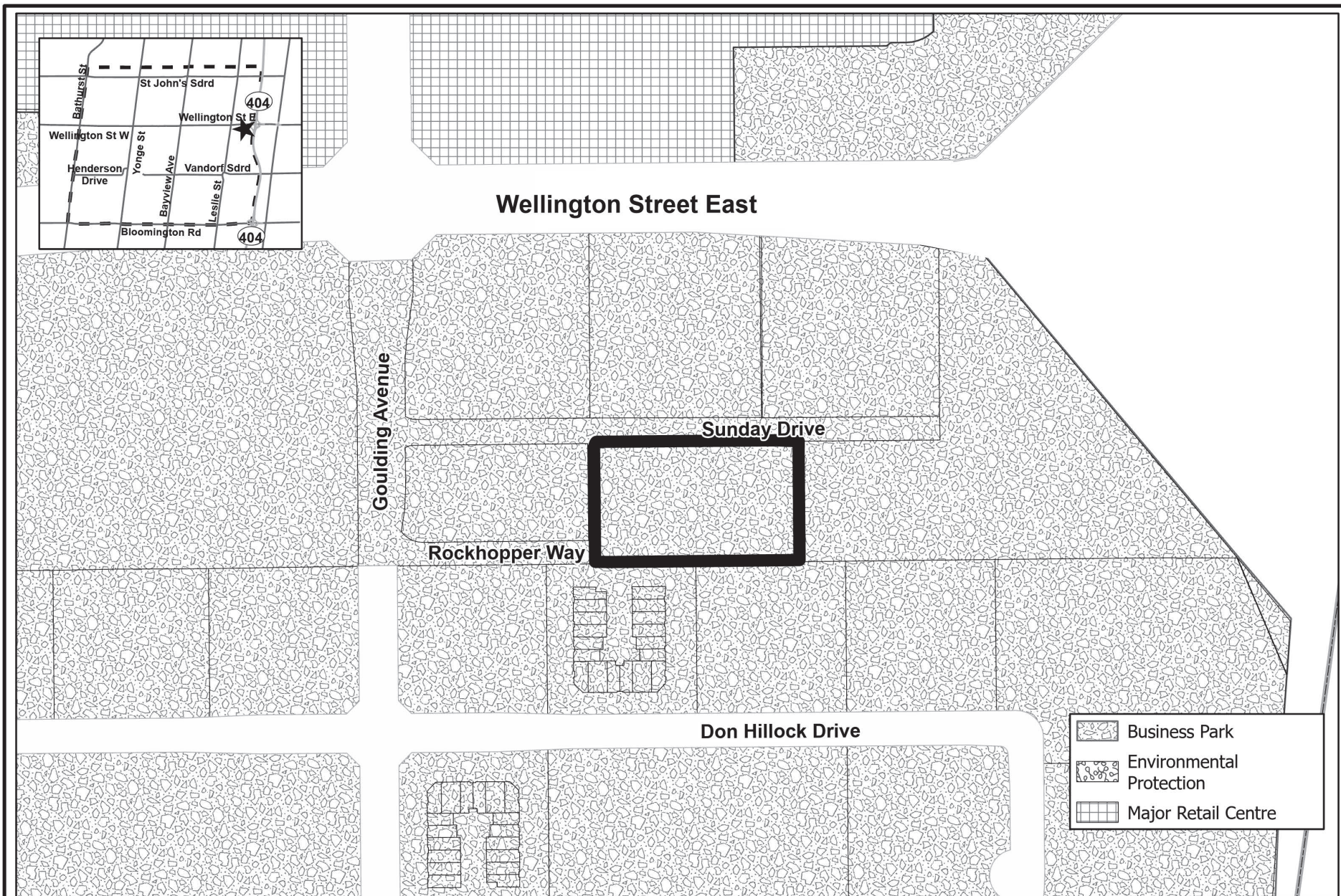
 SUBJECT LANDS



Map created by the Town of Aurora Planning and Building Services Department, 2024-10-30. Base data provided by York Region & the Town of Aurora. Air Photos taken Spring 2024, © First Base Solutions Inc., 2024 Orthophotography.

Document Path: J:\data\data\Planning Maps\35 Sunday Drive (CDM-2024-01)\CDM-2024-01\_35\_Sunday\_Drive\CDM-2024-01\_35\_Sunday\_Drive.aprx





-  Business Park
-  Environmental Protection
-  Major Retail Centre

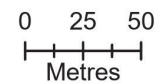
## EXISTING OFFICIAL PLAN DESIGNATION

APPLICANT: HOWLAND GREEN HOMES LTD.

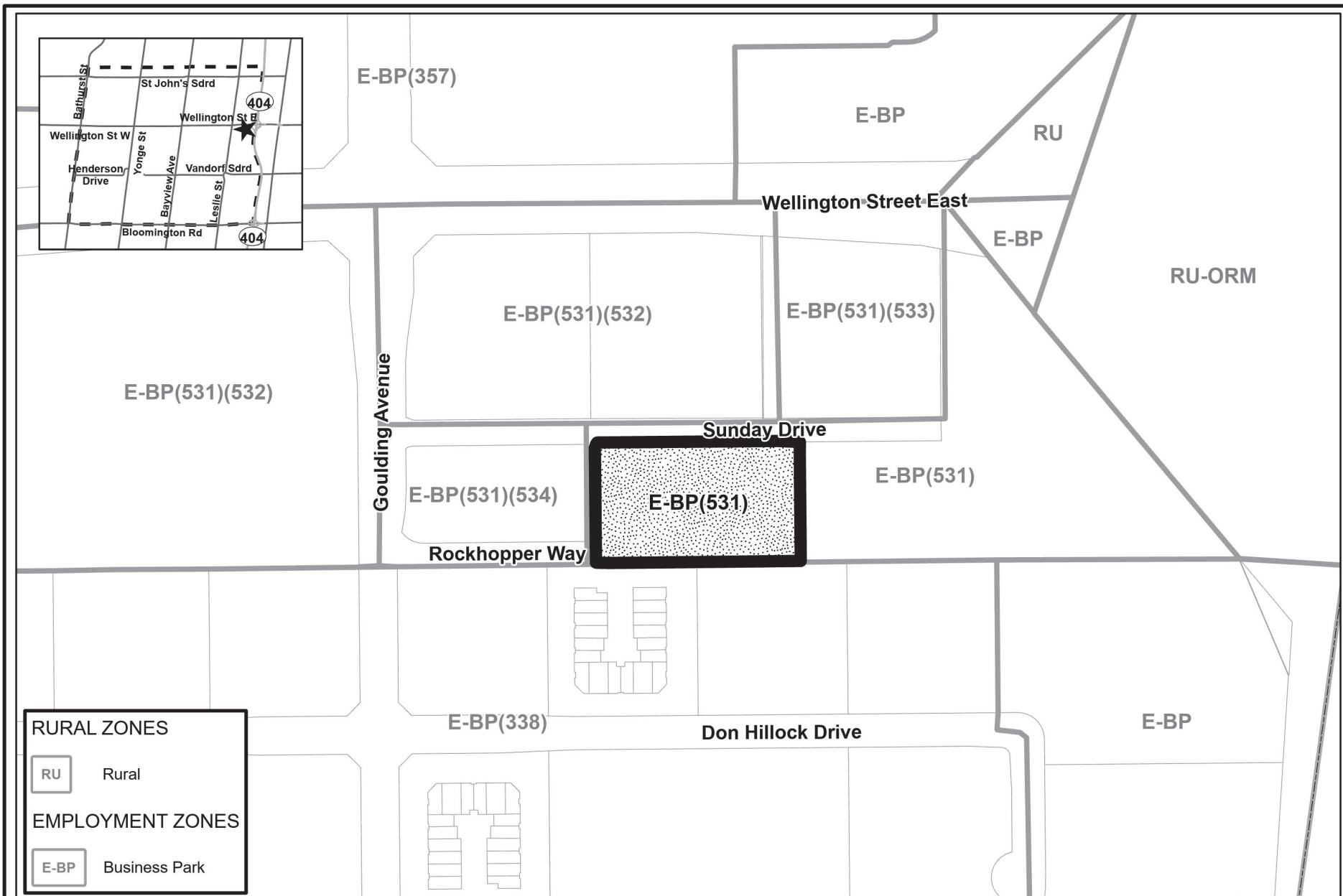
FILES: CDM-2024-01

FIGURE 2

 Subject Lands







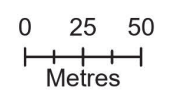
**RURAL ZONES**

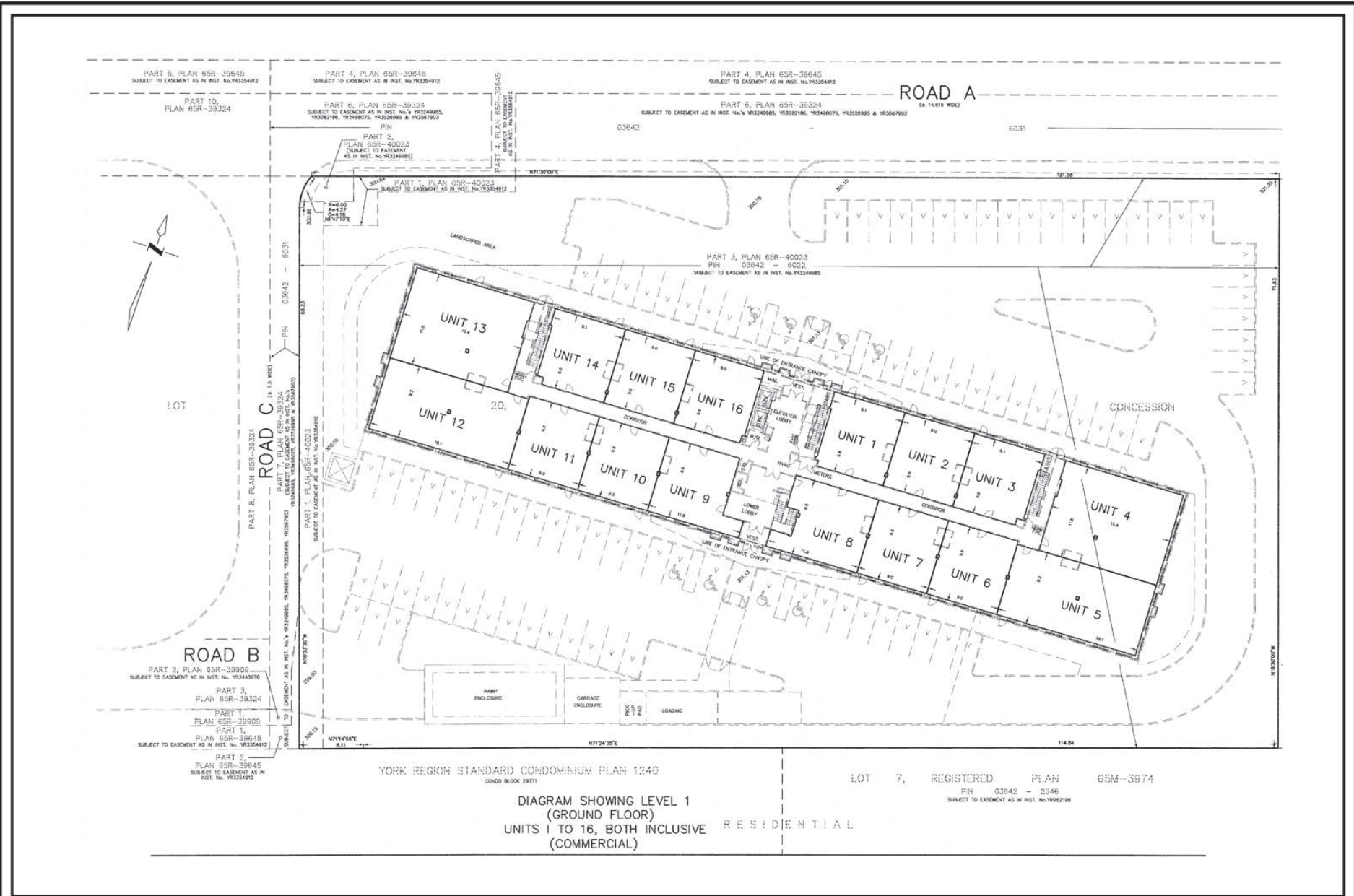
RU Rural

**EMPLOYMENT ZONES**

E-BP Business Park

**EXISTING ZONING**  
 APPLICANT: HOWLAND GREEN HOMES LTD.  
 FILES: CDM-2024-01  
 FIGURE 3





YORK REGION STANDARD CONDOMINIUM PLAN 1240  
 03000 (BLOCK 2977)

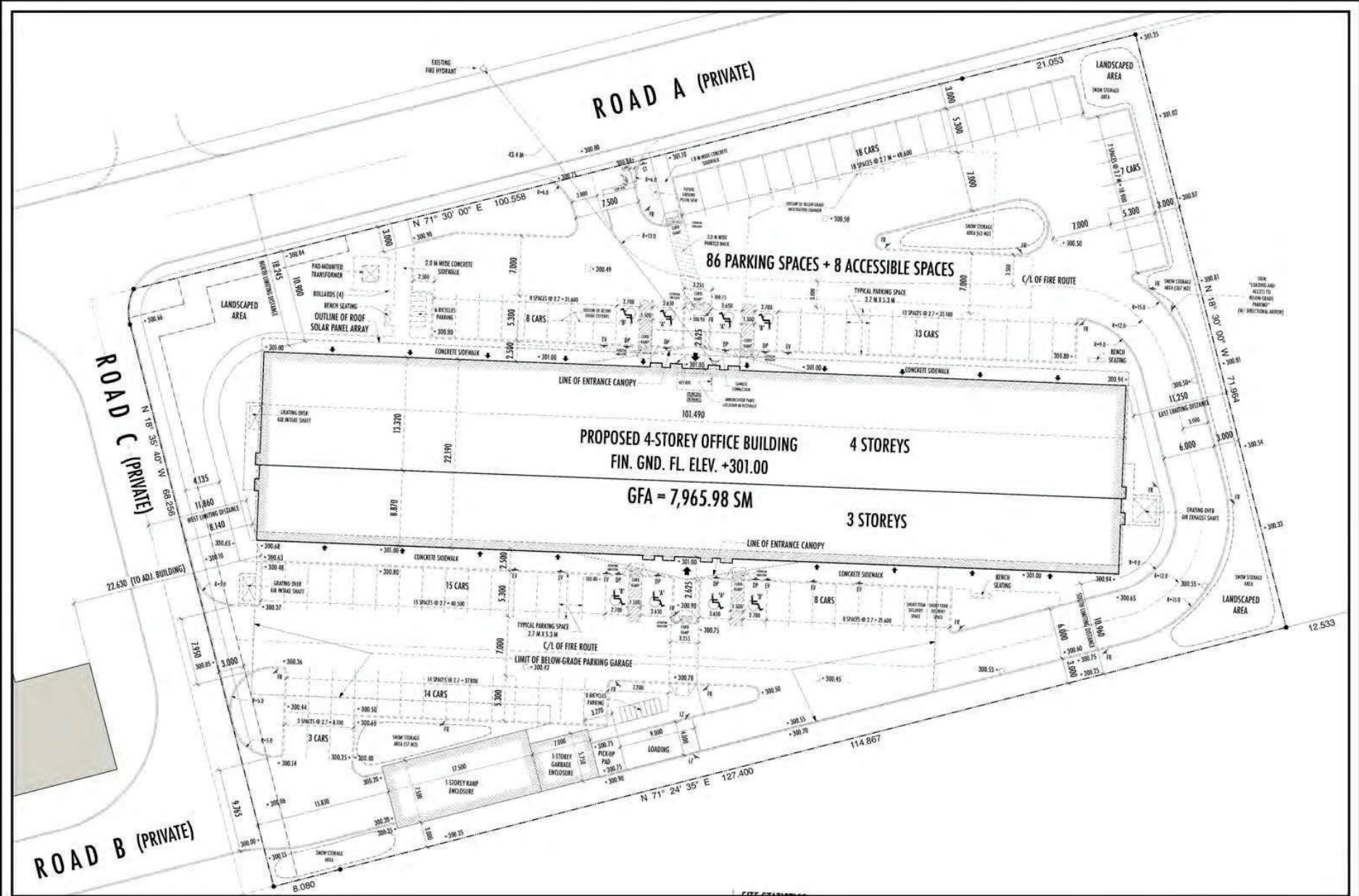
DIAGRAM SHOWING LEVEL 1  
 (GROUND FLOOR)  
 UNITS 1 TO 16, BOTH INCLUSIVE  
 (COMMERCIAL) RESIDENTIAL

LOT 7, REGISTERED PLAN 65M-3974  
 PIN 03642 - 2348  
 SUBJECT TO EASEMENT AS IN INST. NO. 19322198

# DRAFT PLAN OF CONDOMINIUM

APPLICANT: Howland Green Homes Ltd.  
 FILES: CDM-2024-01  
 FIGURE 4





**APPROVED SITE PLAN**  
 APPLICANT: Howland Green Homes Ltd.  
 FILES: CDM-2024-01  
 FIGURE 5



Map created by the Town of Aurora Planning and Building Services Department, 2024-10-30. Base data provided by Keith Loffler McAlpine Architects.





**NORTH ELEVATION**

AREA OF EXPOSED BUILDING FACE = 1,403.30 M<sup>2</sup>  
AREA OF OPENINGS = 186.72 M<sup>2</sup> (13.31%)  
LIMITING DISTANCE = 18.265 M  
REQUIRED F.R.R. = 0.16%



**SOUTH ELEVATION**

AREA OF EXPOSED BUILDING FACE = 1,403.30 M<sup>2</sup>  
AREA OF OPENINGS = 69.75 M<sup>2</sup> (5.0%)  
LIMITING DISTANCE = 38.760 M  
REQUIRED F.R.R. = 0.16%



**WEST ELEVATION**

AREA OF EXPOSED BUILDING FACE = 328.30 M<sup>2</sup>  
AREA OF OPENINGS = 79.43 M<sup>2</sup> (24.19%)  
LIMITING DISTANCE = 11.866 M  
REQUIRED F.R.R. = 0.16%



**EAST ELEVATION**

AREA OF EXPOSED BUILDING FACE = 328.30 M<sup>2</sup>  
AREA OF OPENINGS = 79.43 M<sup>2</sup> (24.19%)  
LIMITING DISTANCE = 11.850 M  
REQUIRED F.R.R. = 0.16%

**APPROVED ELEVATIONS**

APPLICANT: Howland Green Homes Ltd.  
FILES: CDM-2024-01  
FIGURE 6



**Schedule "A"****CONDITIONS OF APPROVAL****Draft Plan of Standard Condominium  
Howland Green Wellington East Ltd.**

**35 Sunday Drive, legally described as Part Lot 20, Concession 3 Whitchurch,  
designated as Parts 1, 2, and 3 on Plan 65R-40023, PIN 03642-6022 (the "Lands");  
CDM-2024-01**

**THE CONDITIONS OF AURORA COUNCIL THAT SHALL BE SATISFIED BY THE OWNER OF THE LANDS (THE "OWNER") PRIOR TO THE RELEASE FOR REGISTRATION OF ANY CONDOMINIUM PLAN OF THE LANDS (THE "PLAN"), ARE AS FOLLOWS:**

**Planning Division Condition**

1. The final draft plan prepared by Schaeffer Dzaldov Purcell Ltd. dated June 11, 2024 with respect to the creation of forty-three (43) office units on the Lands (the "Draft Plan") and these associated conditions of Draft Plan approval may be amended by the Town if revisions are required to implement or integrate any recommendations resulting from studies required to be submitted as a condition of Draft Plan approval. Further, minor redline revisions to the Draft Plan may also be required to ensure property alignment with existing or proposed lots, blocks, units, streets, and/or facilities on lands adjacent to the Draft Plan.

**Legal Services Division Condition**

2. Prior to the Town's release for registration of the Plan, the Owner shall submit to the Town for approval the related draft Condominium Declaration and Description containing all the required provisions in accordance with the *Condominium Act, 1998*, S.O. 1998, c.19, as amended, and any other provisions as may be required by the Town, including but not limited to any right(s)-of-way and easements (the "Declaration"). Together with the final version of the Declaration and Plan as preapproved by the Land Registry Office, the Owner shall provide a solicitor's undertaking indicating that:
  - a) the Declaration and Plan provided to the Town are the final versions to be submitted for registration on title to the Lands;
  - b) the Town will be notified of any changes to the Declaration and Plan prior to registration on title to the Lands and certification of same by the Land Registrar; and
  - c) a copy of the registered Declaration and Plan will be provided to the Town within ten (10) business days after registration.

Engineering Division Condition

3. Prior to the Town's release for registration of the Plan, the Owner shall submit to the satisfaction of the Town, a certificate from the Owner's Engineer stating that all Servicing Works as defined in the Development Agreement dated December 6, 2023, between the Owner and the Town registered on title to the Lands as Instrument No. YR3634902 on January 3, 2024 have been substantially completed.

Finance Department Conditions

4. The Owner shall pay to the Town any and all arrears of taxes, water rates, lawful rates and levies of the Town or charges owing to the Town in connection with the Lands.

Bell Canada Conditions

5. The Owner acknowledges and agrees to convey any easement(s) as deemed necessary by Bell Canada to service this new development. The Owner further agrees and acknowledges to convey such easements at no cost to Bell Canada.
6. The Owner agrees that should any conflict arise with existing Bell Canada facilities where a current and valid easement exists within the subject area, the Owner shall be responsible for the relocation of any such facilities or easements at their own cost.

Canada Post Conditions

7. The builder/developer covenants and agrees to provide the Town of Aurora with evidence that satisfactory arrangements, financial and otherwise, have been made with Canada Post Corporation for the installation of Lockbox Assemblies as required by Canada Post Corporation and as shown on the approved engineering design drawings/Draft Plan, at the time of sidewalk and/or curb installation. The builder/developer further covenants and agrees to provide notice to prospective purchasers of the locations of Lockbox Assemblies and that home/business mail delivery will be provided via Lockbox Assemblies or Mailroom.
8. The developer will consult with Canada Post to determine suitable permanent locations for the Community Mail Boxes or Lock box Assemblies (Mail Room). The developer will then indicate these locations on the appropriate servicing plans.
9. The Builder/Owner/Developer will confirm to Canada Post that the final secured permanent locations for the Community Mailboxes will not be in conflict with any other utility; including hydro transformers, bell pedestals, cable pedestals, flush to grade communication vaults, landscaping enhancements (tree planting) and bus pads.
10. The owner/developer will agree to prepare and maintain an area of compacted gravel to Canada Post's specifications to serve as a temporary Community Mailbox location. This location will be

in a safe area away from construction activity in order that Community Mailboxes may be installed to service addresses that have occupied prior to the pouring of the permanent mailbox pads. This area will be required to be prepared a minimum of 30 days prior to the date of first occupancy.

11. The owner/developer will install concrete pads at each of the Community Mailbox locations as well as any required walkways across the boulevard and any required curb depressions for wheelchair access as per Canada Post's concrete pad specification drawings.
12. The developer agrees to provide the following for each Community Mail Boxes or Lock Box Assemblies, and to include these requirements on the appropriate servicing plans: Any required walkway across the boulevard, per municipal standards, and any required curb depression for wheelchair access with an opening of at least two meters (consult Canada Post for detailed specifications).

### **Clearances**

13. The Town's Planning Division shall advise that Condition 1 has been satisfied, stating briefly how each Condition has been met.
14. The Town's Legal Services Division shall advise that Condition 2 has been satisfied, stating briefly how this Condition has been met.
15. The Town's Engineering Division shall advise that Condition 3 has been satisfied, stating briefly how this Condition has been met.
16. The Town's Finance Department shall advise that Condition 4 has been satisfied, stating briefly how this condition has been met.
17. Bell Canada shall advise that Conditions 5 and 6 have been satisfied; the clearance letter shall include a brief statement detailing how each condition has been met.
18. Canada Post shall advise that Conditions 7 to 12 have been satisfied; the clearance letter shall include a brief statement detailing how each condition has been met.



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

Town of Aurora  
**Committee of the Whole Report**  
No. PDS24-140

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**Subject:** Aurora BIA Governance Review & Downtown Collaboration Model

**Prepared by:** Lisa Hausz, Manager, Economic Development

**Department:** Planning and Development Services

**Date:** December 2, 2024

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## Recommendation

1. That Report No. PDS24-140 be received; and
2. That a by-law be brought forward to a future Council meeting to repeal BIA Designation By-law No. 6128-18 and any amending by-laws, thereby dissolving the Aurora Business Improvement Area; and
  - a. That staff be directed to perform all necessary administrative functions to conclude the business of the Aurora BIA, and assume their assets and liabilities in accordance with section 214 of the Municipal Act, 2001, as amended; and
  - b. That the Aurora Economic Development Corporation be requested to incorporate the functions of the BIA into their economic development services; and
  - c. That staff lead the development and implementation of a business engagement strategy for the Downtown area, and report back to a future meeting of Council.
3. That any cash assets assumed pursuant to section 214 of the Municipal Act, 2001, as amended, be allocated to initiatives in the downtown area; and
4. That upon dissolution of the Aurora BIA By-law Councillors of Ward 1 and Ward 2, currently assigned to the Aurora BIA Board of Directors, be offered an opportunity to join the Aurora Economic Development Corporation's Downtown Action Team.



## Executive Summary

With Council's focus and strategic initiatives to revitalize the downtown area, staff were directed by way of a Council Motion on November 28, 2023 to review the Aurora Business Improvement Area (the "BIA") governance model. Further, staff were to report back on alternatives to ensure an effective and collaborative approach to supporting the entire downtown area. On February 20, 2024 staff presented PDS24-021 recommending dissolution of the Aurora BIA in favour of the Aurora Economic Development Board absorbing the role of the Business Improvement association. The report was referred back to staff, intending to allow the Aurora BIA to hold its Annual General Meeting and report back with its strategic plan. The Aurora BIA has not completed its strategic plan, nor implemented its current year work plan as approved by Council. Additionally, the Aurora BIA Board has since lost three Directors.

Therefore, this report seeks Council's direction on an alternative model to the Aurora BIA model as a local board of Council, and recommends that the Aurora Economic Development Corporation assume the BIA role responsibilities into its economic development services program on behalf of the Town.

The Aurora BIA was initially designed and implemented, under the Municipal Act, 2001, as amended (the "Act"), to provide local business-to-business support in the downtown. The efforts to establish the Aurora BIA are noted and the intentions of the volunteer board are to be commended, as it takes a great deal of time and effort to form a business improvement area and there is desire to see the BIA thrive. The volunteer BIA board members are busy entrepreneurs and community leaders, eager to produce value, but collectively struggle in organization, duplication, governance, and individual time to commit to the necessary hands-on work required. While the BIA board recognizes the challenges, they struggle to make decisions or take meaningful action on previous decisions or commitments. As previously noted in PDS24-021, there remains potential risk, demonstrated duplication of efforts and extraordinary use of Town resources.

- **In 2016, Council approved a study to determine the feasibility of establishing a Business Improvement Area (BIA) (previous report- CAO16-001).**
- **The Aurora BIA's performance under the current governance model is not sustainable, and its activities in efforts in support of the Downtown area are a duplication of efforts.**

- **Avoidance of duplication of efforts and a streamlined approach are needed to promote and support the entire Downtown Area.**
- **There are alternative models to consider that would better serve as support for Downtown Aurora.**

## **Background**

**In 2016, Council approved a study to determine the feasibility of establishing a Business Improvement Area (BIA) (previous report- CA016-001).**

In 2016, Council approved a study to determine the feasibility of establishing a Business Improvement Area (BIA) (previous report - CA016-001). The 2016 study intended to outline the steps to establish a BIA, business interest in establishing a BIA and to fulfill the recommendations in the 2013 Aurora Promenade Plan. The Aurora Promenade Plan identified a specific area for business improvement and suggested that the Town investigate the interest and implementation of a BIA. While there was consultation with local businesses, there was not sufficient interest across the entire Promenade that would support the establishment of a Promenade-wide BIA. However, a small group of interested parties worked within a smaller catchment and solicited enough support to establish an Aurora BIA. The mandate for any BIA board in Ontario is outlined in the Act as follows:

- (a) to oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally; and
- (b) to promote the area as a business or shopping area.

In September 2018, the Town passed By-Law No. 6128-18 to establish a BIA that includes the businesses along portions of Wellington and Yonge Street. In 2019, the Board of Management (the "Board") began work to establish itself and begin engagement with its members. The Board proposed a three-year budget for the years 2019, 2020 and 2021.

In 2020, COVID hit and being a new organization, the Aurora BIA did not collect tax levies from the members and went dormant for one year. In 2021, the Town assisted the BIA in re-engaging and establishing itself as a resource for the members following COVID. Several initiatives were completed in 2021, and the momentum was intended to carry into 2022. There were successful events completed in 2022, including the launch of the new website, musical entertainment in Machell's Alley, and seasonal events held

by local businesses. In 2023, a new BIA Board was appointed including the support of two Ward Councillors to make up the governing board.

The BIA relies heavily on a few volunteers and Town support to ensure activities are completed. Despite the intentions of the Board, the BIA still lacks member participation, and governance as mandated by the Act.

## Analysis

**The Aurora BIA's performance under the current governance model is not sustainable, and its activities in efforts in support of the Downtown area are a duplication of efforts.**

While the designated BIA boundary is dense with businesses, this area is a small part of the entire downtown, and the BIA representation does not fully reflect the entirety of the potential of the area. The voice of the downtown business community is missed with the BIA's small catchment, low member engagement, inefficient use of budget, and limited deliverables from the Board of Management. The BIA relies heavily on the Town to remain operational.

The BIA has relied heavily upon staff support and participation. The BIA has not proven that it can function as the intended, self-managing, local board of Council designed to promote and beautify the downtown area. The Aurora BIA's performance under the Act governance model is not sustainable, and the past and proposed initiatives are a duplication of efforts, primarily in the area of marketing and promotion. In [PDS24-021's Attachment 2: Aurora BIA Governance Review \(February 2024\)](#) it provides a detailed summary of the Aurora BIA's adherence to the Act and the Aurora BIA By-law, and outlines areas of duplication.

The background and current plans of the BIA assisted in determining the proposed alternative models for downtown support, with several factors considered. Primarily, the proposed models are to avoid duplication of efforts and to create a streamlined approach that is necessary to promote and support the entire Downtown Area.

**Avoidance of duplication of efforts and a streamlined approach are needed to promote and support the entire Downtown Area.**

The Aurora Promenade is an identified plan to encourage redevelopment, revitalization and intensification. Current support and initiatives are implemented through a variety of groups to encourage revitalization, animation, activation and population in the downtown area. For example, Aurora Town Square is now fully open and operational,

driving an even greater emphasis on leveraging this asset to achieve an even stronger downtown. However, the Aurora BIA is a small geographic section within the boundaries of the Promenade, and its only two objectives are to promote the area and to add to the beautification of the area, which duplicates efforts of other downtown-focused support. Avoidance of duplication and a streamlined approach to business engagement will better support the downtown. Below are a few examples of existing downtown support organizations and initiatives:

**Town of Aurora:** Nearly every department and division supports the downtown area in some way. These include all divisions of Planning and Development Services (Economic Development, Policy, Planning, Building, and Engineering), to Community Services with Aurora Cultural Centre support, and the numerous events that promote, engage and invite residents and visitors to the downtown. Additionally, Aurora Town Square staff personally visited businesses in the downtown soliciting feedback, informing them of the progress of Town Square, and engaging them in grand opening events. Significant support is also provided through the Town's Operations teams that provide the beautification and maintenance of the town's assets. The Finance department plays an integral role supporting the downtown through ongoing budget support, levy administration, and facilitating grant opportunities. The Corporate Services team also provides support for the downtown initiatives through Legal assistance, Town Clerk consultation and By-law services.

The Town has several strategies and plans, underway or recently completed, in support of the downtown area including: the Official Plan Review with the Promenade Plan update, Streetscape project with traffic study, Active Transportation Master Plan, and Town-wide parking strategy to name a few. Each plan has components that impact the Downtown area and requires a streamlined approach to communication and engagement. The BIA was informed about, and invited to participate in, several of the initiatives. However in their 2024 budget and work plan presented to members in December 2023 and to Council in 2024, the BIA proposed duplicate efforts in the areas of parking, traffic, marketing, and events. The Board had begun implementing its 2024 marketing plan, making some progress in this area. However, minimal action has been taken on the remaining work plan items, with a majority of the tasks falling on just a few members instead of the Board as whole.

**Aurora Chamber of Commerce:** The Chamber is a partner in grassroots support of the local business community. Their ongoing promotion, innovative business support programs and ongoing frontline assistance plays a key role in helping to revitalize the downtown. The Chamber and its partners, including the Town, promote local business

through the *Explore Aurora* brand. This is a website, ongoing social media campaign, and a magazine that promotes the business to consumer businesses in Aurora, including a dedicated page and directory specific to Downtown Aurora. The Chamber also hosts the annual downtown street fair and other events in direct support of the downtown and local business community. The BIA has contracted a third party to act as coordinator and marketer for the BIA, duplicating promotional efforts of the Chamber. This is an area where the AEDC could play a strong coordination role to streamline marketing and promotional activities.

**Aurora Economic Development Corporation (AEDC):** The AEDC consists of a 12-member Board of Directors that are the advisors, facilitators and supporters of the Town's Economic Development Strategic Plan. Within the plan, one of the key goals is in support of revitalizing and reinvigorating the Aurora Promenade area, specifically, the downtown core. As such, there have been several initiatives conducted by the AEDC in support of building momentum to the downtown. These include window decorating project during COVID; street parking striping to build awareness; advocacy and connection with property owners in the downtown; event hosting and support of major projects in the downtown; and a video prospectus promoting the future of the downtown. Additionally, with an updated Economic Development Strategic Action Plan (2024-2030), the AEDC's Downtown Action Team is supporting the abovementioned Town initiatives, specifically in the Streetscape project, downtown parking strategies, wayfinding strategy, traffic management, and downtown business engagement.

As mentioned, the BIA duplicates efforts in this regard, or neglects to participate in the importance of supporting revitalization efforts. For example, the BIA was engaged early on in the Aurora Town Square Grand Opening activities. Town staff led the engagement, onboarding and facilitation of BIA and Downtown businesses. The BIA provided support through their 3<sup>rd</sup> party marketing company, but no direct outreach by the Board to its members in support of the opening, defaulting the tasks to the Town. Additionally, the Board was in support of securing Machell's Alley as a means to attract visitors and animate the area. However, when asked by the Town several times over multiple months to plan for activations, no action was taken, again defaulting to the Town.

In addition to the above organizations, several individual businesses and organizations contribute their own resources in promoting their establishment and their connection to Downtown Aurora. Some of the organizations that contribute to downtown visitor attraction include the newly opened Aurora Town, the Aurora Cultural Centre, Aurora Public Library, the Aurora Farmer's Market and The Armoury, which collectively draw attention and thousands of visitors to the area. Other area entrepreneurs host their own

events and see themselves as promoters of the downtown area as opposed to promoters of the specific boundary of the BIA.

Each of the above organizations already collaborate on events and cross-promotion. The BIA has been included and invited to take advantage of the various events and promotion opportunities, but do not currently have solid plans to host their own events in support of the area.

Budget is a perceived limitation that prevents the BIA from producing events. The BIA Board presented a larger budget that was approved by Council. However, even with funding, there is little support by the BIA Board or members to collectively organize events or even leverage existing events that are held directly in the BIA catchment area (i.e. Chamber Street Festival, Saturday Night Fever on Yonge St., Machell's Alley JAM).

### **There are alternative models to consider that would better serve as support for Downtown Aurora.**

With the combination of the Town's downtown revitalization efforts, and planned strategic initiatives, it is an opportune time to evaluate more efficient and effective models of serving the entire downtown business community.

The Act gives municipalities the flexibility to create, change or dissolve local boards to address local needs. The Act provides several alternative models, in lieu of a traditional designated BIA, that may provide a more comprehensive approach to service delivery in the Downtown. In reviewing alternative models and approaches across Ontario (See Attachment 3: Municipal alternative approaches to traditional BIAs), the two proposed alternative models are below.

#### **Alternative 1: Economic Development Corporation**

Under s. 9 (3) of O. Reg. 599/06 filed under the Act, a municipality can establish a corporation to conduct economic development services. These services may include:

- Providing a counselling service to or encouraging the establishment and initial growth of small businesses operating or proposing to operate in the municipality, for example a 'concierge service' for small business in the Downtown.
- Support for residential housing and/or parking facilities within the downtown area.
- Undertake actions provided for under a Community Improvement Plan.
- Support for heritage and culture assets and systems.

- Promotion and marketing of the municipality for any purpose, including the collection and dissemination of information and the development of economic development strategic plans.
- Improvement, beautification and maintenance of municipally owned land, buildings and structures in an area designated by the municipality beyond the standard provided at the expense of the municipality generally, and promotion of any area of the municipality as a business or shopping area. (Note that this provision is the same, and only, responsibility for an established BIA under the Act, within their designated area.)

The Town established the Aurora Economic Development Corporation (AEDC) by way of Letters Patent dated December 18, 2018, to serve all businesses by providing many economic development services as outlined in the Act. The AEDC operates as a separate, 12-member board consisting of business leaders, residents of Aurora and two members of Council. The AEDC leads the development and implementation of the Town's Economic Development Strategic Action Plan that includes a designated Action Team specific to supporting Downtown Aurora.

Therefore, the AEDC is well positioned, and authorized under the Act and its Letters Patent, to absorb the two responsibilities of the BIA relating to improvement, beautification and maintenance of municipally owned lands, and promotion of business and shopping. To facilitate a transfer of BIA responsibilities to the AEDC, Council would need to dissolve the BIA by passing a by-law to repeal the by-law establishing the BIA, and absorb any remaining BIA assets and/or liabilities.

### **Alternative 2: Economic Development Staff**

The Town's Economic Development staff are positioned to facilitate and support downtown economic growth. Currently, staff, in partnership with the Aurora Chamber of Commerce, work to promote the area and provide opportunities for businesses through events and engagement. Additionally, Economic Development staff work closely with other departments in support of downtown projects and improvements, and also provide support to the Aurora Economic Development Corporation.

As with Alternative 1, under the Act, Council can dissolve the Aurora BIA and absorb any remaining assets or liabilities. Services that were to be provided by the BIA, where appropriate, could be absorbed within Town operations to avoid duplication.

For reasons identified in this report and detailed further in PDS24-021, the structure of the BIA is not the best model to support the entire downtown. Should Council direct staff to take action as proposed in the recommendations, the former BIA Board,

members and other downtown stakeholders would be engaged as part of the development of the comprehensive downtown engagement strategy. In this way, utilizing local business leaders across the entire downtown through one of the alternatives will allow for a greater amount of input, beyond the current BIA borders, and truly capture the voice of business in the downtown.

### **Advisory Committee Review**

Discussions with the **Aurora Economic Development Corporation**, in particular the Downtown Action Team resulted in support for reducing duplication and streamlining the promotional and business support efforts in the Downtown. This includes the dissolution of the Aurora BIA, in favour of a different, collaborative and encompassing model of delivering support and promotion of the entire downtown area, as well as participating in the development of a collective Downtown engagement strategy.

Discussions with the **Aurora Chamber of Commerce** resulted in support of reducing duplication and streamlining the support of the downtown area. The Chamber remained impartial on the option to dissolve the BIA, as the Chamber has had representation on the Board of Management during the BIA's first term. However, the Chamber did not seek election/appointment to be on the current Board of Management for the 2023-2027 term. Additionally, the Chamber has voiced concern to the Board of Management over the years regarding the duplication with the Chamber and Town's efforts in promotion of the downtown. The Chamber is in favour of a collective Downtown engagement strategy and would participate in its development.

The **Aurora BIA** Board supported Council's motion to review current governance and determine options of continuing as a BIA or transitioning the responsibilities to the Town. However, the Board committed to Council that the Board would address the issues outlined in PDS24-021 and report back to Council. The Board also committed to investigating other models they felt best reflected their needs and report to the membership and to Council. While the Board has made some efforts to move forward, it has not fully taken action on either commitment.

### **Legal Considerations**

The BIA and its governing Board were established pursuant to provisions outlined in the Act. The mandates, membership, budget process and other aspects of the Board are directed by the Act. At its core, the Board is meant to be a body that is independent of the Town and, pursuant to its statutory mandates, that acts to promote private



commercial enterprises that make up its membership and the beautification of the BIA area only. The Board's role is limited to working within its legislative mandate.

The Town does not have authority to override legislative mandates or requirements that govern the BIA and the Board. If the function or operation of the Board is envisioned to be different than mandated by the Act or to operate as a Town managed entity, a structure other than a BIA should be considered for that purpose.

The Act provides two options for the dissolution of BIAs: (1) unilateral dissolution by the municipality and (2) dissolution at the request of the Board or membership. Unilateral dissolution by the municipality is at the discretion of Council and can be done without notice or consultation with the membership of the BIA. In such scenario, Council may direct staff to bring forward a by-law to a future Council meeting for the purpose of dissolving the BIA, which would entail the repeal of the by-law that established the BIA. The dissolution at the request of the Board or membership would require a request for dissolution from either the Board or signed by members who are responsible for at least one-third of the total taxes levied within the business area. In the case of dissolution, all assets and liabilities of the Board of the BIA would become the Town's.

## Financial Implications

The Aurora BIA is meant to be a financially self-sustaining organization through a special tax levy of its membership, collected by the Town on the BIA's behalf. Should the BIA be dissolved, there are specific financial references under the BIA By-law that would need to be considered:

*7.12 Upon dissolution of the Board of Management, the assets and liabilities of the Board of Management become the assets of the Town.*

The aforementioned provision relating to the assumption of assets and liabilities is based on the same mandate outlined in the Act. Upon completion of the financial audit of the BIA's accounting records, staff will know the total value of the assets and liabilities that would be transferred to the Town should the dissolution of the BIA occur.

BIA assets that would be transferred include, but not limited to:

- Cash accounts
- website and domains
- social media accounts
- generator
- banners (any left undamaged from storms)

Another applicable clause within the BIA By-law that would require consideration in an instance of dissolution would be, which is based upon provisions outlined in the Act:

*7.13 If the Board of Management is dissolved and the liabilities exceed the assets assumed by the Town, Council may recover the difference by imposing a charge on all rateable property in the former business improvement area that is in a prescribed business property class.*

If Council's direction is to repeal the bylaw and dissolve the BIA, the designated BIA levy would cease as of the date of the repealing bylaw. Consequently, if the Town is to continue the delivery of the previously provided BIA services, there would be no levy in 2025, and any future funding requirements would be brought forward during the regular budget process.

## **Communications Considerations**

Communications will share this report with the public by posting it to the website. Additionally, updated regarding Council's decision will be included in the Council Highlights news release, and posted to the Town's website.

The Communications teams in collaboration with Economic Development staff and the AEDC's Strategic Action Teams and ongoing Aurora Town Square initiatives to promote downtown businesses and events.

## **Climate Change Considerations**

There are no climate change considerations as a result of the recommendations outlined in this report.

## **Link to Strategic Plan**

The Town of Aurora's Strategic Plan identifies several links in support of a streamlined approach in revitalizing the downtown area.

Goal – Economy:

Objective 1: Promotion of Economic Development Opportunities

- Work with the Aurora Economic Development Corporation to examine opportunities for the Town to actively promote downtown revitalization;
- Actively promote and support the plan to revitalize the downtown;

- Continue work closely with the Aurora Chamber of Commerce and the business community to better understand and address local business needs and promote business retention/expansion;

The Economic Development Strategy outlines several objectives in support of the downtown. The updated Economic Development Strategic Action Plan has identified specific actions, and Action Teams, to facilitate ongoing marketing, communication and support of redevelopment in the Downtown. Additionally, the Town partners with the Aurora Chamber of Commerce to deliver marketing and promotion of tourism-related and main street businesses through Explore Aurora. Links to the strategies include:

- Develop a marketing and communications strategy along with programming to attract and direct local residents and visitors to the downtown;
- Develop a communications strategy to better inform and engage residents and businesses in the downtown;
- Work with the Aurora Economic Development Corporation to examine opportunities for the Town to actively promote downtown revitalization;
- Strengthen the Town's value proposition and support programs to spotlight business in Aurora through video, website, brand awareness, social media.

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

1. That a bylaw be brought forward to a future Council meeting to repeal BIA Designation By-law No. 6128-18 and any amending by-laws, thereby dissolving the Aurora Business Improvement Area; and
  - a. That staff be directed to perform all necessary administrative functions to conclude the business of the Aurora BIA, and assume their assets and liabilities in accordance with section 214 of the Act, as amended; and
  - b. That Economic Development Office incorporate the functions of the BIA into the economic development portfolio; and
  - c. That staff be directed to develop and implement a business engagement strategy for the Downtown area and report back to a future meeting of Council.
2. That Council provide direction.

## Conclusions

Council directed staff to review the BIA and report back on alternatives to ensure an effective and collaborative approach to supporting the downtown area. There is a demonstrated duplication of efforts by the BIA in relation to the Town, Aurora Economic Development Corporation, the Aurora Chamber of Commerce and other individual organizations' activities in support of the downtown area. Through Council's motion, the review of the BIA's governance and opportunities for collaboration were explored and presented in February 2024. Council referred the report back to staff to allow for the BIA to hold its Annual General Meeting, create a strategic plan, evaluate alternative models, and report back to Council. This has not taken place, and no further action has been communicated to Council by the BIA.

The Town does not have authority to override legislative mandates or requirements that govern the BIA and the Board. If the function or operation of the Board is envisioned to be different than mandated by the Act, or to operate as a Town-managed entity, a structure other than a BIA should be considered for that purpose.

This report provides alternatives to the current structure and service level provided by the BIA, and how the services can be incorporated and streamlined into existing strategic plans. The recommendation is to dissolve the Aurora BIA and request that the Aurora Economic Development Corporation incorporate the responsibilities of the BIA, as permitted under the Act.

## Attachments

None

## Previous Reports

PDS24-021 Aurora BIA Governance Review and Downtown Collaboration Model

## Pre-submission Review

Agenda Management Team review on November 14, 2024

## Approvals

Approved by Marco Ramunno, Director, Planning and Development Services

**Approved by Doug Nadorozny, Chief Administrative Officer**