



**Town of Aurora
General Committee
Meeting Revised Agenda**

Date: November 30, 2021
Time: 7 p.m.
Location: Council Chambers, Aurora Town Hall

Due to the COVID-19 pandemic, meetings will be available to the public via live stream only on the [Town's YouTube Channel](#). To participate electronically, please visit aurora.ca/participation.

	Pages
1. Call to Order	
Councillor Thompson in the Chair.	
Note: Additional items are marked with an asterisk (*).	
2. Land Acknowledgement	
3. Approval of the Agenda	
4. Declarations of Pecuniary Interest and General Nature Thereof	
5. Community Presentations	
6. Delegations	
6.1. Susan Morton-Leonard and Lynn Browne, Residents; Re: 2022 Budget Request for Train Whistle Cessation	1
*6.2. Nick Pileggi, representing Gillam Residence Ltd. Partnership; Re: Item 9.5 - PDS21-152 - Application for Removal of (H) Holding Provision, Gillam Residence Ltd. Partnership - 15520 Yonge Street	2
7. Consent Agenda	
7.1. CMS21-034 - Public Art Master Plan - Status Update	3
(Information Report dated November 16, 2021, included on agenda per Member of Council request)	
1. That Report No. CMS21-034 be received for information.	

7.2. FIN21-045 - Q3 2021 Procurement Report 9

(Information Report dated November 16, 2021, included on agenda per Member of Council request)

1. That Report No. FIN21-045 be received for information.

8. Advisory Committee Meeting Minutes

8.1. Mayor's Golf Classic Funds Committee Meeting Minutes of November 5, 2021 15

1. That the Mayor's Golf Classic Funds Committee meeting minutes of November 5, 2021, be received for information.

8.2. Accessibility Advisory Committee Meeting Minutes of November 10, 2021 18

1. That the Accessibility Advisory Committee meeting minutes of November 10, 2021, be received for information.

8.3. Aurora Town Square Project Monitoring Task Force Meeting Minutes of November 16, 2021 23

1. That the Aurora Town Square Project Monitoring Task Force meeting minutes of November 16, 2021, be received for information.

8.4. Mayor's Golf Classic Funds Committee Meeting of November 18, 2021 26

1. That the Mayor's Golf Classic Funds Committee Meeting Minutes of November 18, 2021 be received for information.

***8.5. Anti-Black Racism and Anti-Racism Task Force Meeting Minutes of November 17, 2021** 29

1. That the Anti-Black Racism and Anti-Racism Task Force Meeting Minutes of November 17, 2021, be received for information.

***8.6. Community Advisory Committee Meeting Minutes of November 18, 2021** 32

1. That the Community Advisory Committee meeting minutes of November 18, 2021, be received for information.

9. Consideration of Items Requiring Discussion (Regular Agenda)

9.1. FIN21-049 - Procurement Modernization Project Update 35

(Presentation to be provided by Rachel Wainwright-van Kessel, Director of Finance)

1. That Report No. FIN21-049 be received for information.
- 9.2. CS21-059 - Fence By-law Exemption Request – 32 Knowles Crescent 82**
1. That Report No. CS21-059 be received; and
 2. That an exemption to the Town’s Fence By-law No. 4753-05.P to permit a recently constructed non-compliant fence in the rear yard at 32 Knowles Crescent, be denied; and
 3. That staff report to Council at a future meeting outlining proposed amendments to the Fence By-law No 4753-05.P on a process to address future fence exemption requests.
- 9.3. CS21-089 - Pending List Review 89**
1. That Report No. CS21-089 be received; and
 2. That items marked “Completed” be removed from the Pending List.
- 9.4. OPS21-021 - Tree Removal Permit Application - 144 Temperance Street 107**
1. That Report No. OPS21-021 be received; and
 2. That the Tree Removal Permit Application for 144 Temperance Street be approved.
- 9.5. PDS21-152 - Application for Removal of (H) Holding Provision, Gillam Residence Ltd. Partnership - 15520 Yonge Street, Plan 246 PT Lot 4, File Number: ZBA(H)-2021-01, Related File Number: SPM-2021-01 145**
1. That Report No. PDS21-152 be received; and
 2. That the Application to Remove the (H) Holding Provision File ZBA(H)-2019-01 for Gillam Residence Ltd. Partnership at 15520 Yonge Street be approved; and
 3. That the amending by-law to remove the (H) Holding provision be presented for enactment at a future Council meeting.
- 9.6. PDS21-155 - Application for Site Plan Approval, Horseshoe Properties Inc., 130 Industrial Parkway North, File Number: SP-2021-05 162**
1. That Report No. PDS21-155 be received; and
 2. That Site Plan Application File SP-2021-05 to permit the

development of a building addition for warehousing with a Gross Floor Area of 1,163.08 m² (12,519 ft²) be approved in principle, subject to the following conditions:

- i. Resolution of all outstanding minor technical comments from internal departments and external agencies including the Region of York and the Lake Simcoe Region Conservation Authority, to the satisfaction of the Director of Planning & Development Services, prior to execution of a site plan agreement; and
- ii. Execution of a site plan agreement between the Owner and the Town ensuring all Town and external agency requirements are satisfied, including the payment of fees and securities and Cash-in-Lieu of Parkland.

10. Notices of Motion

***10.1. Councillor Kim; Re: Naming Policy Review**

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11. Regional Report

12. New Business

13. Public Service Announcements

14. Closed Session

There are no Closed Session items for this meeting.

15. Adjournment

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 *

General Committee

Council or Committee Meeting Date * ?

2021-11-30



Subject *

2022 Budget Request for Train Whistle Cessation

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

Susan Morton-Leonard, Lynn Browne

Brief Summary of Issue or Purpose of Delegation *

Request Council table a motion to add a line on the 2022 Budget to enable a Town Staff working group to work towards ending train whistling in accordance with Transport Canada's Train Whistle Cessation process.

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

Samantha Yew, Deputy Clerk

Date you spoke with Town staff or a Council member

2021-11-22



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 *

General Committee

Council or Committee Meeting Date * ?

2021-11-30



Subject *

9.5 - 15520 Yonge Street

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

Nick Pileggi on behalf of Gillam Residence Limited Partnership

Brief Summary of Issue or Purpose of Delegation *

In support of an expeditious removal of the Holding by-law

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



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Town of Aurora
Information Report
No. CMS21-034

Subject: Public Art Master Plan – Status Update

Prepared by: Phillip Rose, Manager of Aurora Town Square

Department: Community Services

Date: November 16, 2021

In accordance with the Procedure By-law, any Member of Council may request that this Information Report be placed on an upcoming General Committee or Council meeting agenda for discussion.

Executive Summary

This report provides an overview of the initiatives undertaken since February 2021 to develop the Town's first-ever Public Art Master Plan.

- The Town formed a Public Art Working Group, the purpose of which is to advise the municipality on the development of the Public Art Master Plan.
- The Public Art Working Group has met three times since May 2021.
- The Town released an online survey in June 2021 to gather data from the public that will inform the development of the Public Art Master Plan.
- The Public Art Working Group is currently organizing a Public Art Forum for early 2022.

Background

In February, Council directed staff to develop a Public Art Master Plan (PAMP) that begins with internal engagement and the formation of a Public Art Working Group (PAWG), followed by public engagement, consultation with Mayor and Council, and ending with the final draft of the PAMP for Council's consideration. Since February, staff have taken several steps to advance the PAMP's development.

Analysis

The Town formed a Public Art Working Group, the purpose of which is to advise the municipality on the development of the Public Art Master Plan.

Between April and May, staff released an online call for PAWG members. As a result, six individuals with a range of expertise and experience were selected to join the group alongside Town staff. The PAWG includes the following members:

1. Andrea Araujo, Artist, Special Events Program Assistant
2. Grazyna Tonkiel, Community Member, Performing and Visual Artist
3. Jennifer Worden, Community Member
4. Suzanne Haines, Executive Director, Aurora Cultural Centre
5. Lisa Hausz, Manager of Economic Development and Policy, Town of Aurora
6. Phillip Rose, Manager of Aurora Town Square, Town of Aurora
7. Robin McDougall, Director of Community Services, Town of Aurora

The Public Art Working Group has met three times since May 2021.

The first PAWG meeting was held on May 31 and focused on connecting as a group and setting an initial strategic intent for the group's work. During the second meeting in June, the PAWG discussed how best to inventory existing Public Art assets in Aurora, the need for a Public Art Survey, and public engagement opportunities throughout the summer. The third meeting took place at the end of September and the group reviewed the survey results and began to make plans for the Public Art Forum in 2022.

The Town released an online survey in June 2021 to gather data from the public that will inform the development of the Public Art Master Plan.

The survey included 12 questions and between June and October, the Town received 84 responses. The following is a summary of survey responses.

Question	Response(s)
What is the first thing that comes to mind when you think of the Town of Aurora?	The following is a sample of the overall responses: safe, growing, friendly, privileged, big heart, nature focused, charming, old school, family oriented, clean, not a destination, divided, overcrowded, expensive, bedroom community, close-knit, interesting, boring, peaceful, active, quaint

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Report No. CMS21-034

<p>What makes Aurora special/unique (why do you choose to live/work in Aurora)?</p>	<p>The following is a sample of the overall responses: sense of community, access to everything, small town feel, community, subsidized housing, small but close to the city, nature, my roots are here, friends, changing demographics, central in York Region, close to family, low crime rate, the people that live here, quieter than most towns, all the amenities, great parks, variety of events and activities</p>
<p>What do you think the role of public art should be in Aurora?</p> <p>Note: Respondents could choose up to 6 responses from a list of 18 options. Only the top 5 responses are listed here.</p>	<p>Bring a sense of whimsy and delight to everyday spaces, 62%</p> <p>Provide people the opportunity to experience art, 61%</p> <p>Support and nurture growth of the local arts community, 56%</p> <p>Nurture art appreciation and participation in our youth, 36%</p> <p>Anchor local gathering places in the community, 35%</p>
<p>What kind of public art would you like to see in Aurora?</p> <p>Note: Respondents could choose all that apply from a list of 7 options.</p>	<p>Artful public spaces, 77%</p> <p>Permanent sculptures, 63%</p> <p>Murals, 63%</p> <p>Street Art, 56%</p> <p>Changing sculptures, 52%</p> <p>Temporary installations, 48%</p> <p>Other (please specify), 10%</p>
<p>What type of public art are you most interested in experiencing?</p> <p>Note: Respondents could choose up to 3 responses from a list of 9 options. Only the top 5 responses are listed here.</p>	<p>Art about nature, 55%</p> <p>Historical, 36%</p> <p>Whimsical, 38%</p> <p>Interactive, 38%</p>

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Report No. CMS21-034

	Reactive (i.e., reacts to environmental changes), 33%
Where in Aurora would you like to see public art? Note: Respondents could choose all that apply from a list of 10 options. Only the top 5 responses are listed here.	Historic downtown, 82% Public parks/playgrounds, 74% Outside on a building, 58% Sidewalks and alleyways, 52% Natural settings, 50%
What public art opportunities are important for Aurora? Respondents could choose all that apply from a list of 8 options. Only the top 5 responses are listed here.	Opportunity for local artists, makers, performers, entrepreneurs, 86% Art openings and events, 67% Interactive educational opportunities, 60% Hands-on community art making experiences, 55% Temporary art projects, 52%

The Public Art Working Group is currently organizing a Public Art Forum for early 2022.

The purpose of the Public Art Forum will be to seek additional input from leaders across various sectors during a day of presentations, discussions, and hands-on workshops. The Forum will be the last major piece of the project's public engagement strategy, following which time, staff will begin to draft the PAMP.

Advisory Committee Review

Staff will engage with relevant advisory committees and task forces to ensure their perspectives are incorporated into the final Public Art Master Plan.

Legal Considerations

None.

Financial Implications

To date, contributions totalling \$344,900 have been made to the Public Art reserve including all accumulated investment income to date. The Town has not used any of these reserve funds nor has it earmarked any of its funds for any future projects.

An important component of the Public Art Master Plan will be a financial strategy that will outline how public art projects may be funded.

Communications Considerations

There is an Engage Aurora page dedicated to the Public Art Master Plan. Engagement has been ongoing in this process and will continue as it evolves. As decisions are made regarding this Master Plan, the Town will also continue to inform stakeholders and residents by way of the Town's website, engagement portal, and social media accounts.

Link to Strategic Plan

The Public Art Master Plan supports the following Strategic Plan goal of celebrating and promoting our culture in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- **Develop a Cultural Master Plan that includes heritage, music, and art to promote more cohesive and coordinated cultural services**
- **Expand opportunities and partnerships that contribute to the celebration of culture in the community**
- **Actively promote and support a plan to revitalize the downtown that includes culture**

Alternative(s) to the Recommendation

1. Council may provide further direction.

Conclusions

This report provides an overview of ongoing efforts to develop Aurora's Public Art Master Plan and highlights next steps to be taken by the Town and the Public Art Working Group.

Attachments

None.

Previous Reports

CMS21-004, Public Art Policy and Public Art Master Plan, February 2, 2021

Pre-submission Review

Agenda Management Team review on October 28, 2021

Approvals

Approved by Robin McDougall, Director, Community Services Department

Approved by Doug Nadorozny, Chief Administrative Officer



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Town of Aurora

Information Report

No. FIN21-045

Subject: Q3 2021 Procurement Report

Prepared by: Anna Ruberto, Procurement Manager

Department: Finance

Date: November 16, 2021

In accordance with the Procedure By-law, any Member of Council may request that this Information Report be placed on an upcoming General Committee or Council meeting agenda for discussion.

Executive Summary

This report presents procurement information for Q3 of 2021 as per the Town's procurement by-law reporting requirements including:

- Awarded contracts which exceed \$250,000
- Sole and Single Source contracts awarded with values between \$10,000 to \$100,000

Background

An award to suppliers can occur when there is sufficient budget as approved by Council during the budget process. Approval of award is provided by Town staff according to approval authority as delegated by the applicable department head. There is a purchase order (PO) and legal contract when the award is over \$50,000 and executed by the appropriate department head. Contracts over \$1,000,000 require the approval of the Chief Administrative Officer (CAO) and there is a PO and contract that is executed by the CAO. Pursuant to provision 27.1 of the by-law, the Procurement Manager shall prepare a quarterly summary information report to Council outlining all awarded contracts over \$250,000.

A sole source purchase may be used for the procurement of goods, services, or Construction when there is only one source that is able to meet the requirements of the procurement, which may be due to their unique ability or skill, possession of proprietary technology, copyright, patent or other intellectual property.

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Report No. FIN21-045

A single source purchase is a method of procurement used after soliciting and negotiation with only one contractor when there is more than one potential source available for such procurement. Provision 13.6 (a) provides for circumstances in which such a procurement is permissible, such as in situations where a certain vendor needs to be retained for reasons of standardization or compatibility with existing products, where a purchase is made pursuant to a co-operative bid put out by another government agency or where a contract is required due to a contract termination or expiry, for a short interim period to meet immediate recurring business requirements.

Sole / single source contract awards over \$50,000 require approval and execution by the CAO and awards over \$100,000 require Council approval and execution by the Mayor and Town Clerk. Sections 13.5 and 13.6 of the procurement by-law requires the Procurement Manager to prepare a quarterly report of sole and single source purchases not requiring Council approval. This report excludes emergency procurements that have separate reporting requirements and low value procurements under \$10,000.

All procurement thresholds and those listed in this report exclude the harmonized sales tax (HST).

Analysis

Contracts which exceeded \$250,000 awarded and executed in Q3 of 2021

Within Q3 2021, there were four (4) awards made over \$250,000, for a total award amount of \$7,605,215.03.

Table 1
Q3 2021 Contracts Awarded Over \$250,000

PROCUREMENT NUMBER & DESCRIPTION	DEPARTMENT	SUPPLIER NAME	TERM	AMOUNT (EXCL. HST)
2021-20-OPS-P Joseph Hartman Trail Connection	Operations	GMR LANDSCAPING INC.	PO issued 10/31/21 No Term	\$ 278,167.37
2021-38-PDS-EN Road Reconstruction (Murray Drive)	Planning and Development Services	BRENNAN PAVING & CONSTRUCTION LTD.	PO issued 07/15/2021 No Term	\$1,985,255.06
2021-56-OPS- Road Snowplowing	Operations	ROA INC.	PO issued 08/19/2021 7 year term	\$1,944,026.60

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Report No. FIN21-045

PROCUREMENT NUMBER & DESCRIPTION	DEPARTMENT	SUPPLIER NAME	TERM	AMOUNT (EXCL. HST)
2021-22-OPS-R Sidewalk Snowplowing	Operations	Forest Ridge Landscaping	PO issued 08/20/2021 7 year term	\$3,397,766.00

Sole and Single Source contracts valued at \$10,000 to \$100,000 awarded and executed in Q3 of 2021

Within Q3 2021, there were five awards made for a total award amount of \$563,034.00. There were two sole source awards for a total amount of \$143,000.00 for Operations Fleet division. Additionally there were three single source awards made for a total amount of \$420,034.00, with two for Planning and Development, Building and Economic divisions and one for Operations, fleet division.

Table 2
Q3 2021 Sole Source Contracts Awarded

PROCUREMENT BYLAW REFERENCE	DEPART- MENT & DIVISION	SUPPLIER NAME	DESCRIPTION	AMOUNT (EXCL. HST)
Sole Source: Only one source able to meet the requirements which is due to their unique ability or skill, possession of proprietary technology, copyright, patent or other intellectual property	Operations: Fleet	KROWN INC.	Rust Proofing Services for Fleet Vehicles. The Krown product is a proprietary product and has proven to be superior for protection against rust. No other product in the rustproofing market provides the protection that Krown's proprietary product does. Continuing with the Krown program annually, complies with the warranty provided by Krown.	\$45,000.00
		FST CANADA INC. o/a Joe Johnson Equipment	Supply and delivery of vehicle parts and service for the specialized equipment required for street sweeping. The original equipment and machinery was ordered through Joe Johnson equipment. They are the only distributor/maintenance company in the province for these specialized pieces of equipment.	\$98,000.00

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Table 3
Q3 2021 Single Source Contracts Awarded

PROCUREMENT BY-LAW REFERENCE	DEPARTMENT & DIVISION	SUPPLIER NAME	DESCRIPTION	AMOUNT (EXCL. HST)
Single: (ii) where compatibility with an existing product, equipment, facility or services is a paramount consideration	Planning and Development: Building	N. HARRIS COMPUTER SYSTEMS	Software is compatible with current CityView software for insurance and building permits. License fees, implementation and maintenance for Cityview Preferred and Cityview Cashiering software.	\$ 96,034.00
Single (iv) where due to a Contract termination, expiry, or other reason, a Good or Service is Purchased for a short interim period to meet immediate recurring business requirements, during which period a Procurement process is initiated for the longer term supply of such Good or Service	Operations: Roads	METRO ASPHALT SEALER & REPAIRS	Curb and catchbasin repairs on an as-needed basis from September 1, 2021 to October 31, 2021. Previously Metro Asphalt has performed this work for the Town. The contract is on an interim basis until the award of the RFT procurement number 2021-93-OPS-R is finalized. The competitive procurement is in the award process with a start date of November 1st for a four-year term and 3 one year extension options.	\$275,000.00
Single (viii) in the absence of any Bids in response to a Solicitation for Bids made in accordance with the by-law	Planning and Development: Economic	THE PLANNING PARTNERSHIP	Consulting services for the provision of a Streetscape Needs Assessment. RFP#2021-83-PDS-ED was issued and no submissions were received. The Planning Partnership were engaged due to their original background work that was performed on this project.	\$ 49,000.00

Advisory Committee Review

None

Legal Considerations

Pursuant to provisions 27.1, 13.5 and 13.6 of the bylaw, the Procurement Manager shall prepare a quarterly report of awarded procurements exceeding \$250,000 and sole source and single source purchases not requiring Council approval, excluding Low Value Procurements (i.e. less than \$10,000). This report satisfies these provisions.

Financial Implications

The value of awarded procurements, which exceed \$250,000, represent a financial obligation to the Town of \$7,605,215.03. Additionally, the above lists of awarded sole and single source procurements represent a financial obligation to the Town of \$563,034.00.

Communications Considerations

There are no communications considerations as a result of this report. The report will be on the Town's website for public consumption.

Link to Strategic Plan

Regular reporting to Council on the Town's awarded contracts contributes to achieving the Strategic Plan guiding principle of "Leadership in Corporate Management" and improves transparency and accountability to the community.

Alternative(s) to the Recommendation

None

Conclusions

The by-law requirements to provide a quarterly procurement report for awards over \$250,000 and sole and single source procurements, not requiring Council approval, has been fulfilled.

Attachments

None

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Report No. FIN21-045

Previous Reports

None

Pre-submission Review

Agenda Management Team review on October 28, 2021

Approvals

Approved by Rachel Wainwright-van Kessel, CPA, CMA, Director, Finance/Treasurer

Approved by Doug Nadorozny, Chief Administrative Officer



Town of Aurora
Mayor's Golf Classic Funds Committee
Meeting Minutes

Date: Friday, November 5, 2021

Time: 10 a.m.

Location: Video Conference

Committee Members: Koula Koliviras (Chair)
Barb Allan
Wendy Browne
Rosalyn Gonsalves

Members Absent: Heidi Schellhorn

Other Attendees: Jason Gaertner, Manager, Financial Management
Michael de Rond, Town Clerk
Samantha Yew, Deputy Town Clerk

1. Procedural Notes

This meeting was held electronically as per Section 19. i) of the Town's Procedure By-law No. 6228-19, as amended, due to the COVID-19 situation.

The Chair called the meeting to order at 10:05 a.m.

2. Approval of the Agenda

Moved by Barb Allan

Seconded by Rosalyn Gonsalves

That the agenda as circulated by Legislative Services be approved.

Carried

3. 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*

4. Receipt of the Minutes

4.1 Mayor's Golf Classic Funds Committee Meeting Minutes of July 20, 2021

Moved by Rosalyn Gonsalves

Seconded by Wendy Browne

That the Mayor's Golf Classic Funds Committee meeting minutes of July 20, 2021, be received for information.

Carried

5. Delegations

None.

6. Matters for Consideration

None.

7. Informational Items

None.

8. Closed Session

Moved by Rosalyn Gonsalves

Seconded by Barb Allan

That the Committee resolve into a Closed Session to consider the following matter:

1. Personal matters about an identifiable individual, including municipal or local board employees (Section 239(2)(b) of the *Municipal Act, 2001*); Re: Personal Application for Assistance

Carried

8.1 Personal Application for Assistance

Personal matters about an identifiable individual, including municipal or local board employees (Section 239(2)(b) of the *Municipal Act, 2001*)

Moved by Wendy Browne

Seconded by Barb Allan

1. That the Personal Application for Assistance be received; and
2. That the confidential direction to staff be confirmed.

Carried

9. Adjournment

Moved by Rosalyn Gonsalves

Seconded by Barb Allan

1. That the meeting be adjourned at 10:34 a.m.

Carried



Town of Aurora
Accessibility Advisory Committee
Meeting Minutes

Date: Wednesday, November 10, 2021
Time: 7:00 p.m.
Location: Video Conference

Committee Members: Rachelle Stinson (Chair)
 Matthew Abas (Vice Chair)
 John Lenchak (arrived at 7:50 p.m.)
 Hailey Reiss
 Max Le Moine (arrived at 7:55 p.m.)
 Jo-anne Spitzer

Members Absent: Councillor John Gallo

Other Attendees: Mat Zawada, Accessibility Advisor
 Ishita Soneji, Council/Committee Coordinator

1. Procedural Notes

This meeting was held electronically as per Section 19. i) of the Town's Procedure By-law No. 6228-19, as amended, due to the COVID-19 situation.

The Chair called the meeting to order at 7:01 p.m.

2. Approval of the Agenda

Moved by Matthew Abas

Seconded by Jo-anne Spitzer

That the agenda as circulated by Legislative Services, be approved.

Carried

3. 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*

4. Receipt of the Minutes

None.

5. Delegations

None.

6. Matters for Consideration

6.1 Memorandum from Accessibility Advisor; Re: Site Plan application ZBA-2021-06 and SUB-2021-02 (Submission 1), 5 to 70 Archer Hill Court

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

Moved by Matthew Abas

Seconded by Jo-anne Spitzer

1. That the memorandum regarding Site Plan application ZBA-2021-06 and SUB-2021-02 (Submission #1), 5 to 70 Archer Hill Court be received; and
2. That the Accessibility Advisory Committee comments regarding Site plan application ZBA-2021-06 and SUB-2021-02 (Submission #1) be received and referred to staff for consideration and further action as appropriate.

Carried

6.2 Memorandum from Accessibility Advisor; Re: Site Plan application OPA-2021-03, ZBA-2021-03, SP-2021-07 (Submission 2), 15296, 15306, 15314 Yonge Street

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

Moved by Matthew Abas

Seconded by Jo-anne Spitzer

1. That the memorandum regarding Site Plan Application OPA-2021-03, ZBA-2021-03, SP-2021-07 (Submission #2), 15296, 15306, 15314 Yonge Street be received; and
2. That the Accessibility Advisory Committee comments regarding Site plan application OPA,2021-03, ZBA-2021-03, SP-2021-07 (Submission #2) be received and referred to staff for consideration and further action as appropriate.

Carried

6.3 Memorandum from Accessibility Advisor; Re: Site Plan application SP-2021-08 (Submission 2), 20 and 25 Mavrinac Blvd

Staff provided an overview of the site plan and comments submitted to the Planner on behalf of the Committee and the developer's response to previous comments. The Committee and staff reviewed various aspects of the site plan and further suggestions were made regarding consideration for: crosswalk connecting the parkette to surrounding streets and installation of crosswalk at the intersection of Mavrinac Boulevard and Halldorson Avenue connecting the east and west development sites.

Moved by Matthew Abas

Seconded by Hailey Reiss

1. That the memorandum regarding Site Plan Application SP-2021-08 (Submission #2), 20 and 25 Mavrinac Blvd be received; and
2. That the Accessibility Advisory Committee comments regarding Site plan application SP-2021-08 (Submission #2) be received and referred to staff for consideration and further action as appropriate.

Carried

6.4 Memorandum from Accessibility Advisor; Re: Town of Aurora Multi-Year Accessibility Plan 2022 – 2026

Staff provided a brief overview of the memorandum and provided details on various aspects of the 2022-2026 Multi-Year Accessibility Plan

including accessible formatting, creating a HTML version of the plan for easy navigation, and changes from the current plan. Staff further provided details on the structure of the plan identifying the five key pillars of focus and the specific goals within each area. Staff noted that public consultation via an open forum, the Town website, social media platforms, and Engage Aurora survey is ongoing. Staff further advised that feedback regarding the plan can be provided by December 3, 2021. The Committee advised on minor revisions and were in support of the proposed plan.

Moved by Hailey Reiss

Seconded by Matthew Abas

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

Carried

6.5 Round Table Discussion; Re: Town of Aurora Accessibility Plan 2018 to 2024

Staff provided an update on the various capital and operating project accomplishments as follows: completion of the Facility Accessible Design Standards noting that the document will be added to the Town website; behaviour management training for staff; upgrading the door operators at the Stronach Aurora Recreation Complex and the Aurora Seniors Centre; availability of portable ramps at all special events; addition of evacuation chairs to emergency staircases at the Aurora Community Centre, Aurora Family Leisure Complex, and one to be installed at the Aurora Public Library.

Staff further proposed an initiative for the Committee's consideration by Holland Bloorview called the Dear Everybody in Action campaign. Staff noted the purpose of the campaign is to create awareness and learn about ableism in the community, social media, and various media platforms. The Committee and staff discussed about the prospects of incorporating and applying the concepts to various Town initiatives and content.

Staff referred to the accessibility video project noting that the first introductory video is forthcoming and information regarding participating in the video will be circulated to the Committee members. The Committee and staff discussed about the expectations and content for the first video, involvement of staff and Members of Council, the suitable length and format of the video, video shooting locations, and proposed topic. The Committee further discussed topics for future videos and creating a repository of videos for access to the community. Staff advised that all safety protocols and COVID-19 health guidelines will be followed for any in-person video recording instances.

Moved by Hailey Reiss

Seconded by Jo-anne Spitzer

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

Carried

7. **Informational Items**

None.

8. **Adjournment**

Moved by Hailey Reiss

Seconded by Matthew Abas

That the meeting be adjourned at 8:18 p.m.

Carried



Town of Aurora

Aurora Town Square Project Monitoring Task Force

Meeting Minutes

Date:	Tuesday, November 16, 2021
Time and Location:	1 p.m.; the meeting was held electronically
Task Force Members:	Mayor Tom Mrakas (Task Force Vice-Chair), Deputy Mayor/Councillor Harold Kim, Councillor Michael Thompson, Doug Nadorozny (CAO, Task Force Chair), Robin McDougall (Director, CMS), Rachel Wainwright-van Kessel (Director, Finance), Doug Bertrand (Manager, Facilities), Phil Rose (Manager, Aurora Town Square), Les Camm (Senior Project Manager, Colliers) and Mark Haddock (Project Manager, Colliers)
Members Absent:	None
Other Attendees:	None

Meeting called to order at 1:06 p.m.

1. Delegations

None

2. Review of Task Force Minutes

Review of Minutes from July 13, 2021. No comments.

3. Project Status Update

- Budget Update:
 - 77 COs approved with a value of \$1.16 million or 39% of contingency
 - 92.5% of contract budget committed to date

- \$12.6 million of construction contract complete, or approximately 30% of the contract value
 - 39% of Construction Contingency disbursed to date
 - Management Reserve remains untouched
- Schedule Update: latest schedule from Chandos shows the following completion dates:
 - New spaces adjoining Library/Library façade – May 2022*
 - Outdoor Square and Bridge – August 2022
 - Church Street School addition – January 2023
 - The schedule changes are due to several factors, including staff turnover, weather, labour shortages, and material delivery delays.

*Although Final Completion for the new spaces adjoining the Library is shown in the schedule as May 2022, Interior Occupancy is forecast for mid-end March 2022.

4. Communication Update

- 4 CAO and Stakeholder Updates released since last meeting (Aug, Sept, Oct, and Nov)
- 1 project status update in the CAO's Blog to all staff
- Videos:
 - Logo unveiling
 - Let's Talk Logo with Katrina Estacio
 - Behind the Scenes: Mayor Mrakas
 - Construction Timelapse
- Social Media:
 - Let's Talk Logo Design:
 - Instagram: 1110 reached, 284 views, 15 likes, 1 share, 1 archived
 - Logo Launch Countdown 1:
 - Instagram: 1277 reached, 29 likes, 1 comment, 1 archived
 - Logo Launch Countdown 2:
 - Instagram: 1279 reached, 388 views, 16 likes, 1 archived
 - Social media campaign to increase subscribers/Tote Bag Giveaway:
 - 1335 reached, 358 views, 15 likes, 2 archived, 3 shares
- Engage Aurora Webpage:

- August: 2.7k visits, 8 new registrations, 4 videos uploaded
 - September: 446 visits, 9 new registrations, 1 new time lapse video uploaded
 - October: 2.8k visits, 17 new registrations
- Media Release regarding new logo
- Newspapers: logo reveal coverage in The Auroran, Era Banner, Toronto Star, and St. Catharines Standard

5. New Business

- Capital campaign/fundraising update – several hard hat tours have been conducted over the last few weeks with verbal commitments received from various prospective donors totalling approximately half of the campaign goal.
- The front steps leading into the new Yonge Street Library entrance do not currently meet accessibility standards as the slope is greater than what is allowed by the AODA. Staff are meeting with the contractor and consultants to find a solution and will report back.

6. Next Meeting Date

TBD – early 2022

7. Adjournment

The meeting adjourned at 1:26 p.m.



Town of Aurora
Mayor's Golf Classic Funds Committee
Meeting Minutes

Date: Thursday, November 18, 2021

Time: 10 a.m.

Location: Video Conference

Committee Members: Koula Koliviras (Chair)

Wendy Browne

Rosalyn Gonsalves

Members Absent: Barb Allan

Heidi Schellhorn

Other Attendees: Councillor Wendy Gaertner

Jason Gaertner, Manager, Financial Management

Michael de Rond, Town Clerk

1. Procedural Notes

This meeting was held electronically as per Section 19. i) of the Town's Procedure By-law No. 6228-19, as amended, due to the COVID-19 situation.

The Chair called the meeting to order at 10:02 a.m.

2. Approval of the Agenda

Moved by Rosalyn Gonsalves

Seconded by Wendy Browne

The agenda as circulated by Legislative Services, be approved.

Carried

3. 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*

4. Receipt of the Minutes

4.1 Mayor's Golf Classic Funds Committee Meeting Minutes of November 5, 2021

Moved by Wendy Browne

Seconded by Rosalyn Gonsalves

That the Mayor's Golf Classic Funds Committee meeting minutes of November 5 2021, be received for information.

Carried

5. Delegations

None.

6. Matters for Consideration

6.1 Application from Welcoming Arms - Community Christmas Dinner

The Committee discussed the application from Welcoming Arms for their annual Community Christmas Dinner and agreed it merited funding.

Moved by Rosalyn Gonsalves

Seconded by Wendy Browne

1. That the application from Welcoming Arms - Community Christmas Dinner be received; and
2. That the funding request be approved in the amount of \$5,000.

Carried

7. Informational Items

None.

8. Adjournment

Moved by Rosalyn Gonsalves

Seconded by Barb Allan

That the meeting be adjourned at 10:09 a.m.

Carried



Town of Aurora
Anti-Black Racism and Anti-Racism Task Force
Meeting Minutes

Date: Wednesday, November 17, 2021
Time: 7:00 p.m.
Location: Video Conference

Committee Members: Mark Lewis (Chair)
 Noor El-Dassouki (Vice Chair)
 Edlene Antonio
 Shivangi Bagga
 Jennie Dekkema
 Keenan Hull
 Mae Khamissa
 Councillor Harold Kim

Other Attendees: Techa Van Leeuwen, Director of Corporate Services
 Demetre Rigakos, Manager, Human Resources
 Michael de Rond, Town Clerk

1. Procedural Notes

This meeting was held electronically as per Section 19. i) of the Town's Procedure By-law No. 6228-19, as amended, due to the COVID-19 situation.

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

2. Approval of the Agenda

Moved by Noor El-Dassouki

Seconded by Mae Khamissa

That the agenda, as circulated by Legislative Services, be approved.

Carried

3. 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*

4. Receipt of the Minutes

4.1 Anti-Black Racism and Anti-Racism Task Force Meeting Minutes of October 20, 2021

Moved by Noor El-Dassouki

Seconded by Mae Khamissa

That the Anti-Black Racism and Anti-Racism Task Force meeting minutes of October 20, 2021, be received for information.

Carried

5. Delegations

None.

6. Matters for Consideration

6.1 Memorandum from Manager, Human Resources; Re: Diversity, Equity and Inclusion, Strategic Action Plan 2021-2024

Demetre Rigakos, Manager, Human Resources, introduced Dr. Nafeesa Jalal, the Town's consultant who developed the Diversity, Equity and Inclusion Strategic Action Plan. Dr. Jalal provided a presentation to the Task Force which included background on how the strategy was created as well as outlined the eight goals of the strategy.

There was further discussion regarding potential changes in hiring practices to reflect the values of the Diversity, Equity and Inclusion Strategic Action Plan as well as how the Town can continue to make process in Diversity and Inclusion initiatives. There was also discussion regarding remaining accountable to the plan and further suggestions to improve the Town's recruitment processes.

Moved by Mae Khamissa

Seconded by Noor El-Dassouki

3

1. That the memorandum regarding The Town's Diversity, Equity and Inclusion Strategic Action Plan 2021-2024 be received; and
2. That the Anti-Black Racism and Anti-Racism Task Force comments regarding the Town's Diversity, Equity and Inclusion Strategic Action Plan 2021-2024 be received and referred to staff for consideration and further action as appropriate.

Carried

7. Informational Items

None.

8. Adjournment

Moved by Mae Khamissa

Seconded by Jennie Dekkema

That the meeting be adjourned at 8:33 p.m.

Carried



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

Date: Thursday, November 18, 2021
Time: 7 p.m.
Location: Video Conference

Committee Members: Balpreet Grewal (Chair)
 Laura Thanasse (Vice Chair)
 Shivangi Bagga
 Earl Cochrane (departed 7:45 p.m.)
 Chris Gordon
 Denis Heng
 Janet Mitchell
 Sera Weiss

Members Absent: Jennifer Sault
 Councillor Sandra Humfryes

Other Attendees: Lisa Hausz, Manager, Economic Development and Policy
 Linda Bottos, Council/Committee Coordinator

1. Procedural Notes

This meeting was held electronically as per Section 19. i) of the Town's Procedure By-law No. 6228-19, as amended, due to the COVID-19 situation.

The Chair called the meeting to order at 7:04 p.m.

2. Approval of the Agenda

Moved by Laura Thanasse

Seconded by Janet Mitchell

That the agenda as circulated by Legislative Services be approved.

Carried

3. **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*.

4. **Receipt of the Minutes**

4.1 **Community Advisory Committee Meeting Minutes of April 15, 2021**

Moved by Sera Weiss

Seconded by Earl Cochrane

That the Community Advisory Committee meeting minutes of April 15, 2021, be received for information.

Carried

5. **Delegations**

None.

6. **Matters for Consideration**

6.1 **Memorandum from Manager, Economic Development and Policy; Re: Aurora Promenade Streetscape Needs Assessment**

Staff provided a brief overview of the memorandum and introduced the project consultants: Wai Ying Di Giorgio, Principal, Urban Design; and Andrew Hooke, Project Manager; of The Planning Partnership. The consultants sought input from the Committee on elements of the study area streetscape including the road, sidewalk, landscape, lighting, and maintenance.

The Committee expressed general support of the plan and proposed improvements, and provided feedback and suggestions regarding: the need for assessment and/or statistical data as a basis for decisions; examples of other municipalities with pedestrian-friendly areas; concern about reducing street parking; concern about how to divert traffic without affecting businesses and local residential areas; the need for viable options; fit with regional transit plans; traffic flow options; increased accessibility for pedestrian traffic; making the area a destination through investment; installation of trees and environmental effects; planters and

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drought-resistant plants; landscaping to help reduce sound and slow down traffic; better lighting; garbage cans; patios; and bike lanes.

Staff noted that the consultation will continue and further comments can be shared online at engageaurora.ca/downtownstreetscape.

Moved by Laura Thanasse

Seconded by Janet Mitchell

1. That the memorandum regarding Aurora Promenade Streetscape Needs Assessment be received; and
2. That the Community Advisory Committee comments regarding the Streetscape Needs Assessment be received and referred to staff for consideration and further action as appropriate.

Carried

7. Informational Items

None.

8. Adjournment

Moved by Laura Thanasse

Seconded by Sera Weiss

That the meeting be adjourned at 8:07 p.m.

Carried



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Town of Aurora

General Committee Report

No. FIN21-049

Subject: Procurement Modernization Project Update

Prepared by: Anna Ruberto, Procurement Manager

Department: Finance

Date: November 30, 2021

Recommendation

1. That Report No. FIN21-049 be received.

Executive Summary

This report provides an update on the Procurement Modernization Project, with information regarding the current findings provided in the Risk Assessment, Diagnosis, and Recommendations (RADAR) report.

- The procurement review of the Town's current state included all departments
- Four critical risk factors and four-point benchmarks were used to assess the current state of procurement at 1.5 out of 4
- The consultant evaluated eight target areas and 24 due diligence indicators to assess the current state further
- The Town procurement operations scores are relative to other public sector entities
- Recommendations are provided to improve all eight critical risk areas
- The recommendations will be used to develop a new procurement policy, bylaw and protocols which will be presented to Council in the new year

Background

In the 2021 to 2022 Budget, Council approved a study capital project for Procurement Modernization of the Town's procurement bylaw and processes. This project includes the following:

- A risk assessment including a snapshot review, field study and RADAR report of the current procurement knowledge and process
- Process improvement including the development of standard templates, contracts and forms
- An assessment of procurement types and thresholds to make procurement more strategic
- Development of a new procurement bylaw and process protocols
- Ensuring compliance with trade treaties
- Deployment training for implementing the new bylaw, templates and process

The Procurement Law Office was retained to assist with the project. They have experience in working with many government agencies, including municipalities across Ontario. Their legal counsel provides procurement expertise and training, to assist agencies to improve their knowledge and processes and mitigate risk.

The review is completed and the findings and recommendations are consolidated within the RADAR report in Attachment 1. Staff are currently reviewing the information and templates, procurement policy and protocols, upon which the new bylaw will be developed.

Analysis

The procurement review of the Town's current state included all departments

The Procurement Law Office used a due diligence strategy to measure our organization's existing practices against precise benchmarks to create a snapshot of current performance. To develop these benchmarks, their lawyers dedicated hundreds of hours of legal research to identify governing standards and industry best practices. Additionally, they analyzed 30 years of procurement case law and carefully dissected hundreds of decisions from across Canada to identify the legal standards that govern public procurement including the rules from domestic and international trade treaties, procurement statutes and regulations and directives.

The RADAR report provides an overview of the current state of the procurement process at the Town. Since all departments have a role in the procurement function, the consultant's observations and areas of improvement refer to the entire organization and are not specific to only the Procurement Services division. The report identifies the weaknesses and proposes solutions to make procurement more effective and strategic. The report is based on the findings during the consultative field study sessions that

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Report No. FIN21-049

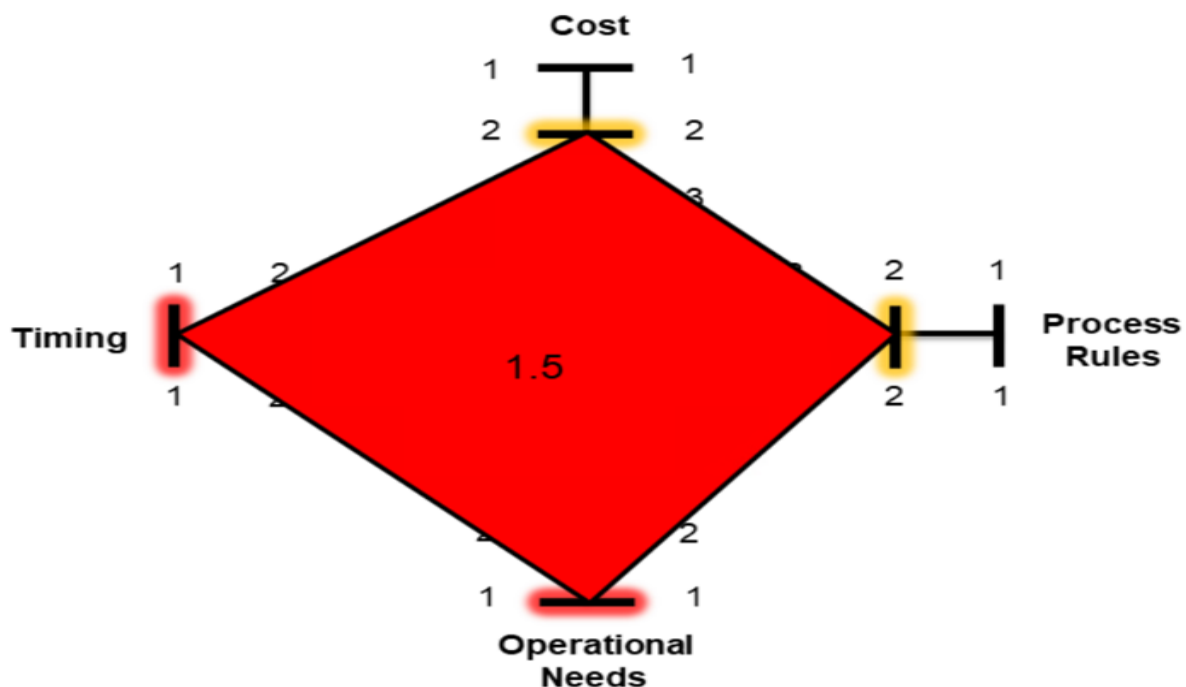
consisted of 14 staff and included interviewing managers from across the organization and members of the Executive Leadership Team.

Four critical risk factors and four-point benchmarks were used to assess the current state of procurement at 1.5 out of 4

The Town of Aurora overall assessment resulted in a score of 1.5 out of 4 indicating areas for improvement in the four risk areas which include:

1. Risk meeting operational needs
2. Risk being within budget
3. Risk delivering on time
4. Risk of not following the process rules

Figure 1
Critical Risk Area Assessment



The score of 1 to 4 is based on the following four-point benchmarking scale:

1. Significant Failure
2. Marginal Results
3. Meets Expectations
4. Exceeds Expectations

Based on these scores the report cites the following key findings:

- “Overall, current institutional score card is 1.5 out of 4 due to the current misalignment of managing costs, time constraints, operational needs, and process rules.”
- “Lack of transparent means for tracking expenditure in an easily accessible manner and the use of rosters heightens the potential over-spend on recurring purchases.”
- “The inordinate emphasis of procedural compliance, when compared to operational needs and time constraints, is producing marginal results and placing future operational needs at risk of significant failure.”
- “There is an absence in the overall co-ordination requirement to better ensure the timely planning and execution of procurement projects.”

The consultant evaluated eight target areas and 24 due diligence indicators to assess the current state further

The overall score is broken down further into eight target areas that include:

1. Institutional Governance
2. Project Governance
3. Forms and Formats
4. Document Drafting
5. Bidding Risk
6. Contract Management
7. Training
8. Innovation

Further analysis based on 24 due diligence indicators. The analysis looks at three indicators for each of the eight target areas above to provide actionable recommendations for improvement. These 24 indicators are identified in Table 2 later in this report.

A seven-tier scoring system was used to assess and score the organization’s performance in meeting the standards under each of the 24 due diligence indicators. The snapshot plots the scores and connects the dots that reveals the strengths and weaknesses in the procurement operations. This provides a clear picture for assessing and tracking success.

Each area is scored from A being exceptional to F a potential rules breach and X indicating an apparent rules breach. Aurora's scores ranged between C which is good and E for inadequate. Figure 2 shows how the scores are mapped and Figure 3 shows the overall scoring in each area for Aurora.

Figure 2
Seven Tier Scoring System

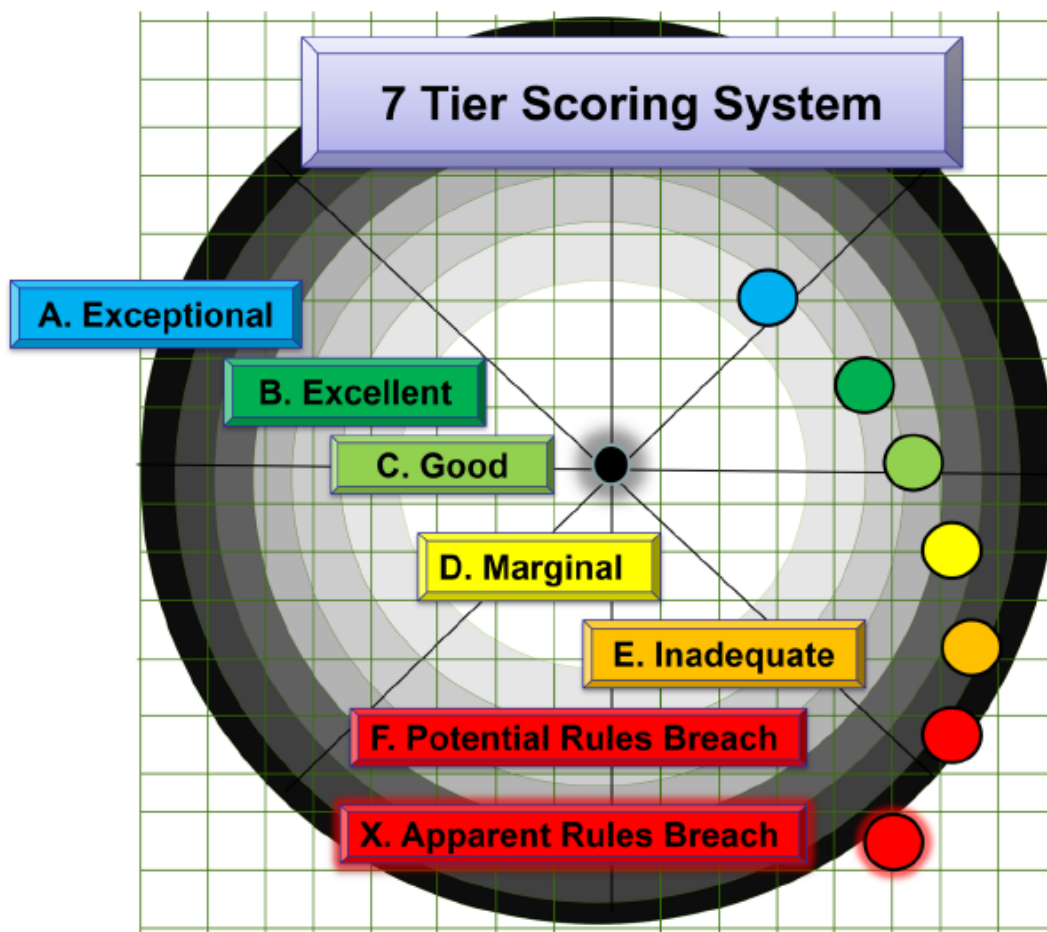
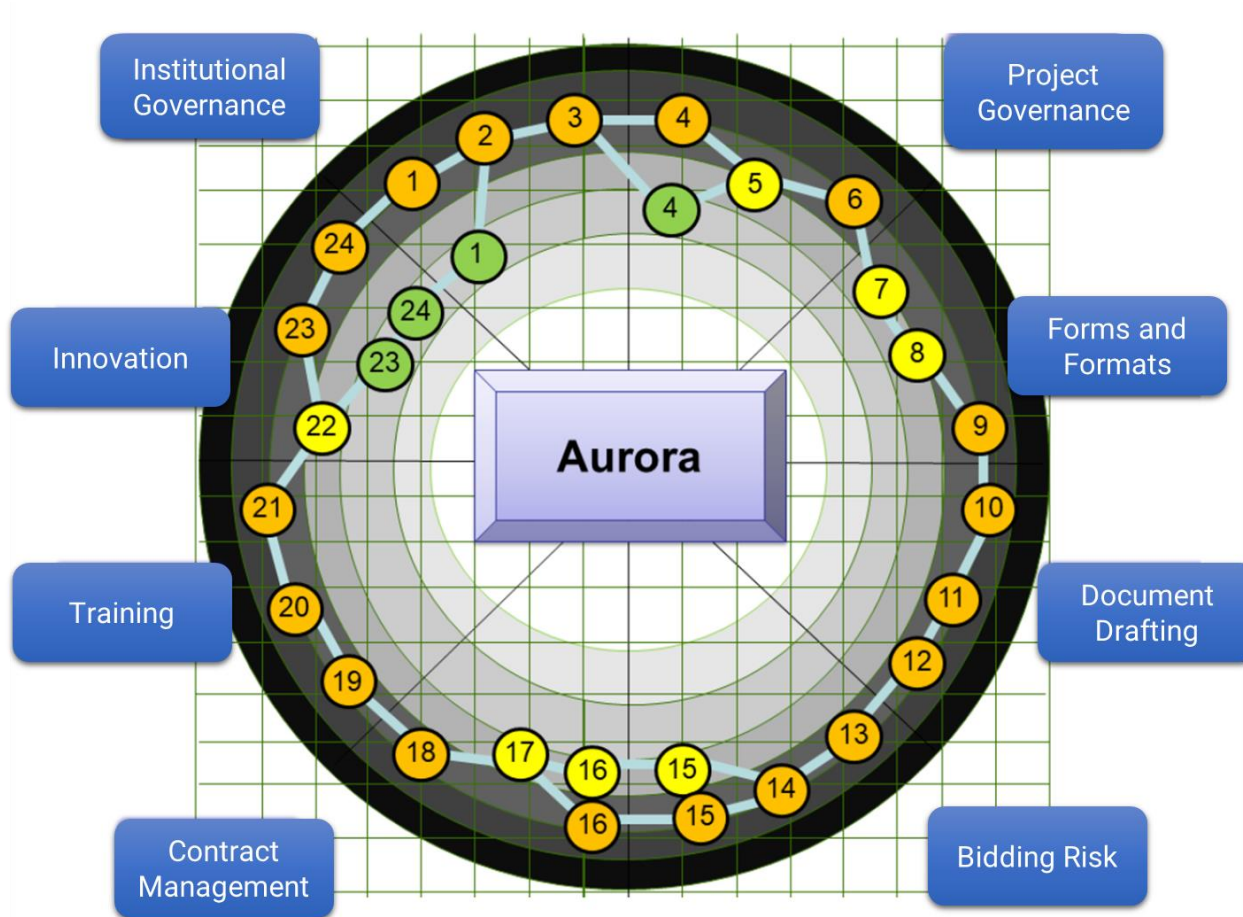


Figure 3
Aurora's Snapshot Scoring



These scores are typical for most municipalities embarking on this modernization process. The consultant very rarely scores municipalities at an A being exceptional or a B being Excellent. Table 1 explains the ratings in more detail.

Table 1
Seven Tier Town of Aurora Overview

TIER	DESCRIPTION	TOWN OF AURORA RESULT
A. Exceptional	An "Exceptional" score indicates that the institution has gone well beyond compliance with requirements and recognized standards and has implemented a highly innovative and comprehensive approach to realizing or exceeding best practices and achieving a high level of efficiency across various aspect(s) of their procurement operations.	No scores within this tier "Exceptional" scores are rarely achieved.
B. Excellent	A score of "Excellent" indicates that the institution has gone beyond simply complying with the requirements and has taken a proactive and innovative approach to implementing best practices in a particular area of their procurement operations.	No scores within this tier. "Excellent" scores are unusual
C. Good	A score of "Good" indicates that the institution is complying with the requirements and meeting recognized standards in a particular area of their procurement operations.	4 scores for C. Good tier "Good" scores are commonly achieved
D. Marginal	A score of "Marginal" indicates that the institution is responding in some respects to the requirements or recognized standards, but could address the requirements of standards in a more detailed or comprehensive manner.	7 scores for D. Marginal tier "Marginal" scores are very common

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TIER	DESCRIPTION	TOWN OF AURORA RESULT
E. Inadequate	A score of "Inadequate" indicates that the institution has not sufficiently addressed or met requirements or recognized standards in a particular area of their procurement operations.	13 scores for E. Inadequate tier "Inadequate" scores are common
F. Potential Rules Breach	A score of "Potential Rules Breach" indicates that the institution does not appear to be complying with a requirement under applicable laws or trade treaties.	No scores within this tier. "Potential Rules Breach" are uncommon.
X. Apparent Rule Breach	A score of "Apparent Rules Breach" indicates that the institution is clearly in contravention of a requirement under the applicable laws or trade treaties.	No scores within this tier. "Apparent Rules Breach" are uncommon.

The Town procurement operations scores are relative to other public sector entities

The Procurement Law Office also provided six comparable examples of Snapshot Review assessments prepared for other public sector entities across Canada. An illustrative image of these six comparable entities are shown in Figure 4.

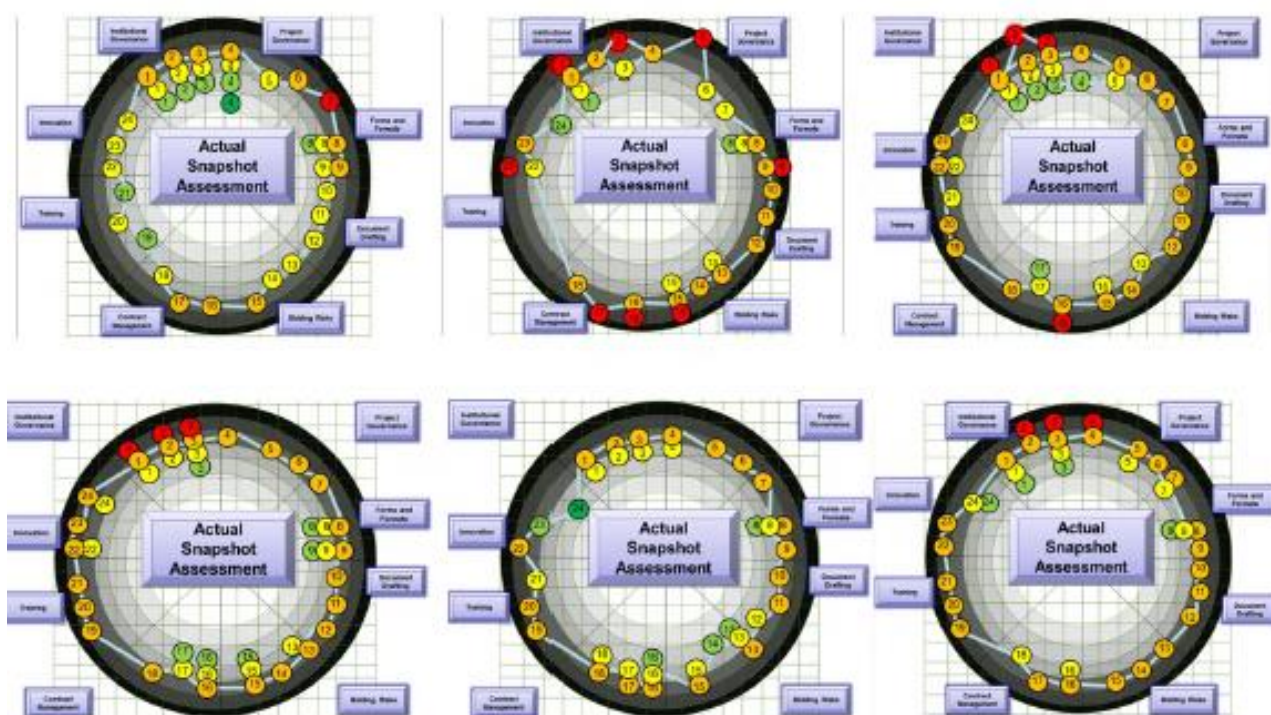
Although breaches are considered uncommon, five out of the six municipalities shared as comparators, had scored red coloured circles that indicated a score of "F – Potential Rules Breach" and/or a score of "X – Apparent Rules Breach". There were a similar amount of green coloured circles that indicated a score of "C – Good". There was one comparable with more green circles than Aurora. Comparing these assessments to the Town's assessment provides a visual representation that our procurement operations measure up better than most other public sector entities prior to implementing the recommendations from the consultant.

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Figure 4
Illustration of Comparable Snapshot Scoring



Recommendations are provided to improve all eight critical risk areas

The following summarizes the recommendations identified in the report for each of the eight critical risk areas and identifies the score(s) for each of the diligence indicators as detailed in Table 2 below.

Table 2
Critical Risk Area Grades and Improvement Recommendations

Diligence Indicator		Grade A-F & X	Recommendations for Improvement
Institutional Governance: Indicators 1 - 3			
1	Accountability Controls	C/E	Implement a revised procurement policy (i.e. bylaw)
2	Integrity Indicators	E	Ensure a clear link to code of conduct
3	Open Competition Requirements	E	Align the policy with trade treaties, federal provincial statutes and directives

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Diligence Indicator		Grade A-F & X	Recommendations for Improvement
			<p>Prohibit contract splitting through better planning/accountability</p> <p>Establish a procurement governance committee including staff from various departments</p>
Project Governance: Indicators 4 - 6			
4	Project Planning and Procedures	C/E	Clearly outline roles and responsibilities for all parties involved in procurement
5	Project Team Roles and Responsibilities	D	Develop guidelines to aid departments to select the right procurement template e.g. IRFQ, RFQ, RFT.
6	Clear Requirements and Formats	E	Implement a more robust procurement and design-planning process that allows for earlier alerts to upcoming procurements and ties to the budget process – also sets appropriate expectations for timing
Forms and Formats: Indicators 7 - 9			
7	Range of Formats	D	Update and implement new templates
8	Template Contract	D	Include full range of formats
9	Awareness of Format Use	E	Utilize more pre-qualification roster
Document Drafting: Indicators 10 - 12			
10	Drafting Process Flow	E	<p>Implement a clear project design-planning process based on expenditure and complexity</p> <p>Establish a streaming system</p> <p>Clearly identify roles in drafting</p> <p>Use of plain language</p>
11	Drafting Roles and Responsibilities	E	
12	Document Readability	E	

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Report No. FIN21-049

Diligence Indicator	Grade A-F & X	Recommendations for Improvement
Bidding Risks: Indicators 13 - 14		
13 Contract Scoping	E	Procurement to train departments to better align scoping and scoring Manage the collect and disclosure of material information during the process Enhance the defensibility of bid evaluations and award
14 Material Disclosures	E	
15 Evaluation Defensibility	D/E	
Contract Management: Indicators 16 - 18		
16 Contract Administration	D/E	Establish more robust contract management procedures Define clear rules for scope increase Enhance the current process to manage supplier performance and disputes Establish a clearer supplier suspension process
17 Scope Management	D	
18 Performance Tracking and Debarment	E	
Training: Indicators 19 - 21		
19 Hiring Standards	E	Recommendations for hiring in procurement Augment procurement resources to provide support Build on current training program and develop “Procurement 101” training for all and new hires Negotiation training for Legal and Procurement and other key staff Expand use of Negotiated RFP
20 Procurement Training	E	
21 Advanced Negotiation Training	E	

Diligence Indicator		Grade A-F & X	Recommendations for Improvement
Innovation: Indicators 22 - 24			
22	Broader Organizational Awareness	D	Improve awareness of procurement practices
23	Business Process Improvement	C/E	Further leverage procurement-centric technology
24	Effective Use of Technology	C/E	Automate design and drafting platform Automated requisitions and approvals

The recommendations will be used to develop a new procurement policy, bylaw and protocols which will be presented to Council in the new year

Staff are working with the consultant to review the drafted procurement policy and protocols. This policy outlines the content to be considered in the development of the new procurement bylaw. In January 2022, Council will review the recommendations and provide comment and consideration of approval for Staff to proceed with the development of the new bylaw.

This new bylaw will address many of the recommendations for improvement that have been identified by the consultant and feedback received from staff across the organization. It will also further enable Procurement Services to become strategic partners along with their clients.

Advisory Committee Review

At the October 12, 2021 FAC meeting an update was provided regarding the Procurement Modernization project, including the RADAR report findings. The members requested that other agency's findings be provided for comparison to the Aurora findings and have been provided in this report.

Legal Considerations

None.

Financial Implications

None

Communications Considerations

The Town of Aurora will use 'inform' as the level of engagement for this project. There are five different levels of community engagement to consider, with each level providing the community more involvement in the decision-making process. These levels are: Inform, Consult, Involve, Collaborate, and Empower. Examples of each can be found in the Community Engagement Policy. These options are based on the International Association of Public Participation (IAP2) Spectrum and assist in establishing guidelines for clearly communicating with our public and managing community engagement. The information in this report will be shared with staff to support the recommendations associated with the report, and the report will be placed on the Town's website.

Link to Strategic Plan

Reporting to Council with a project update contributes to achieving the Strategic Plan guiding principle of "Leadership in corporate and financial management" and improves transparency and accountability to the community.

Alternative(s) to the Recommendation

1. None

Conclusions

The Procurement Law Office's opinion was that the RADAR report findings indicate the Town of Aurora is comparable to most other agencies with the review of the procurement processes. No significant breaches were identified in their review. Opportunities have been recommended both within the Procurement Services division and departments within the Corporation which will further strengthen the procurement process for all procurement thresholds. The Town will proceed to develop the revised Procurement By-law based on the Consultant's recommendation, which will be brought forward to Council for consideration.

Attachments

Attachment 1 – RADAR Report

Attachment 2 – Presentation Procurement Modernization Update

Previous Reports

None

Pre-submission Review

Agenda Management Team review on November 11, 2021

Approvals

Approved by Rachel Wainwright-van Kessel, CPA, CMA, Director, Finance/Treasurer

Approved by Doug Nadorozny, Chief Administrative Officer

The Procurement Office

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Discussion Draft

RADAR Report Risk Assessment, Diagnosis, and Recommendations

Date: May 12, 2021

To: Town of Aurora (the "Town")

Attn: Anna Ruberto

A. Our Deliverables

In accordance with the methodology and approach set out in our Statement of Work, we have:

1. reviewed the Town's procurement-related policies, procedures, and templates and prepared a Snapshot Review of the Town's procurement operations as set out in the attached Snapshot Review Presentation slides and the Snapshot Diagnostic Tool spreadsheet;
2. conducted field study interviews with a total of 14 Town staff;
3. conducted two separate self-assessment surveys of procurement staff and broader organizational representatives to consolidate their views on existing procurement practices as set out in the two attached survey result summaries; and
4. consolidated our findings and recommendations from the above sources in this RADAR Report.

Our deliverables also include a briefing session during which we will present a summary of our findings and recommendations, answer your questions, and discuss potential next steps should the Town decide to implement the recommendations.

B. Overall Assessment and Snapshot Review Process

(i) The Four Critical Risk Factors and Four-Point Benchmarks

Our Institutional Reviews are intended to assess existing procurement practices and tailor recommendations for future improvement in the context of the following four risk factors inherent in public sector context:

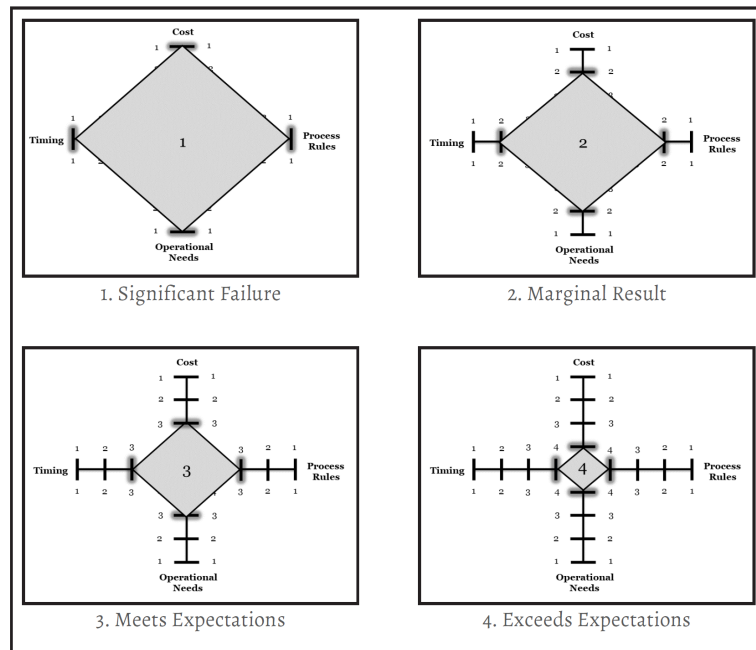
1. the failure to meet operational needs;

2. the failure to stay within budget;
3. the failure to deliver on time; and
4. the failure to follow the process rules.

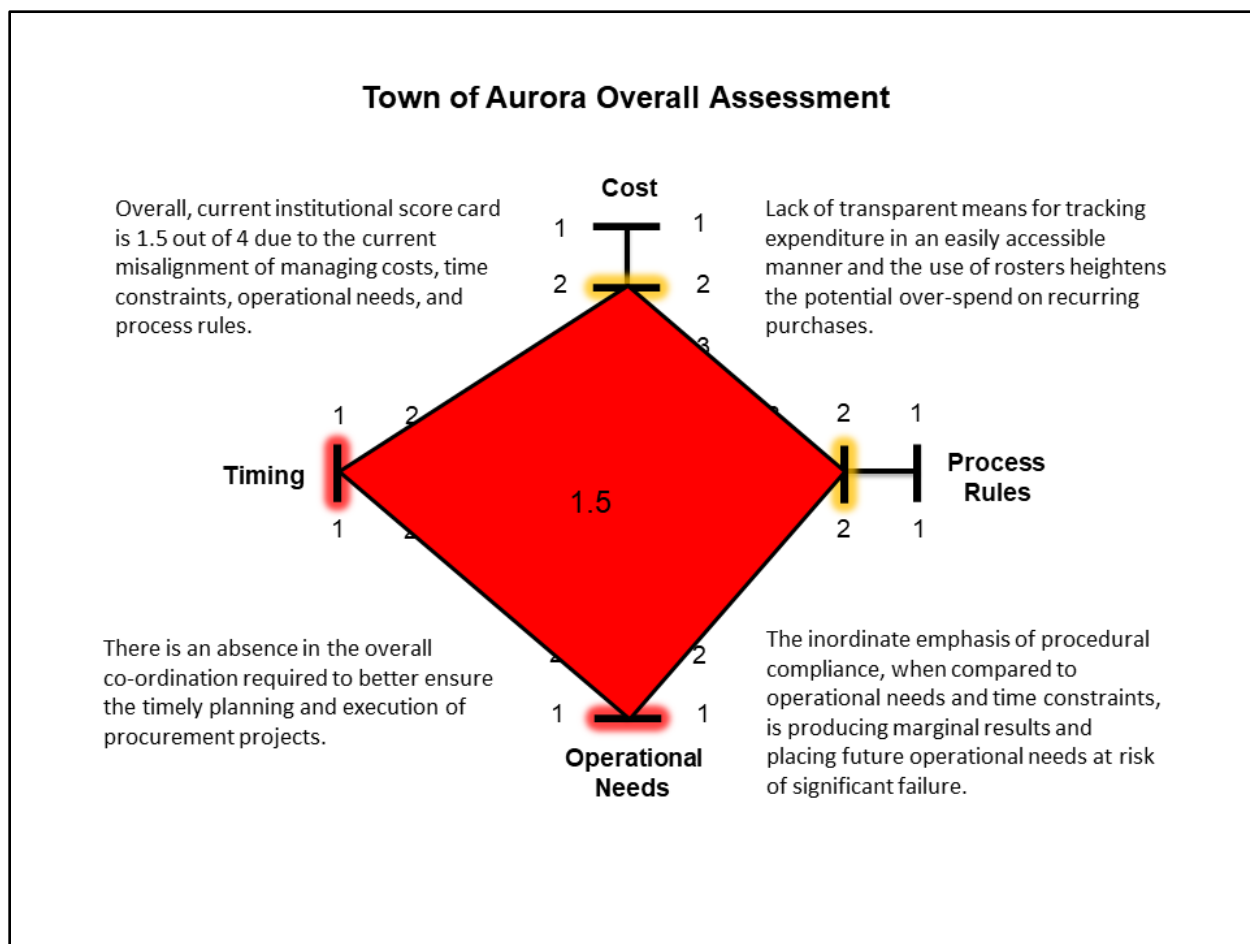
At the institutional level, each of these factors can be assessed on the following four-point benchmarking scale:

1. Significant Failure
2. Marginal Results
3. Meets Expectations
4. Exceeds Expectations

By conducting an overall assessment of the four critical risk factors on the four-point scale, we can provide a global picture of how the institution is balancing its institutional practices and score them as below:



At the institutional level, our assessment of the overall risks created by the Town's existing procurement practices is as follows:



This overall assessment is supported by the findings contained within our Snapshot Review process and Field Study as further described below.

(ii) Snapshot Review Methodology

The Snapshot Review is an assessment of the Town's existing procurement practices in the following eight key target areas: (i) institutional governance; (ii) project governance; (iii) forms and formats; (iv) document drafting; (v) bidding risks; (vi) contract management; (vii) training; and (viii) innovation.

The Snapshot Review contains a series of specific due diligence indicators that measure an institution's procurement practices against broadly recognized industry best practices. The standard-setting sources that inform this analysis include:

1. a synthesis of over four decades of case law rulings drawn from the Canadian International Trade Tribunal and from every jurisdiction and level of court in Canada, along with leading international case law decisions;

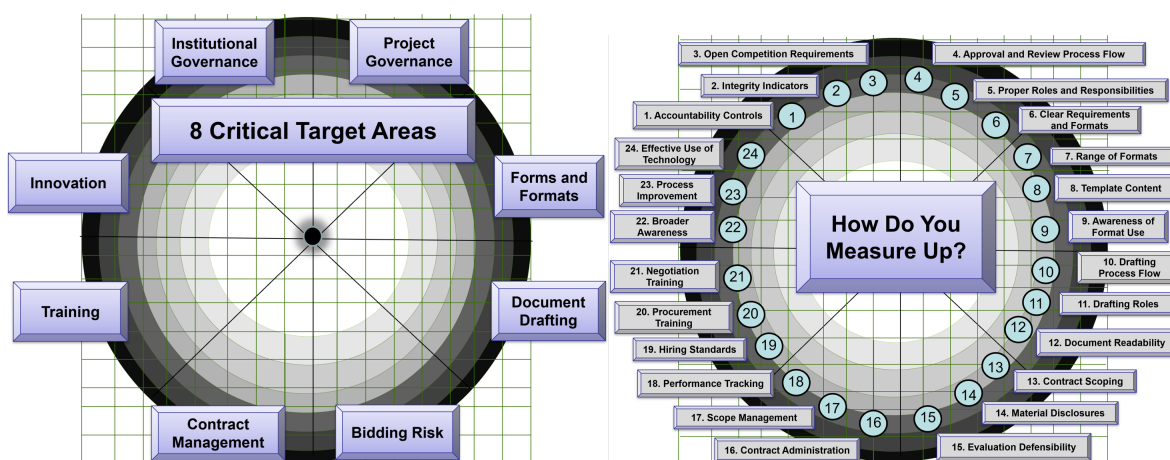
2. Canadian legal standards and trade treaty obligations from a broad range of treaties, including the Canada-European *Comprehensive Economic and Trade Agreement (CETA)*, the *Canadian Free Trade Agreement (CFTA)*, along with federal and provincial statutes, directives, and guidelines;
3. international best practices drawn from leading sources, including World Bank and OECD recommendations, guidelines, and standards, the *UN Model Procurement Law*, and procurement treaties and statutes from a broad range of jurisdictions; and
4. good governance recommendations from public inquiries and from Canadian and international public audit reports.

By applying broadly recognized standards to selected sample documents from the Town, the Snapshot Review provides a preliminary assessment of your procurement practices based on a seven-tier scoring system that can help inform future initiatives for improvement, and also serves as a benchmark against which you can measure the success of those initiatives.

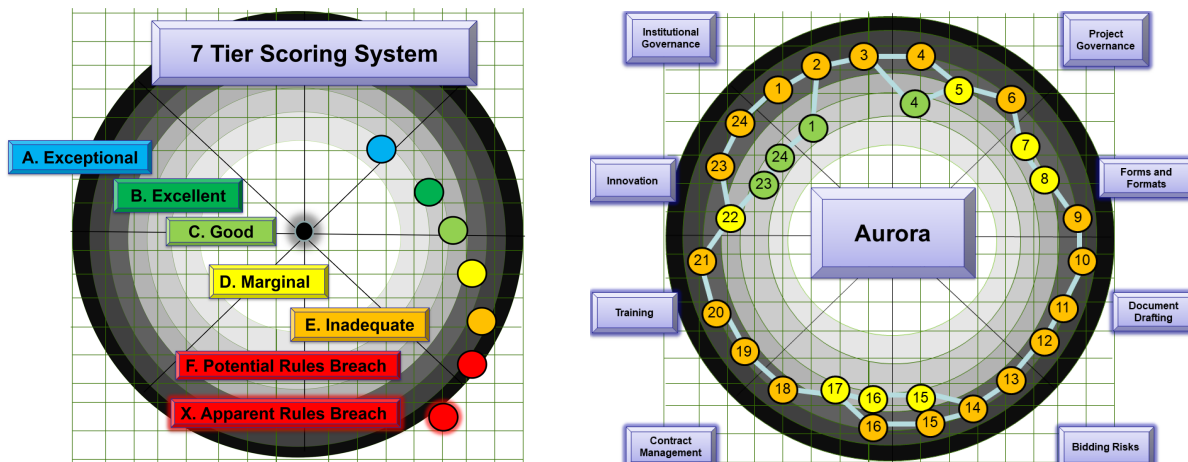
While the Snapshot Review draws on a broad range of standard-setting sources to assess your practices against 24 due diligence indicators, it is not intended to: (a) provide an exhaustive review of the Town's procurement practices; or (b) provide a conclusive legal opinion on those general practices or on any specific sample document.

(iii) Snapshot Results: Snapshot Review and Diagnostic Tool Findings

The results of the Snapshot Review are presented in the Snapshot Review Analysis Diagram, which synthesizes our findings in a quick-reference visual format. The Snapshot Review Presentation slides further illustrate how the diagram is constructed by plotting the scores for each of the 24 due diligence indicators within the eight critical target areas, and includes examples of Snapshots of other public sector institutions for the purposes of comparison. The Town's Snapshot reflects and summarizes the scoring of approximately 200 sub-criteria. In some cases, multiple scores are shown for a specific due diligence indicator where there was significant variation in the scoring of the sub-criteria in that area.



These factors are scored according to a seven-tier grading system. Based on a scoring of the 24 due diligence indicators falling across the eight target areas identified above, the Town's overall Snapshot assessment is as follows:



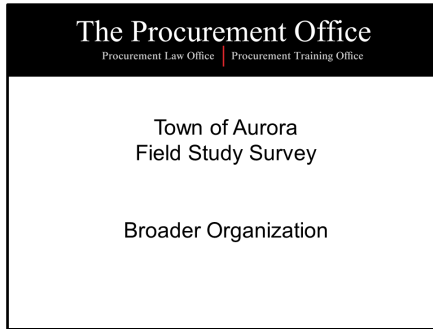
All of the detailed sub-criteria, along with the assigned scores and comments, are set out in the Snapshot Review Diagnostic Tool document, which is attached along with the Snapshot Review Presentation.

Snapshot Diagnostic Tool - Town of Aurora					
Target Area	Due Diligence Indicators	First Level Sub-Criteria	Sub-Criteria	Score	Comments
INSTITUTIONAL GOVERNANCE					
1. ACCOUNTABILITY CONTROLS: Does your organization have the proper internal governance policies and procedures in place to keep pace with emerging due diligence standards?					
1. Institutional Governance	1. Accountability Controls	Consolidated Procurement Policy/Transparent Rules	Your organization maintains detailed procurement policies and procedures.	C	A relatively detailed procurement by-law was updated in 2018 and policies and procedures continue to be updated as required.
1. Institutional Governance	1. Accountability Controls	Consolidated Procurement Policy/Transparent Rules	Your procurement policies and procedures are accessible within the organization.	C	The Town has an intranet where policies and procedures are available, however there is note that some revisions may have been made to documentation that is not captured in the version on the intranet.
1. Institutional Governance	1. Accountability Controls	Consolidated Procurement Policy/Transparent Rules	Your procurement policies and procedures are accessible externally to suppliers and the general public.	C	A search online produced the by-law and a dedicated page for procurement services online, however policies and procedures were not found.

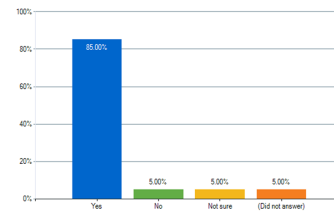
(iv) Field Study: Procurement Department and Broader Organization Reports

We conducted the above-noted interviews with procurement professionals from the Town's Procurement Department and representatives from various other the Town business units to discuss the Town's procurement operations and processes. In this report, we will use the term "business units" to refer to the Town's departments, divisions, or units other than the Procurement Department.

We also asked the interviewees and other the Town employees to complete our online surveys. The survey results are useful to illustrate the level of awareness across the Town with respect to procurement matters and the level of employee confidence in the Town's procurement operations.



Does your organization have documented procurement policies and procedures?



The survey results were incorporated into our Field Study and relied on as part of the findings and recommendations contained in this report.

C. Executive Summary of Key Recommendations

Based on our findings and observations, our key recommendations are as follows:

1. Institutional Governance - Revised Procurement Policy

We recommend that the Town consolidate and update the content from the existing procurement-related policies and adopt a procurement policy that clearly sets out the approval authorities and the roles and responsibilities of all the Town employees engaged in procurement.

The consolidated policy should:

- a) articulate the role of senior management across all business units in supporting the role of the Procurement Department and protecting the Town's interests by ensuring compliance with governing rules in respect of its procurement operations;
- b) incorporate an updated version of the Town's Code of Conduct;
- c) establish a supplier code of conduct to address rules and expectations with respect to the conduct of suppliers, including prohibitions against illegal or unethical bidding practices and rules with respect to lobbying and disclosure of conflicts of interest;
- d) update stipulated monetary thresholds for low-value purchases, invitational competitions, and open competitions, and outline appropriate exceptions to requirements to conduct competitive processes that align with applicable trade agreements; and
- e) prohibit contract-splitting and improper contract extensions and scope changes, and emphasize responsibility and accountability for accurately scoping requirements and estimating the value of a procurement.

We recommend that the Town establish a procurement governance committee made up with members from the Procurement Department and key business units, that will meet on a regular basis to facilitate communication and discussion with respect to the Town's procurement issues. This committee should be responsible for addressing discrepancies in procurement practices, engaging in strategic planning to

increase collaborative procurement, and encouraging stability, continuity, and consistency in the relationship between the Procurement Department, Legal Department, and the business units.

2. Project Governance - User-Friendly Procedures

We recommend that the Town establish clear and consistent procedures that direct users through the various stages of the procurement process, set out the specific requirements that need to be met at each stage, and assign clear roles, responsibilities, and accountabilities for meeting those requirements. The procedures should:

- a) clearly outline the roles and responsibilities of the Procurement Department in providing procurement expertise and services to the business units in a consistent and timely manner, managing and overseeing the competitive process and facilitating communications with bidders;
- b) clearly outline the roles and responsibilities of the business units in providing advance notice of upcoming procurement requirements, participating in the planning process, drafting unbiased specifications and clear requirements, collaborating on the development of appropriate and defensible evaluation criteria, and fully participating in fair and transparent evaluation processes; and
- c) establish clear instructions and guidelines for (i) selecting the appropriate competitive procurement template; (ii) drafting and assembling competitive procurement documents; (iii) conducting the competitive processes; (iv) establishing and managing qualified supplier rosters; (v) preparing for and conducting negotiations; (vi) conducting debriefings; and (vii) handling procurement protests.

3. Forms and Formats – New Tendering Templates and Frameworks

We recommend the Town develop and implement an updated set of solicitation document templates and make use of a full range of procurement formats.

We recommend that the Town increase its use of prequalification processes to establish rosters of prequalified suppliers under framework arrangements for the purchase of regularly required goods and services through expedited second-stage competitions.

4. Document Drafting – Procurement Design-Planning

We recommend that the Town mandate a clear project design-planning process that requires project teams to confirm contract scoping, pricing structures, evaluation criteria, contract structures, and tendering formats as the first stage of the procurement planning process. This design-planning should be mandated to project teams as a pre-requisite to proceeding to full solicitation drafting and, for major project, as a prerequisite to initial spending authorization. The level of advanced planning and allocated staff resources should be directly tied to the level of expenditure, complexity, and long-term significance of the specific contract. The Town should establish a streaming system for projects to direct them to the

appropriate stream based on major project expenditure and complexity, recurring tendering, and below-threshold small expenditures.

5. Bidding Risks

We recommend that the Town establish policies, procedures, and protocols to deal with bidding risks in the areas of contract scoping, material disclosures, and evaluation defensibility, including protocols:

- a) requiring the clear alignment of contracting scoping and pricing structures;
- b) managing the collection and disclosure of material information during the bidding process; and
- c) enhancing the defensibility of bid evaluation and contract award processes.

6. Contract Management

We recommend that the Town establish and document procedures for contract management, including:

- a) procedures establishing roles and responsibilities for day-to-day contract management and monitoring of milestone dates;
- b) clear rules for extending or increasing the scope of existing contracts;
- c) procedures for evaluating and documenting supplier performance issues and managing contract disputes; and
- d) a process for suspending suppliers from participation in future procurement processes on the basis of unsatisfactory performance or inappropriate conduct.

7. Training – Enhanced Staffing and Training

We recommend that the Town augment the existing level of procurement support resources provided through the Procurement Department to improve service delivery levels to the business units, facilitating strategic procurement planning, and ensuring that sufficient full-service-full-cycle support is given to complex, high-value, and high-priority procurements.

Following the development of a clear procurement policy and procedure framework, we recommend that the Procurement Department launch an organization-wide “Procurement 101” training program and implement an ongoing communications strategy to receive feedback from the business units and ensure that revisions to procurement policies and procedures are communicated in a timely and comprehensive manner to be actioned by the Procurement Department. This training should incorporate the key recommendations for Ontario municipal procurement training programs identified by Ontario Associate Chief Justice Frank N. Marrocco in his November 2020 *Transparency and the Public Trust: Report of the Collingwood Judicial Inquiry*.

8. Business Process Improvement and Innovation

We recommend that the Town leverage procurement-centric technology to facilitate its procurement operations by:

- a) automating the design and drafting process to help facilitate document version control;
- b) adopting an e-bidding platform to facilitate bid evaluation processes; and
- c) streamlining the approval processes through automation of requisitions and approvals, with recognition of electronic signatures.

D. Detailed Observations and Recommendations

Based on the feedback we obtained through the Field Study interviews and surveys, in combination with the results of our Snapshot Review, our detailed findings and observations are as follows:

I. INSTITUTIONAL GOVERNANCE

As discussed below, the Institutional Governance category addresses the first three due diligence indicators: (1) Accountability Controls; (2) Integrity Indicators; and (3) Open Competition Requirements.

1. ACCOUNTABILITY CONTROLS: Does your organization have the proper internal governance policies and procedures in place to keep pace with emerging due diligence standards?

Our observations and recommendations in this area are as follows:

- a) **Roles and Responsibilities:** We recommend that the Town consolidate and update the content from the existing procurement-related policies and adopt a procurement policy that clearly sets out the approval authorities and the roles and responsibilities of all the Town employees engaged in procurement. Our review found the following:
 - i. A clearer definition of roles in the existing policy in regard to institutional roles and responsibilities, especially for the procurement department is required. The scope of roles and responsibilities typical for public procurement operations were not well understood by interviewees across the organization.
 - ii. Our Field Study noted significant delays as decision-making during the project planning process was transferred between different individuals in the organization. The Field Study also indicated that the current procurement design, drafting, posting, evaluation, and award process results in multiple dead ends since the current system lacks a clear tracking and reminder system to identify when a process is stalled with a specific individual.
 - iii. Field Study interviewees expressed frustration with what they saw as a regulatory compliance role assumed by the Procurement Department, coupled with a 'gotcha'

mentality that appeared to prioritize the identification of infractions over the provision of procurement related services.

- b) **Delegation of Authority:** The Town needs to implement more effective delegation mechanisms involving fewer mechanical approval checkpoints and greater authority and accountability at the project team level. A greater distinction between the level of oversight required for day-to-day transactions and major projects needs to be recognized. Low and Mid-Value procurements can be largely downloaded to the business units, with light oversight from the unit assigned procurement team member, which would allow the Procurement Department more time to focus on larger, more complex procurement projects. In our review, we observed:
- i. an insufficient level of delegation of authority and responsibility for achieving procurement objectives;
 - ii. an inordinate amount of approvals that were causing significant delays in the procurement process with no corresponding improvement to accountability, transparency, or oversight; and
 - iii. no clear institutional mechanisms to fix broken processes and avoid recurring bottlenecks.

2. INTEGRITY INDICATORS: Does your organization have the necessary safeguards in place to address procedural improprieties, including unfair advantage, conflict of interest, and evaluation bias, and to protect against bid-rigging and collusion?

Our observations and recommendations in this area are as follows:

- a) **Conflict of Interest, Lobbying, and Post-Service Confidentiality:** Conflict of interest, lobbying, and post-service confidentiality should all be addressed in updated policies and procedures. In our review, we observed that:
- i. Conflict of interest is addressed in a form generated by the bidding system, however it is not sufficiently detailed, and should be updated to include concepts such as: recent employment, assistance in drafting a proposal, and potential downstream conflict for future employment.
 - ii. The Town does not appear to have a documented code of conduct for its suppliers.
 - iii. Confidential information is treated in general terms, but with no reference to post-service restrictions.
 - iv. There was no documentation that covered the risks, or tell-tale signs of bid-rigging or prevention. Concepts such as withholding the bid-takers list were not found in the documentation provided.

- v. A Code of Conduct, including concepts such as not accepting gifts from potential or current suppliers was not found in the documentation provided.

3. OPEN COMPETITION REQUIREMENTS: Does your organization have the appropriate policies and procedures in place to comply with its open competition obligations and avoid procurement challenges based on inappropriate sole-sourcing, improper local preference, and biased specifications? Has your organization established open framework agreements to consolidate its purchasing while facilitating open competition?

Our observations and recommendations in this area are as follows:

- a) **Direct Awards:** The development of more detailed sole-sourcing policies and procedures, including documented business cases and appropriate approvals for non-competitive procurements are required, and should include clearly identify legitimate categories for expediting direct awards, while also requiring proper planning to avoid artificial urgency and repeated contract-splitting and sole-sourcing cycles. In our review, we observed the following:
 - i. Our Field Study revealed frequent occurrence of solicitation processes that result in no bids and led to short-term initial sole-source contracts that are then extended annually without competition for multiple follow-on years.
 - ii. Many Field Study interviewees held an unrealistic view of the necessary timeframes required to plan and execute open tendering procedures, without distinction between actual tendering timelines and the time required at the front end of the drafting process to receive specifications and to design the solicitation.
 - iii. The Field Study interviews revealed difficulty with tracking smaller, more frequent purchases that fall under the \$10,000 threshold. This has led to instances when the aggregate of the purchases has then fallen above thresholds, unbeknownst to the business unit at the time of purchase. The development of treaty compliant open framework rosters for areas of repeat purchasing is recommended.
 - iv. The Town does not appear to have a sole-source approval form that reflects recognized grounds for direct award that could enable a fast-track approval in appropriate circumstances.
 - v. Many Field Study interviewees expressed frustration that the \$10,000 ceiling for direct awards is too low.
- b) **Solicitation Posting Periods:** While the existing procurement policy is clear regarding the requirement to openly tender contracts, it should be updated to meet current trade treaty standards for the length of the open period.

- c) **Biased Specifications:** There is no clear policy or procedure that establishes the requirement for neutral specifications. The Town should establish clear rules and protocols to address this requirement and avoid narrowing competition and shrinking its future supplier pool. Further, the reliance on 'or equivalent' in specifications should be avoided, and in areas where more than one brand could be used, a request for proposal may be more appropriate.
- d) **Consolidated Purchasing:** The Town needs to establish policies and procedures for the creation and administration of supplier rosters in repeat-purchase areas under long-term, open framework agreements. In our review, we noted that:
 - i. There do not appear to be any protocols for identifying areas of possible aggregation in spending.
 - ii. The existing policy does not provide enough detail on how to establish frameworks and manage second-stage contract assignments with prequalified supplier rosters. Our Field Study confirmed a lack of understanding or application of proper open framework practices to manage supplier rosters.
 - iii. The desire to use group purchasing and piggy-backing provisions by the business units in an effort to save time and money is concerning as the Town remains accountable for any sole-sourcing spending under these arrangements, even if it does not engage in due diligence to confirm whether those group purchasing arrangements are treaty compliant.

II. PROJECT GOVERNANCE

As discussed below, the Project Governance category addresses the next three due diligence indicators: (4) Project Planning and Procedures; (5) Project Team Roles and Responsibilities; and (6) Clear Requirements and Formats.

4. PROJECT PLANNING AND PROCEDURES: Does your organization's planning and approval process avoid approval bottlenecks and effectively integrate key decision-makers and subject matter experts into the early stages of project planning?

Our observations and recommendations in this area are as follows:

- a) We recommend that the Town mandate a clear project design-planning process that requires project teams to confirm contract scoping, pricing structures, evaluation criteria, contract structures, and tendering formats as the first stage of the procurement planning process. This design-planning should be mandated to project teams as a pre-requisite to proceeding to full solicitation drafting and, for major projects, as a prerequisite to initial spending authorization. In support of this recommendation, our review found the following:

- a. While the current procurement policy is clear that early planning is required for procurement projects, our survey results and Field Study observations noted a lack of understanding of the procurement planning process and inconsistencies in practice.
- b. In our Field Study we noted that there was unnecessary duplication of approvals in areas where the purchase order or approved budget was already in place, with the Procurement Department unnecessarily inserted within that process in a regulatory oversight role after the higher-level budget approval.
- c. Our Field Study found that many business unit expectations regarding the necessary time required to conduct a proper open tendering process and award a contract were unrealistic. Use of open framework arrangements should be used to accelerate recurring purchases from pre-qualified suppliers.
- d. Concern was also raised in the Field Study that there have been instances of non-current templates residing on the intranet, leading to lost time and duplication of effort unnecessarily.

5. PROJECT TEAM ROLES AND RESPONSIBILITIES: Does your organization's project governance process require the clear documentation of roles and responsibilities in order to avoid role overlaps and accountability gaps?

Our observations and recommendations in this area are as follows:

- a) We recommend that the Town update its policies and procedures to more clearly identify project team roles and responsibilities. In our review, we found the following issues reflecting an unclear identification of project-level roles:
 - i. The Procurement Department appears to serve as a de facto procurement regulator within the organization. They are required to enforce the By-law, which is seen by the business units as overly onerous, which had led to an overall general level of frustration across the organization with the Procurement Department.
 - ii. The Field Study identified areas in which the mandate of the Procurement Department appeared to expand more out of operational necessity than advanced strategic planning to include areas outside of the scope of procurement contracts.
 - iii. Many Field Study interviewees wanted procurement staff to be more integrated into their project areas so procurement staff could develop a deeper understanding of business unit needs and help with the end-to-end administration of the contracting process.
 - iv. There is no policy in place to address the proper identification and management of external service providers.

6. CLEAR REQUIREMENTS AND FORMATS: Do your organization's project planning protocols mandate the preparation of clear requirements, realistic costing, and scheduling estimates, and the selection of appropriate contracting structures and tendering formats?

- a) We recommend that the Town establish a contract scoping and pricing protocol that requires project teams to engage in proper design-planning to ensure that contract requirements align with appropriate pricing structures and contract structures. This scoping exercise should be completed prior to engaging in more detailed document drafting. In our review, we found:
 - i. Field Study interviewees described a blending of the planning and drafting stages of the procurement process, with a lack of understanding that the failure to establish clear scoping and pricing structures could result in downstream drafting delays and contract administration issues.
- b) We recommend that the Town mandate a proper design planning process that puts consideration of the key elements of design planning ahead of drafting any solicitation.
- c) We recommend that the Town include clear policy and procedures in regard to the use of the following:
 - i. how to determine if bid security is required, and in what amount;
 - ii. how to determine if performance security is required, and in what amount; and
 - iii. whether pre-bid conferences or site visits are required.

III. FORMS AND FORMATS

As discussed below, the Forms and Formats category addresses the next three due diligence indicators: (7) Range of Formats; (8) Template Content; and (9) Awareness of Format Use.

7. RANGE OF FORMATS: Does your organization use a broad range of tendering formats based on domestic and international standards?

Our observations and recommendations in this area are as follows:

- a) **Use of Tendering Formats:** The Town should deploy a full range of updated tendering formats, including negotiated RFP formats, to better meet its more complex procurement needs. In our review, we found:
 - i. The Town has no format selection procedure or protocol in place and that the Town uses a limited number of tendering formats.
 - ii. All solicitation samples provided were in Contract A, with clear irrevocability provisions.

- iii. The Town has provisions in their solicitations for negotiation, but as all documents are squarely in Contract A, this is a high risk practice that should be discontinued.
- iv. The Town does not appear to be using the two-staged Best-and-Final Offer (“BAFO”) processes that are industry standard for complex procurements. Negotiated RFPs should be integrated into the institution’s procurement format use.
- v. The Request for Information sample provided, although containing proper provisions to limit future contracting obligations, still contained Contract A language in the electronic documentation generated by the bidding system, which can be high risk and confusing to respondents.

8. TEMPLATE CONTENT: Do your organization’s standard template terms comply with the expanding body of standards flowing out of treaties, statutes, directives, good governance guidelines, and case law developments?

Our observations and recommendations in this area are as follows:

- a) **Gaps in Current Templates:** We recommend that the tendering templates be updated with a new suite of up-to-date formats. In our review, we observed the following non-exhaustive list of missing elements in the current templates:
 - i. There is no reference to a bid dispute process.
 - ii. The submission form is missing many standard submission form items.
 - iii. The templates require a more fulsome treatment of the process flow details from the review of mandatory submission requirements, through to the assessment of rated criteria and pricing submissions, through to the selection of top-ranked proponents and the negotiation of contract awards.
 - i. The templates contain optional process paths, such as demonstrations and interviews that are left up to the discretion of the Town, which exposes the Town to allegations of arbitrary and ad-hoc in-process decision making.

9. AWARENESS OF FORMAT USE

Does your organization have a clear understanding of the legal and practical implications of using different tendering formats?

Our observations and recommendations in this area are as follows:

- a) **Selection of Appropriate Formats:** A procedure should be established to better inform the use of a broad range of fit-for-purpose tendering formats across the organization. In our review, we found that:
 - i. There appears to be no policy or procedure in place guiding project teams in the selection of the proper tendering format.
 - ii. The absence of non-Contract A RFQ and negotiated RFP formats reveals a potential lack of understanding of the risks of using binding formats for all procurements.
 - iii. The existing procurement policy states that low bid evaluations should be used when project teams have a clearly defined scope, even though it is industry standard to award many defined-scope contracts based on scoring price and non-price factors.
 - iv. There was little overall awareness of the need to select the specific tendering format and strategy based on the unique elements of each specific project.

IV. DOCUMENT DRAFTING

As discussed below, the Document Drafting category addresses the next three due diligence indicators: (10) Drafting Process Flow; (11) Drafting Roles and Responsibilities; and (12) Document Readability.

10. DRAFTING PROCESS FLOW: Does your organization have a clearly defined document drafting process that avoids duplication and delay and enables accelerated drafting?

Our observations and recommendations in this area are as follows:

- a) The Town should establish policies and procedures that define a clear step-by-step planning and drafting process for its solicitation documents. In our review, we found that:
 - i. There is no clear drafting process flow in the procurement procedure. There is no guidance for optimizing administration of proper planning and drafting.
 - ii. The Town's policies and procedures do not mandate clear protocols for managing the editing process and maintaining version control when preparing solicitation documents.
 - iii. The current policy and procedures do not clearly state that the project team is responsible for the drafting of scope, pricing, and evaluation criteria, or alternatively, is responsible

for the management of third parties to which this function has been contracted. This lack of clear business unit responsibility resulted in many Field Study participants inaccurately attributing delays in the drafting process to the Procurement Department when those delays were more appropriately attributable to the business units.

- iv. Our Field Study interviews confirmed that the involvement of the Procurement Department in pre-drafting design-planning was ad-hoc and informal, if it was occurring at all.

11. DRAFTING ROLES AND RESPONSIBILITIES: Does your organization have clearly identified roles and responsibilities for the drafting and assembly of its solicitation documents?

Our observations and recommendations in this area are as follows:

- a) **General Drafting Roles:** The Town needs to establish more detailed protocols for managing roles and responsibilities during the solicitation drafting process. In our review, we found that:
 - i. There are no documented protocols, procedures, or guidelines in place to govern the procurement document drafting process, assign roles and responsibilities, and assist business units in the proper scoping and detailing of requirements.
 - ii. There is a need for improved collaboration in the preparation of solicitation documents and to clearly delineate roles and responsibilities among procurement staff and the business units.
- b) **Specification Drafting:** The Town's policies and procedures should be updated to more expressly deal with the rules around neutral specifications and the related responsibility of technical subject matter experts. In our review, we found that:
 - i. The Town's policies and procedures need to identify subject matter experts as being responsible and accountable for the incorporation of technical content, in relation to the actual subject matter of the procurement contract or the need to prepare neutral specifications.
 - ii. The Town's policies and procedures do not adequately address the need to avoid biased specifications and the responsibility of subject matter experts to ensure that their specifications avoid unnecessarily restricting market competition.

12. DOCUMENT READABILITY: Does your organization ensure better readability by using plain language in the main body of its tendering documents and properly incorporating technical content within appendices and schedules?

Our observations and recommendations in this area are as follows:

- a) **Drafting Protocols:** The Town should establish a plain language drafting protocol to ensure that solicitation documents are clearly organized with the use of plain language where appropriate in the main body of solicitation documents.

V. BIDDING RISKS

As discussed below, the Document Drafting category addresses the next three due diligence indicators: (13) Contract Scoping; (14) Material Disclosures; and (15) Evaluation Defensibility.

13. CONTRACT SCOPING: Does your organization ensure that its solicitations are designed with clearly drafted requirements, properly aligned pricing and scoring structures, and well-tailored legal agreements?

- a) **Use of Appropriate Contract Terms:** A review of the sample solicitations raises concern regarding whether the Town's standard contract terms are appropriately tailored to the different types of goods and services being procured. This reflects a need for greater staff training and awareness of the boundaries of contract standardization so that project teams set aside enough time during the procurement cycle to allow for the necessary customization of contract terms for more complex procurements.

14. MATERIAL DISCLOSURES: Does your organization have the appropriate material disclosure protocols built into its drafting and tendering processes?

- a) **Material Disclosure Protocols:** The Town needs to update its policies and procedures to address material disclosure duties in its tendering and contracting processes. Our review found that:
 - i. There is no treatment of material disclosures in the existing procurement policy.
 - ii. There is no procedure in place for managing pre-bid conferences and site visits. Thorough procedures and protocols are recommended to manage the inherent risks associated with pre-bid meetings and site visits.

15. EVALUATION DEFENSIBILITY: Are your organization's evaluations based on clear compliance standards, transparent scoring mechanisms, and defensible award processes?

- a) **Evaluation Protocols:** The Town should establish policies, protocols, and procedures to enhance the defensibility of bid evaluation and contract award protocols. Our review found that, among other things:

- i. Some requirements are being front loaded as mandatory submission requirements where, to avoid compliance issues, they are better suited as pre-conditions of award limited only to presumptive awardees.
- ii. No policy or protocols are in place that cover the logistics of group scoring.
- iii. There are no detailed policies and procedures in place for the cancellation of a bidding process, negotiation of contract awards, or managing of bid disputes.
- iv. The method of evaluating pricing is not clear in the sample solicitations provided.
- v. The collection of non-price information in low-bid, Contract A formats is confusing, and potentially risky as there is no transparent mechanism for factoring in the non-price information into the selection of the low-bidder.
- vi. The blanket use of reference checks that are not transparently integrated into the procurement process and accompanied by clear scoring criteria is not recommended since this practice creates bid protest risk, particularly when included in in Contract-A formats that are subject to lost profit claims by losing bidders.

VI. CONTRACT ADMINISTRATION

As discussed below, the Contract Administration category addresses the next three due diligence indicators: (16) Contract Administration; (17) Scope Management; and (18) Performance Tracking and Debarment.

16. CONTRACT ADMINISTRATION: Does your organization have a proactive and clearly defined accountability structure for the contract administration stage of the procurement process?

- a) **Contract Administration Protocols:** The Town should establish policies, protocols, and procedures to enhance the administration of its contracts. Our review found that:
 - i. No documentation was provided indicating that there is a procedure for managing contract disputes.
 - ii. Our Field Study found a lack of clarity around responsibility and accountability for different aspects of contract management.
 - iii. There is no established process for assessing whether scope changes are sufficiently connected to the original scope of work or constitute unauthorized non-competitive procurements.

- iv. While contract extensions and scope increases are authorized under the By-law, the Field Study revealed that in practice the related approval processes tend to be time consuming and overly onerous.
- v. Although the existing procurement policy speaks to measuring and recording supplier performance, the Town does not appear to have a contractor performance tracking mechanism to document supplier performance, nor does it have sufficiently robust debarment procedures in place to transparently deal with poorly performing contractors.

17. SCOPE MANAGEMENT: Does your organization have proper scope-management practices to protect against improper scope increases?

- a) **Scope Management Protocols:** The Town should establish policies, protocols, and procedures for properly managing contracts and protecting against inappropriate scope-changes. Our review found that:
 - i. While the Town's policies and procedures contain clear internal approvals and requirements for amending the terms of a contract, concerns have been raised in regard to whether they are being tracked properly, while at the same time the Field Study revealed frustration that the Procurement Department was policing this process too heavily.
 - ii. The policy and procedures speak to the risk of amending contract terms beyond 10% of the original expenditure; however, there do not seem to be mechanisms for measuring requested changes against the original scope.

18. PERFORMANCE TRACKING AND DEBARMENT: Does your organization have the performance tracking measures in place to deal with problematic contractors and properly bar them from future work?

- a) **Performance and Debarment Protocols:** The Town should establish policies, protocols, and procedures for properly tracking contractor performance and executing debarments of poorly performing contractors. Our review found that:
 - i. There is no formalized procedure instructing staff on how to evaluate and monitor contractor performance.
 - ii. There was no supplier code of conduct provided for review, nor does a search of the website reveal one that is available to suppliers to review.
 - iii. The process and procedures for debarment of suppliers is not sufficiently robust. For instance, there is no documented process requiring that notice be provided to a supplier, along with an opportunity to respond, prior to any formal debarment decisions.

VII. TRAINING

As discussed below, the Training category addresses the next three due diligence indicators: (19) Hiring Standards; (20) Procurement Training; and (21) Advanced Negotiation Training.

19. HIRING STANDARDS: Are your procurement hiring and retention practices properly targeted to the knowledge, skills, and experience required to meet current procurement due diligence standards?

- a) **Hiring and Training Standards:** We recommend that the Town develop its job descriptions based on levels of experience in the seven skill sets identified below and that these skill sets inform future hiring of new staff and training of existing staff:
- i. **Institutional Governance:** Knowledge and experience in public sector institutional governance standards, including procurement accountability controls, integrity protocols, and treaty compliance practices.
 - ii. **Project Governance:** Knowledge and experience in project management principles, including managing internal approvals, defining roles and responsibilities, and developing and executing clear project plans.
 - iii. **Forms and Formats:** Knowledge and experience in a broad range of tendering formats, including the Request for Quotation, Invitation to Tender, Prequalification Frameworks, and negotiated Request for Proposals.
 - iv. **Document Drafting:** Knowledge and experience in defining drafting roles, managing workflow, and creating readable documents within a multi-member project team.
 - v. **Bidding Risks Management:** Knowledge and experience in creating clear contract scoping and pricing formats, managing material disclosures, and developing clear evaluation criteria and process rules.
 - vi. **Contract Administration:** Knowledge and experience in defining post-award contract administration roles, integrating scope management practices, and implementing contractor performance tracking systems.
 - vii. **Leadership and Innovation:** Knowledge and experience in promoting compliance across the organization, tracking industry trends, and championing the adoption of advanced practices, procedures, and technologies.
- b) **Benchmark Scoring:** We recommend that the Town implement the following public procurement knowledge and experience scoring matrix developed by our office, which is based on the following five benchmarks scored out of a 100-point scale:

- i. **Years of Experience:** Individuals should be credited with two points per year of public sector experience up to a maximum of 20 points. Individuals with only private sector procurement experience should be credited with only one point per year up to a maximum of ten points, since the lack of public sector experience means that there will be significant additional development required for that individual to function in the public procurement context.
- ii. **Core Competence:** Core competence should be scored out of 40 points divided equally between tendering knowledge and contracting skills:
 - **Tendering Experience:** The 20 Core Competence points for tendering experience should go to a proven background using different tendering formats. Three points should be allocated to basic experience in using simple tendering processes, such as Request for Quotation formats; three points should go to experience in using Request for Supplier Prequalification processes and establishing Framework Agreements; and another four points should go to experience using construction tendering and fixed-bid “Contract A” process contract formats. The remaining ten points should be allocated to experience in using negotiated RFP formats, with at least five of those ten points going to experience using advanced multi-staged negotiated RFP formats.
 - **Contracting Experience:** The other 20 Core Competence points should go to assessing the scope and depth of experience in different types of contracts. While the range of required contracting experience may vary depending on the needs of the specific organization, most large institutions typically require experience with general contracting, construction contracting, and technology contracting. When scoring for contracting experience, only five points should go to experience with basic goods and services, including general consulting services, and basic construction, using standardized design-bid-build stipulated-sum contracts. The remaining 15 points should typically be divided equally between: (i) advanced construction projects, including construction management, design-build, and integrated project delivery formats; (ii) complex technology projects calling on industry-specific knowledge of business process mapping, business continuity, confidentiality and privacy, intellectual property rights, and limitation of liability issues; and (iii) other specialized areas, ranging from specialized commodities to revenue-generating concession arrangements to emergency response contracts to architectural, banking, insurance, benefits, and advertising contracts.
- iii. **Advanced Factors:** Strong skills in writing, presenting, and negotiating are the most probative factors for separating advanced performers from the rank-and-file of the procurement industry. The final 40 remaining points should be allocated to these factors,

with the first 20 points scoring an individual's portfolio and track record of publications and presentations, and the final 20 points scoring the individual's negotiating experience. The 20 points for writing and presentations should reflect demonstrated thought leadership in the industry. For scoring the 20 negotiation experience points, up to ten points should be allocated to experience as an active member of the negotiation team in a complex project within the last five years. The final ten points should be allocated to experience in leading a negotiation team in those same situations over the last five years.

20. PROCUREMENT TRAINING: Are your core procurement and legal staff receiving the up-to-date training necessary to ensure that your institution is keeping pace with industry developments and meeting its due diligence duties?

- a) **Procurement Training Program:** The Town should establish a procurement training program for all staff that are involved in the procurement process. Our review found that:
 - i. The Town is lacking a procurement training program.
 - ii. The Field Study raised concerns over the consistency of procurement orientation sessions for new employees. Our Field Study interviews noted an inconsistent approach by supervisors to ensuring that new employees read and understand applicable procurement rules and procedures.
 - iii. Feedback obtained through the Field Study suggests that the Town's public procurement obligations are not well understood by the broader organization and there is a lack of understanding across the organization about the appropriate division of roles and responsibilities between the Procurement Department and the business units.

21. ADVANCED NEGOTIATION TRAINING: Do your core procurement staff have the advanced negotiation training required to properly manage more complex procurement projects?

- a) **Negotiations Training Program:** The Town should establish a negotiations training program for key procurement staff in the Legal and Procurement Departments, along with staff in key business unit areas, in support of the successful execution of complex procurements projects. Our review found that:
 - i. Negotiated RFP formats are not being used. The broader use of flexible formats would be more appropriate for more complex procurements.
 - ii. There is a lack of protocols or guidance provided regarding the appropriate procedures for using negotiation in a public sector procurement context.

VIII. INNOVATION

As discussed below, the Innovation category addresses the last three due diligence indicators: (22) Broader Organizational Awareness; (23) Business Process Improvement; and (24) Effective Use of Technology.

22. BROADER ORGANIZATIONAL AWARENESS: Is your organization proactively promoting a broader organizational awareness of proper procurement practices?

- a) **Organizational Awareness Initiative:** The Town should establish an initiative to better ensure broader organizational awareness of the procurement function and its importance to overall strategic objectives of the organization. Our review found that:
 - i. There is significant room for improvement in terms of increasing the Procurement Department's traction within the Town and the business units' overall commitment to understanding and complying with legal obligations and best practices in public procurement.
 - ii. Field Study interviewees and survey respondents indicated that procurement rules and processes are not clearly communicated, and the Procurement Department is not using effective tools to communicate with the broader organization.
 - iii. There are no apparent communication plans or protocols in place to effectively disseminate information regarding procurement rules and procedures across the broader organization. The Field Study revealed that updates to the current versions of templates and forms are not shared, which leads to an unnecessary duplication of effort and process delays.
 - iv. The head of procurement holds a manager's position, which is an insufficiently senior position within the hierarchy of the organization. This limits the ability to ensure a broader organizational traction and awareness of the procurement process and procurement rules.

23. BUSINESS PROCESS IMPROVEMENT: Is your organization implementing procurement-centric business process improvement that embeds strategic design-planning and project management disciplines into the planning and execution of its procurements?

- a) **Business Process Improvement Initiative:** The Town should establish an initiative to integrate procurement-centric business process improvement across the organization. Our review found that:
 - i. The Town should implement a clear design-planning process for high value procurements that aligns with the annual budgetary process to better ensure advanced planning and appropriate resourcing for major projects.

- ii. The Town would benefit from clearly documented project management practices and procedures to reduce the time required to run a bidding process and award a resulting contract.

24. EFFECTIVE USE OF TECHNOLOGY: Is your organization keeping up with industry practices and leveraging procurement-centric technological innovations that can enhance and accelerate its tendering cycles?

- a) **Leveraging Procurement-Centric Technologies:** The Town should implement procurement-centric business process improvement through the implementation of procurement-centric technologies, including solicitation drafting and design software, electronic evaluation platforms, and, where appropriate, electronic reverse auction platforms. Our review found that:
 - i. Other than fulfilling its obligation to electronically post open competitive procurement opportunities on Biddingo.com, the Town does not appear to be leveraging procurement-centric technology to facilitate its procurement processes.
 - ii. The Procurement Department's external website site has minimal information and includes no link to the policy or procedures. The page also does not contain information about current or past opportunities.
 - iii. Field Study participants mentioned that procurement review and approval processes remain primarily paper-based and difficult to follow.
 - iv. There is no automated drafting tool in place to aid in the drafting process.
 - v. There does not appear to be an electronic evaluation tool being used by the Town, although electronic submissions are accepted through Bids and Tenders.
 - vi. It is unclear whether the Town is accepting Bid Bonds through proper electronic means.
 - vii. Electronic auctions are not in use at the Town. While the current level of expenditures may not justify the immediate deployment of this technology, substantial savings could be achieved as operations expand if contractors were mandated to use electronic reverse auctions within their own supply chains and if the Town used electronic reverse auctions as the second-stage of its own future framework agreements.

E. Next Steps

During our briefing session scheduled for Wednesday May 12, 2021, we will present the Snapshot Review and discuss the findings and recommendations set out in this report.

Please let us know if you have any immediate questions or concerns.

Paul Emanuelli
General Counsel and Managing Director
Procurement Law Office

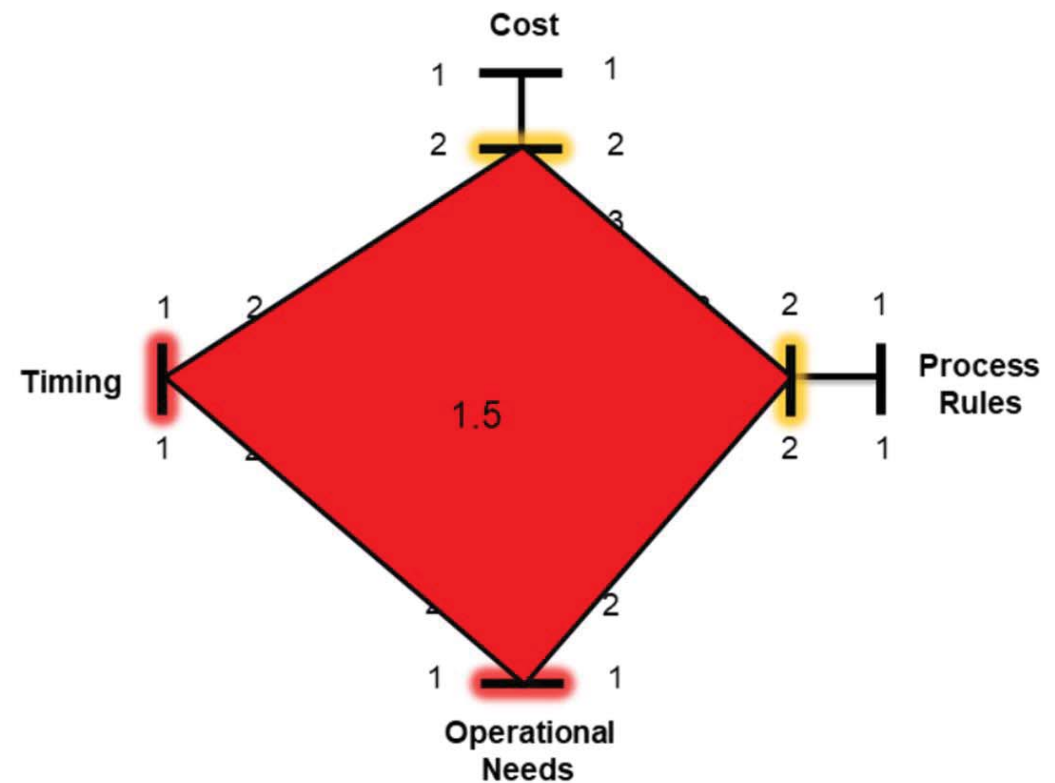
▶ Town of Aurora, November 30th General Committee

Procurement Modernization Update



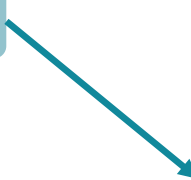
Four critical risk areas were evaluated

1. Meet operational needs
2. Stay within budget
3. Deliver on time
4. Follow process rules

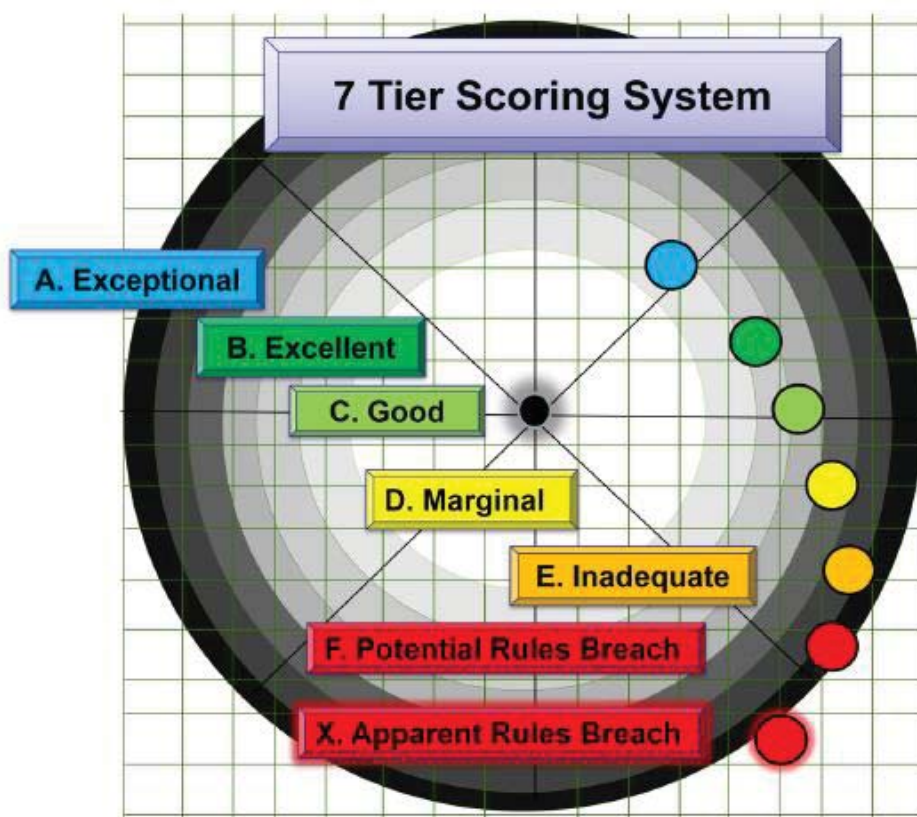


8 key target areas with 3 due diligence indicators are evaluated

1. Institutional Governance
2. Project Governance
3. Forms and Formats
4. Document Drafting
5. Bidding Risk
6. Contract Management
7. Training
8. Innovation

- 
1. Accountability Controls
2. Integrity Indicators
3. Open Competition Requirements

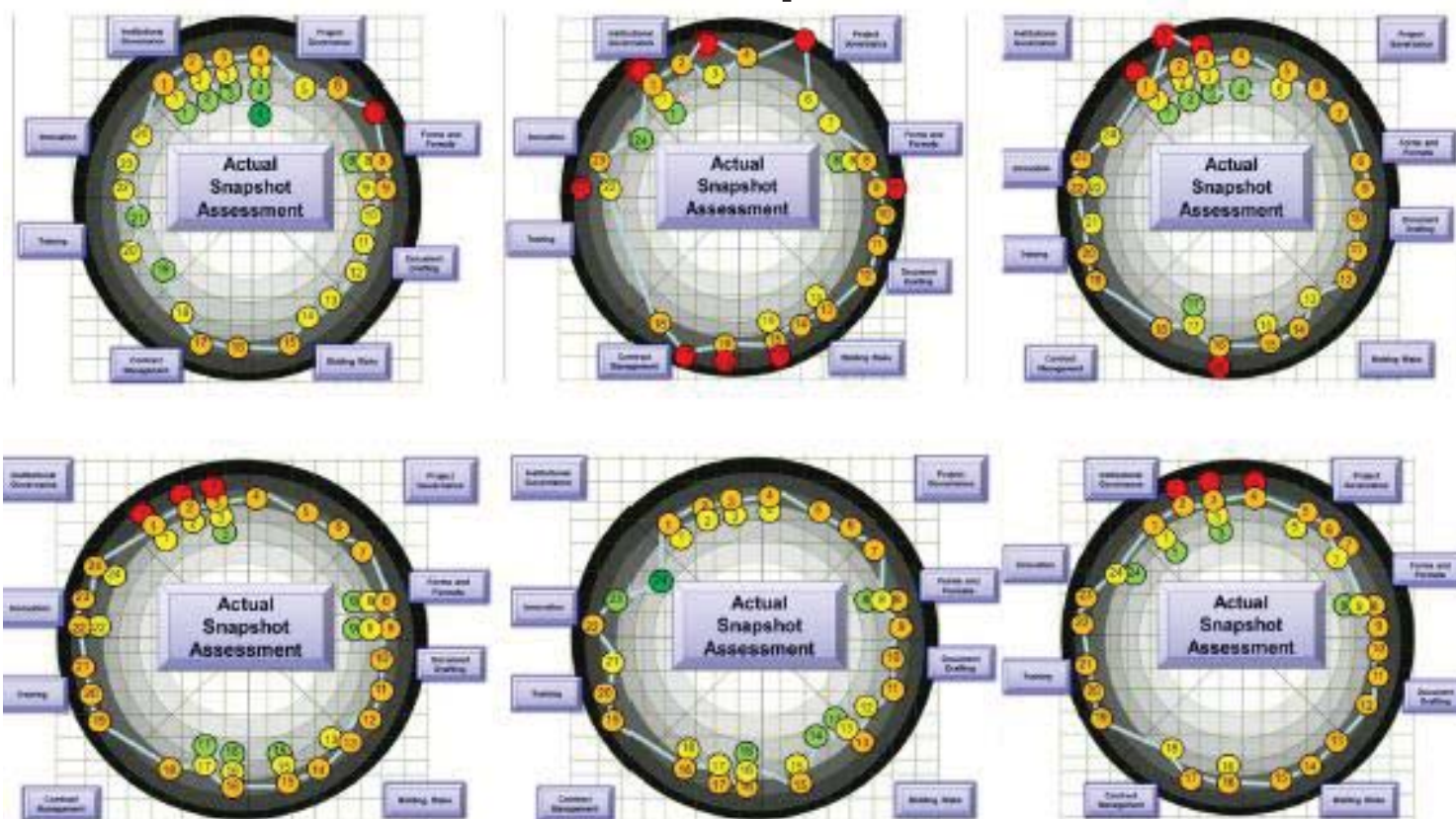
Each indicator is scored on a 7-tier rating



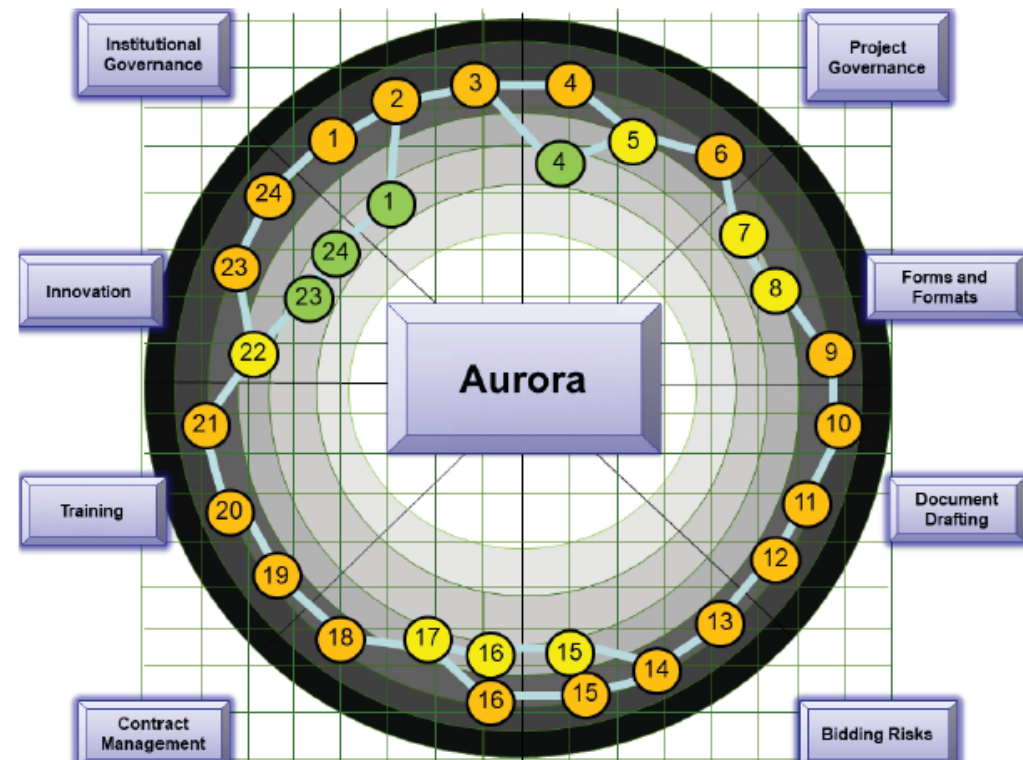
Scores and frequency

- A. Exceptional – rare
- B. Excellent – unusual
- C. Good
- D. Marginal
- E. Inadequate
- F. Potential Rules Breach
- Z. Apparent Rules Breach

An illustration of comparators scores



- Scores range between Good and Inadequate
- No potential or apparent rules breaches
- Each grade comes with specific recommendations for improvement



Next steps



January 2022
New policy for
Council review



February 2022
Approve new
procurement bylaw



March 2022
Begin rollout and
training



June 2022
Update Council on
progress



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Town of Aurora

General Committee Report

No. CS21-059

Subject: Fence By-law Exemption Request – 32 Knowles Crescent

Prepared by: Alexander Wray, Manager of Bylaw Services

Department: Corporate Services

Date: November 30, 2021

Recommendation

1. That Report No. CS21-059 be received; and
2. That an exemption to the Town's Fence By-law No. 4753-05.P to permit a recently constructed non-compliant fence in the rear yard at 32 Knowles Crescent, be denied; and
3. That staff report to Council at a future meeting outlining proposed amendments to the Fence By-law No 4753-05.P on a process to address future fence exemption requests.

Executive Summary

The purpose of this report is to consider a request from the applicant of 32 Knowles Crescent on behalf of the owner to permit an existing rear yard fence to remain, as constructed. The fence in its current condition does not comply with the provisions in the Town's Fence By-law No: 4753-05.P in that it exceeds the permitted height.

- If an exemption to the Town's existing Fence By-law is granted, it is likely to set a community precedent.
- Historical data indicates that the Town has only received two formal requests for a fence exemption in the past.

Background

The subject property is a Single Family Residential dwelling situated in the Bathurst Street and Henderson Drive neighbourhood. The dwelling is a recently constructed infill property which still requires a final inspection to ensure compliance with grading

requirements. The applicant, on behalf of the registered property owner is seeking relief from the Fence By-law regulations to complete and maintain an existing rear yard fence. The existing fence measures between 2.7 – 2.8 meters in height and exceeds the permitted height of 2.0 meters for a fence in a rear yard of a residential subdivision.

As a result of a complaint stemming from a neighbour dispute, Bylaw Services attended the property and conducted an inspection of the recently constructed rear yard fence which was not yet complete, on or about August 26, 2020. During the inspection, Bylaw staff identified the fence did not comply with the provisions set out in the Town's Fence By-law No. 4753-05.P. As a result, a Notice of Violation was issued with a compliance date of September 28, 2020. Subsequently, due to high lumber costs and material shortages, the applicant requested a further extension to May 31, 2021. On May 27, 2021 the applicant submitted a request for a fence exemption accompanied by letters of support from 3 abutting properties. Bylaw Services has provided notice to all abutting property owners advising them of the exemption request and how they can delegate to Council.

Analysis

If an exemption to the Town's existing Fence By-law is granted, it is likely to set a community precedent.

Fencing is a common solution to address privacy, security, and aesthetics. An exemption to the current Fence By-law would set a precedent within the community and may permit other properties to go through the same process. By permitting the exemption both current and future decisions may be viewed as subjective and would strongly diminish the integrity of the Town's Fence By-law No: 4753.05.P.

Historical data indicates that the Town has only received two formal requests for a fence exemption in the past.

Available historical data indicates that the Town has only received two formal fence exemption requests in the past and three inquiries about the exemption process have been received this year. Report No. BA04-016 was brought before Council in December 2004 to address noise and dust concerns at 15516 Leslie Street as a result of development on the State Farm lands. This fence has since been removed due to redevelopment on the property. Report No. CS19-011 was brought forth in February 2019 for privacy reasons at 203 St. John's Sideroad West. At the respective Council meetings, Council approved the request for 15516 Leslie Street and refused the request for 203 St. John's Sideroad West.

Advisory Committee Review

N/A

Legal Considerations

The Town's Fence By-law 4753.05.P sets out the requirements for fence height and material of construction. If Council elects not to grant an exemption to the By-law requirements, the property owner that caused the fence to be erected would be in breach of the By-law. A person found to be in breach of the Fence By-law is subject to prosecution and a fine under the *Provincial Offences Act*.

The Fence By-law does not have an exemption process and in order to grant an exemption from the aforementioned Fence By-law requirements, Council would be required to pass a site-specific by-law amendment. Such a by-law amendment could waive the application of the provisions relating to height for 32 Knowles Crescent and establish site-specific requirements to be applicable in this case, as directed by Council.

Financial Implications

There are no financial implications to the Town in this regard. However, the applicant may face financial implications should their request be denied resulting in a requirement for them to modify and/or reconstruct the height of the fence at their sole cost. The specific cost to the applicant to bring the property into compliance has not been provided to staff.

Communications Considerations

There are no communication considerations as a result of this report.

Link to Strategic Plan

N/A

Alternative(s) to the Recommendation

1. Council directs staff to bring forward a site specific by-law to provide a variance to the maximum fence height requirements for the fence at 32 Knowles Crescent once the final grading inspection is completed and approved.

Conclusions

For reasons outlined in this report, staff are recommending the Fence By-law be upheld and the exemption request refused and that staff report back to Council at a future meeting date with amendments to the Fence By-law for future exemption requests.

Attachments

Attachment 1 – Fence Construction Diagram

Attachment 2 - Photographs

Previous Reports

N/A

Pre-submission Review

Agenda Management Team review on November 11, 2021

Approvals

Approved by Techa Van Leeuwen, Director, Corporate Services

Approved by Doug Nadorozny, Chief Administrative Officer



32 Knowles Crescent

Photograph # 1

Monday, November 8th, 2021

Alexander Wray
Manager, Bylaw Service



BY-LAW SERVICES



32 Knowles Crescent

Photograph # 2



Monday, November 8th, 2021



Alexander Wray
Manager, Bylaw Service



100 John West Way
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(905) 727-3123
aurora.ca

Town of Aurora

General Committee Report

No. CS21-089

Subject: Pending List Review

Prepared by: Samantha Yew, Deputy Town Clerk

Department: Corporate Services

Date: November 30, 2021

Recommendation

1. That Report No. CS21-089 be received; and
2. That items marked “Completed” be removed from the Pending List.

Executive Summary

This report is to provide Council with an update on staff responses to motions adopted by Council.

- The Pending List is reviewed annually

Background

The Pending List is reviewed annually

The Pending List is a document brought to Council annually to provide an update regarding the progress staff have made on various items to be reported back to Council. Any items noted as completed will be removed from the Pending List.

Analysis

None

Advisory Committee Review

None

November 30, 2021

2 of 3

Report No. CS21-089

Legal Considerations

None

Financial Implications

None

Communications Considerations

There are no communication considerations as a result of this report.

Link to Strategic Plan

None

Alternative(s) to the Recommendation

1. That Council provide direction.

Conclusions

The Pending List is an important tool used to provide updates regarding items that require reporting back to Council.

Attachments

Attachment 1 – Pending List as of October 26, 2021

Previous Reports

None

Pre-submission Review

Agenda Management Team review on November 11, 2021

November 30, 2021

3 of 3

Report No. CS21-089

Approvals

Approved by Techa Van Leeuwen, Director, Corporate Services

Approved by Doug Nadorozny, Chief Administrative Officer

Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CAO 1	2020-04-28	Motion (a) Mayor Mrakas; Re: Financial Support of the Aurora Cares Community Action Team	Be It Further Resolved That the Aurora Cares Community Action Team report back to Council on its results achieved from these transferred monies.	CAO	Completed
CAO 2	2020-05-26	Motion (c) Councillor Thompson Re: Municipal Service Level and Delivery Review	Now Therefore Be It Hereby Resolved That the Town of Aurora consider a Municipal Services Review to identify actions and directions that could result in a more efficient and cost-effective service delivery, enhanced organizational and operation procedures, new revenue streams, and potential savings; and Be It Further Resolved That this item be referred to the 2021 budget with an estimate on the cost of conducting a service review; and Be It Further Resolved That pending Council's approval of the cost to conduct a review, the CAO be directed to finalize and issue a Request for Proposal for a Service Level and Delivery Review no later than February 2021.	CAO	Completed Final Report to General Committee on November 2, 2022. Ongoing follow-up to commence with Council approval of final report.
CAO 3	2021-04-27	CAO21-003 - Citizen Survey 2021	That the 2021 citizen survey be postponed to the first half of 2022.	CAO	Pending
CAO 4	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	Pending Work ongoing.

C - Council CAO - Chief Administrative Officer CMS - Community Services CS - Corporate Services FIN - Finance JCC - Joint Council Committee/Central York Fire Services
OPS - Operational Services PDS - Planning & Development Services **Bold – new item** **Shaded – to be removed**

Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CMS 1	2020-06-23	CMS20-012 – Library Square – Governance Review	That staff work with stakeholders to develop a fees and charges schedule for Library Square and report back to Council at a later date; and		In progress Fees and Charges Schedule for new Town Square spaces coming online in 2022 has been approved. Fees and Charges Schedule for the remainder of Town Square spaces is forthcoming.
CMS 2	2020-06-23	CMS20-014 – Hallmark Lands: Request for Information and User Group Survey Results	That staff report back to Council with an updated budget request prior to awarding the contract, if required.	CMS OPS	Completed
CMS 3	2020-10-27	9.1 Councillor Kim, Re: Great Canadian Achievements Mural	Now Therefore Be It Hereby Resolved That staff investigate locations in Aurora for a second wall to celebrate the diversity in “Great Canadian Achievements” and report back to Council.	CMS	Completed Report CMS21-014 was received. Additional information was requested resulting in CMS21-019.
CMS 4	2021-03-30	9.4 Councillor Humfries; Re: Arts Help	Now Therefore Be It Hereby Resolved That Town staff meet with Arts Help to understand both cultural and economic benefits and that Town staff report back to Council by June 2021.	CMS	Completed Staff provided an Information Report on June 1 – CMS21-021
CMS 5	2021-04-27	CMS21-019 - Canadian Achievements Diversity and Inclusion Mural Guidelines - Additional Information	That the final artist and location selection be subject to Council approval.	CMS	Completed Artist and location approved by Council September 21, 2021

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 OPS - Operational Services PDS - Planning & Development Services **Bold – new item** **Shaded – to be removed**

Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CMS 6	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	In Progress Council report forthcoming re IT implementation and SLAs with stakeholders. Target date for Council report is early 2022.
CMS 7	2021-06-22	Councillor Kim; Re: Disc Golf in Aurora	1. Now Therefore Be It Hereby Resolved That staff be directed to investigate the following, but not be limited to: a. The feasibility of making disc golf available in Aurora; b. Identifying locations; c. Identifying and reviewing disc golf organizational providers in this sector; d. Reviewing the experience of other municipalities; e. Any resources required; and 2. Be It Further Resolved That staff report back by the end of October 2021.	CMS	Completed Report brought forward to November 16, 2021 General Committee.
CMS 8	2021-06-22	Councillor Humfries; Re: Food Insecurity in Aurora	1. Now Therefore Be It Hereby Resolved 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,	OPS CMS	Pending Community garden design to be constructed as part of the Non-Programmed Park starting in spring 2022. Staff are researching options and will report back to Council in 2022.

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
			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.		
CMS 9	2021-09-28	CMS21-027 - Canadian Achievements Diversity and Inclusion Mural - Design Approval	That staff be directed to work with the artists to finalize the mural design, to be superimposed on the building, and be brought back to Council for final approval;	CMS	In Progress Staff are currently working with artists and property owner to finalize design. Council report with final design anticipated for early 2022.

Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CS 1	2019-09-10	Motion (a) Councillor Gaertner Re: Noise By-law Review	Now Therefore Be It Hereby Resolved That staff follow what is happening in City of Toronto and other municipalities, and begin the process of a comprehensive review of the Town's Noise By-law.	CS	Completed New Noise Bylaw enacted October 26/21
CS 2	2019-09-24	CS19-034 – Noise Exemption Request – 25 Butternut Ridge Trail	That a by-law to amend Noise By-law No. 4787-06.P be brought forward to a future Council meeting providing delegated authority to staff for the approval of noise exemptions for continuous pouring of concrete that cannot be interrupted once the operations have commenced.	CS	Completed New Noise Bylaw includes delegated authority provisions for noise exemptions related to Construction Activities.
CS 3	2019-11-12	CS19-025 – Fence By-law Exemption Request – 203 St. John's Sideroad West	That Report No. CS19-025 be referred back to staff; and That staff be authorized to report back on achieving compliance with fences and gates throughout the Town.	CS	Completed Modernized Fence By-law Report brought forward December/20. New by-law not approved.
CS 4	2019-11-12	Motion (b) Mayor Mrakas, Re: By-law to Regulate Short-Term Rentals	Now Therefore Be It Hereby Resolved That staff be directed to examine the feasibility of passing a by-law to licence, regulate and govern Airbnb and short-term rental accommodations in the Town of Aurora, and to report back to Council.	CS	In progress Short Term Rentals part of a larger regulatory licensing review. Report will be presented to Council in Q1, 2022 outlining proposed regulations.
CS 5	2020-05-28	CS20-010 – Electronic Meetings for Committees of Council	That staff report back to Council regarding the success of electronic committee meetings.	CS	Completed Report was taken to Council May of 2021
CS 6	2021-02-23	CS21-014 - Capital Project No. 14047 - Computer and Related Infrastructure Renewal	That staff report back to Council regarding the lifecycle management strategy for laptops and desktops purchased from 2018 moving forward.	CS	Completed Report to General Committee November 30/21

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
CS7	2021-05-25	Mayor Mrakas; Re: Review of Proclamations Policy	Now Therefore Be It Hereby Resolved that staff review the Proclamations Policy and report back to Council with recommendations for a less restrictive policy.	CS	Pending Review planned for Q1 of 2022.
CS 8	2021-05-25	Mayor Mrakas; Re: Town Wide Wi-Fi Access	Now Therefore Be It Hereby Resolved 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 Be It Further Resolved That staff investigate public-private partnership models to consider for the potential implementation of such a wi-fi service for the Town.	CS	In Progress Staff are investigating existing models and partnerships.
CS 9	2021-10-26	CS21-056 - Diversity Equity and Inclusion Strategic Action Plan 2021-2024	That staff present the draft Diversity Equity and Inclusion Strategic Action Plan 2021-2024 to the Anti-Black Racism and Anti-Racism Task Force for review and input; and That staff report back on the progress of the strategy at a future Council meeting.	CS	Completed Diversity, Equity and Inclusion Action Plan presented and endorsed by Council in October, 2021. Plan will be presented to the Anti-Black Racism and Anti-Racism Task Force in November, 2021.

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
FIN 1	2018-05-22	Motion (c) Mayor Dawe; Re: Deferred Development Charges – Habitat for Humanity	Be It Further Resolved That staff report back to Council on the implications of a deferral of such development charges; and Be It Further Resolved That staff include a policy and/or process for managing such requests in future.	FIN	Complete – included in DC study report June 2021 Addressed when Finance brought recommendations forward to transition Development Charges to a Community Benefits Charge/Bylaw, as outlined in Bill 108/138.
FIN 2	2019-10-08	FS19-029 – Prudent Investor Standard for Multiple Investments	That staff undertake further due diligence to determine the best approach to move to the prudent investor standard and report back to Council with a final recommendation.	FIN	In progress Was included in the approved fiscal strategy as an action item in June 2021. Next steps to come to FAC in early 2022

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 OPS - Operational Services PDS - Planning & Development Services **Bold – new item** **Shaded – to be removed**

Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
OPS 1	2016-10-11	1(13) Parks and Recreation Advisory Committee Meeting Minutes of September 15, 2016, Memorandum from Manager of Parks; Re: Pet Waste in Public Parks and Open Space	That staff be directed to investigate a public education program and public survey regarding pet waste in public parks and open spaces.	OPS	Pending Report on Dog Waste Diversion 2020, Council endorsed idea and staff placed pilot project for dog waste containers in capital budget for council consideration. 1 receptacle was installed at Canine Commons in Sept 2021. Staff will report back at end of 1 year pilot with results of program and public survey to gauge if program worth expanding
OPS 2	2020-01-28	OPS19-019 – Hallmark Baseball Diamonds – Additional Funding	That Report No. OPS19-019 be referred back to staff for more information regarding an indoor baseball training facility on the Hallmark lands.	OPS	Completed Re-tendered based on current design of two (2) softball fields – the tender has closed. Construction commenced on April 19, 2021
OPS 3	2020-04-28	OPS20-006 – 276 and 310 Hartwell Way – Non-Programmed Park Design	That staff be directed to go out for public consultation on the two proposed park concept plans prior to approval.	OPS	Completed In the public commenting process (virtual via “Engage Aurora” with a November 11, 2020 deadline for commenting. Staff reported the findings of the survey to Council
OPS 4	2020-05-26	OPS20-007 – Off-Leash Dog Park in Highland Park	That staff be directed to further investigate the Dog Waste Diversion programs available, including all capital and operational costs associated with implementing the systems in park retrofits and new park development, and that a report be presented at a future Council meeting.		Pending Staff reported back on alternative locations for Dog Parks and Council directed staff to include a placeholder for a new dog park off Englehard in 10-year capital.

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
OPS 5	2020-12-14	FIN20-030 - 2021 Final Approved Budget	That a pilot project to have the Tamarac Green Park walkway plowed during the 2020/2021 winter season be approved and that staff report back to Council on the results.	OPS	Completed Sidewalk winter maintenance contract will go to public tender in the spring of 2021, no service level changes are recommended, Tamarac Green Park will not be cleared moving forward
OPS 6	2021-01-26	OPS21-001- Hartwell Way Non-Programmed Park - Public Consultation	That staff report back on potential locations for off-leash parks in non-residential areas at a future General Committee meeting.	OPS	Pending Staff report is being prepared for presentation to General Committee in June 2021. Public survey results concluded public not interested with dog park at non-programmed park. Staff presented Off leash dog park locations report in summer and were directed to put placeholder in 10-yr capital as per above for council consideration.
OPS 7	2021-02-26	9.2 Mayor Mrakas and Councillor Kim; Re: Garbage Bag Tag Policy	Now Therefore Be It Hereby Resolved That staff be directed to report back to Council with a garbage bag tag policy to be implemented as soon as possible.	OPS	Completed
OPS 8	2021-05-25	Councillor Gaertner; Re: Project to Provide Off Leash Use of One Trail and Park	Now Therefore Be It Hereby Resolved That staff be directed to investigate a pilot project using one trail and park as "Off Leash" during dedicated times, and report findings back to Council as soon as possible.	OPS	Pending Report in 2022 (February 15)

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
OPS 9	2021-06-22	OPS21-014 - Parkland Naming	That Report No. OPS21-014 - Parkland Naming be referred back to staff.	OPS	Pending Report in Q2 2022
OPS 10	2021-06-22	Councillor Gilliland; Re: Invasive Species and Insects	1. Now Therefore Be It Hereby Resolved That staff report back by October 2021 regarding the Town integrating a pilot program to collaborate with the existing Town of Aurora Cleanup Day starting in 2022 to include an Invasive Weed Cleanup Day in specific areas identified by the Town; and	OPS	Pending Reporting back via memo to Council on what we have planned in 2022.
OPS 11	2021-09-28	Mayor Mrakas; Re: LDD Moth Infestation	Now Therefore Be it Hereby Resolved That staff review and report back on all options to control the LDD moth infestation and manage future years of this cycle, including: burlap banding, removal of eggs, pheromone traps in areas with moderate to severe infestation, and consider targeted spraying of BTK (Bacterium Spray Treatment) within the appropriate timeframe in all severely infested areas of public lands and Town trees within the Town's right of way on severely infested streets; and	OPS	Pending Reports being prepared for Nov 24, 2021 Environmental Advisory Committee and Feb 1, 2022 GC.
OPS 12	2021-09-28	Councillor Gilliland; Re: Outdoor Fitness Park	Now Therefore Be It Hereby Resolved That staff report back with possible new fitness park locations or potential upgrades to current parks, including information on costing.	OPS	Pending Report being prepared for April 19, 2022 GC

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 1	2018-09-18	S1 (R8) PDS18-099 – Application for Official Plan Amendment, Zoning By-law Amendment and Site Plan Approval, Metropolitan Square Inc., 180, 190 and 220 Wellington Street East, File Numbers: OPA-2015-05, ZBA-2015-15 and SP-2016-10	That Report No. PDS18-099 be referred to staff to address Council's concerns and comments with the developer, and the report be brought back to a future General Committee meeting.	PDS	Completed Settlement approved by the LPAT.
PDS 2	2019-04-23	PDS19-030 – Award of Tender 2019-42-PDS-ENG – For Roadway Rehabilitation on Yonge Street, Edward Street, Golf Links Drive and Dunning Avenue	That staff report back with further information regarding Council's concerns about the administration of Capital Project No. 31116 – M & O – Dunning Ave, Edward St, Golf Links Dr, Industrial Parkway S, McClellan Way, Orchard Heights Blvd, Tamarac Trail, Yonge Street.	PDS	Completed Staff presented a report to GC in 2020.
PDS 3	2019-06-11	PDS19-039 –Stable Neighbourhood Study – Recommendation Report: Zoning Standards and PDS19-056 –Stable Neighbourhood Study – Follow-up Information	That staff finalize the Urban Design Guidelines and report back to a future Council meeting.	PDS	Completed Reported in 2020 to GC meeting to present updated urban design guidelines based on public consultation
PDS 4	2019-07-23	PDS19-064 – Economic Development Strategic Plan	That staff report back with an Implementation Strategy at a future Council meeting.	PDS	Completed Reported to GC in March 2021
PDS 5	2019-12-10	PDS19-098 – Town of Aurora Official Plan Review	That staff report back following the Special Meeting of Council with a summary of the feedback received through the public consultation process to inform the development of a work program for Council's consideration; and	PDS	Completed 2 nd public planning meeting held in December 2020

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 6	2019-12-10	PDS19-069 – Regional Municipal Comprehensive Review (MCR) Update: Aurora Employment Land Conversion Requests	That staff report back to Council regarding Aurora Employment Land Conversion Requests upon completion of the Official Plan review; and	PDS	In progress Reported to Council to release discussion papers in May 2021. Policy Directions report targeted for January 2022 GC
PDS 7	2018-02-27	Motion (c) Councillor Mrakas; Re: Petch House	Now Therefore Be It Hereby Resolved That staff investigate the feasibility and costs for the Petch House to be used for marriage services and/or as a wedding chapel; and Be It Further Resolved That staff bring a report to the May 2018 meeting cycle for Council to make a decision on the future use of the Petch House.	CMS	In progress Report No. PDS18-038 – Petch House – Potential Conversion to a Wedding Chapel Use referred back to staff for further comments. Staff reported to HAC in April 2021
	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	Staff targeting a report to GC in the 1 st quarter of 2022
PDS 8	2020-07-14	PDS20-017 – Streetscape Improvements in the Northeast Old Aurora Heritage Conservation District	That staff be directed to prepare a cost analysis for all the remaining streetscape improvement measures recommended in the Northeast Old Aurora Conservation District Plan to be submitted as part of the 2021 budget process.	PDS	Completed Reported to HAC in the first quarter of 2020
PDS 9	2019-02-26	Motion (a) Mayor Mrakas, Re: Backyard Swimming Instruction on Private Property	Now Therefore Be It Hereby Resolved That staff be directed to report back regarding the changes need for a Zoning By-law amendment to amend the Home Occupation provisions to allow for backyard swimming instruction on private property.	CS	Completed OPA adopted by Council in June 2020
PDS 10	2020-09-29	PDS20-065 - Explore Aurora Campaign Funding Request	That the Aurora Chamber of Commerce report back to Council regarding the success of the Explore Aurora marketing campaign.	PDS	Completed Presentation to GC by the Chamber in October 2021

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Update: To Oct 26, 2021

Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 11	2020-09-29	9.1 Councillor Kim; Re: Sidewalk Installation Policy	Now therefore be it hereby resolved that staff be directed to review the "Sidewalk Installation Policy" (#67), and report back to General Committee before the end of the first quarter of 2021 with proposed revisions for consideration including an approach that provides staff the delegated authority to install sidewalks for existing areas when the road is scheduled for reconstruction.	PDS	Completed Council approved updated Sidewalk Policy in March 2021
PDS 12	2020-10-27	PDS20-044 - Town of Aurora Proposed Anti-Idling Policy	That Council approve the Town of Aurora Anti-Idling policy attached to this report; and That staff be directed to report back after one year with a policy review.	PDS	In progress Report to GC in 1 st quarter 2022
PDS 13	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	In progress Report to GC in 4th quarter of 2022
PDS 14	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	In progress Referred to the 2022 budget cycle
PDS 15	2021-02-23	9.1 Councillor Humfries; Re: Dangerous One-Way Street - Centre Street	Now Therefore Be It Hereby Resolved That staff be directed to review this issue and determine the best traffic calming measures and traffic deterrent to prevent vehicles driving the wrong way on a one-way street and report back to Council before the end of April 2021.	PDS	Completed Reported to April 6 GC

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Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 16	2021-03-30	PDS21-038 - Pedestrian Connection from Library Square to Town Park	That staff report back on the findings to a future General Committee meeting prior to the project being included in the 2022 Capital Budget.	PDS	Completed Reported to March 23 GC and a follow up report on the feasibility of the sidewalk presented to September 2021 GC
PDS 17	2021-03-30	9.2 Councillor Gilliland; Re: Climate Lens	Now Therefore Be It Hereby Resolved That staff investigate ways to include a climate lens approach in Town operations and governance to better understand the environmental impacts and achievements; and Be It Further Resolved That staff report back to a General Committee meeting in June 2021 regarding the findings.	PDS	Completed Staff reported to GC in September 2021
PDS 18	2021-05-25	Councillor Gaertner; Re: Construction in Residential Areas	Now Therefore Be It Hereby Resolved 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	In Progress Targeting the first quarter of 2022 for a report to GC.
PDS 19	2021-07-13	Councillor Kim; Re: Stop Signs and Crosswalk Installation - Machell Ave and Irwin Ave	Now Therefore Be It Hereby Resolved That staff consider installing stop signs going both north and south at the intersection of Machell and Irwin Avenues to create a three-way stop; and Be It Further Resolved That a crosswalk be considered on the south side of that intersection; and Be It Further Resolved That staff report back in October with a recommendation of these modifications	PDS	In progress. Report targeted for 4 th quarter of 2021.

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Council Pending List

Ref. #	Mtg Date	Report Title/Subject	Action	Action Dept	Response/Status
PDS 20	2021-09-28	PDS21-091 - Request for a Parking By-law Amendment on Benville Crescent	That staff monitor the on-street parking activity on Benville Crescent around Evans Park, survey the residents, and report back to a future General Committee meeting with the results and recommendations before the end of 2021.	PDS	Completed Reported to GC in October 2021
PDS 21	2021-10-26	New Business Motion no. 1	That the request from Delegation 5.1, Marco Di Girolamo, to enter into an encroachment agreement with the Town be referred to staff to report back to Council.	PDS	In Progress Reporting to GC on November 30, 2021

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

Town of Aurora

General Committee Report

No. OPS21-021

Subject: Tree Removal Permit Application – 144 Temperance Street

Prepared by: Sara Tienkamp, Manager, Parks & Fleet

Department: Operational Services

Date: November 30, 2021

Recommendation

1. That Report No. OPS21-021 be received; and
2. That the Tree Removal Permit Application for 144 Temperance Street be approved.

Executive Summary

This report is to provide Council with information and recommendations associated with the removal of trees at 144 Temperance Street:

- Back yard landscape renovation planned with future pool, spa, and patio;
- The Arborist report recommends removal of trees based on construction impacts;
- Compensation for tree removals and replanting opportunities identified.

Background

The subject property is listed on the Town of Aurora's Register of Properties of Cultural Heritage Value or Interest under Tree Protection By-law 5850-16. Section 9 (1) (b) states:

If a tree subject to an application is found by the Director to be a Heritage Tree, the Director shall not issue a permit unless the injury, destruction or removal is approved by Council following a review by the Town's Heritage Advisory Committee.

On September 25, 2021, the Parks Division received a formal Tree Removal Application and supporting documentation for the removal of five (5), Norway Spruce trees that form a hedge row in the rear yard of the property, to facilitate the installation of a pool.

The Heritage Advisory Committee's (HAC) comments on this application should focus on the impact on the heritage character of the neighbourhood, not the physical condition of the tree.

Analysis

Back yard landscape renovation planned with future pool, spa, and patio.

The application to remove trees is due to a future landscape plan which includes a pool and patio installation. Resident is looking to expand on the existing deck and include amenities in the rear yard to maximize the space available. Owners would like to create an inviting space to be utilized for recreation, entertaining, relaxation with family and friends.

The Arborist report recommends removal of trees based on construction impacts.

Cinerea Urban Forestry Services was retained by resident to provide an assessment of the proposed removal tree health, structural stability, and tree protection on the property.

There are five (5) Norway Spruce trees proposed for removal that form a hedge row along the western rear property line. Approximately half of the root plates of the spruce will be heavily impacted by construction/excavation of pool and patio. This will affect the long-term health of the trees and more importantly compromise the structural integrity of the tree's root zones which support the tree in the ground when under wind load.

The owners, consulting arborist, reports the trees as having Diameter at Breast Height (DBH) measurements between 43-57 centimetres. The spruce trees are rated in good overall general health.

Town Forestry staff have confirmed the information contained in the Arborist report.

Compensation for tree removals and replanting opportunities identified.

As per the Town's Tree Removal Compensation Policy, the value of the five (5) spruce trees proposed for removal is \$10,200. The initial Concept Landscape Plan shows extensive planting, including multiple caliper trees as part of pool install.

At the time of this report a cost estimate had not been established for the concept landscape design. As the landscape design/pool consultants work through more detailed plans, costs and plant material sizes will be determined, allowing staff to work with resident to ensure the Town's needs are met. Based on the concept landscape plan and vegetation identified, it is clear the value of the landscape planting will exceed the value of the five (5) spruce; however, if the value of the compensation cannot be planted on site remainder of the compensation will be transferred to the Tree Compensation Reserve and utilized for future tree planting initiatives in the Town to maintain urban canopy cover.

Advisory Committee Review

The Tree Permit Application for this property was reviewed by HAC at its November 1, 2021 meeting. The minutes include the following comments from the committee:

"The Committee commented on the maturity of the Spruce trees and while in good health the trees are very sparse and not of significance to the streetscape, as they are in the rear yard with majority of tree obstructed by residences. The Committee also requested clarity from staff regarding the tree compensation and how a value is derived. Additionally, there was an understanding that the trees would need removal as the roots plates would be compromised and integrity compromised during construction of pool."

Legal Considerations

Since the trees are located on a listed property, only Council has the authority to approve the removal of the trees, after a review by HAC. Council may approve the removal subject to certain conditions, which includes financial compensation or replanting of trees.

Financial Implications

As the trees in question are located on private property, their removal will be solely at the property owner's expense should Council approve their associated tree removal permit applications. The Town will also collect the appropriate fees and security deposits relating to this application should it be approved.

Communications Considerations

Not applicable.

Link to Strategic Plan

Tree removals support 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. That the Tree Removal Application for 144 Temperance Street not be approved.
2. As directed by Council.

Conclusions

The landscape planting presented to date satisfies the requirements of the Town Tree Compensation Policy and staff will work to finalize details of landscape plan, tree removal permit and associated securities with applicant. Staff recommend the Tree Removal Application for 144 Temperance Street be approved.

Attachments

Attachment #1 – Tree Removal Permit Application
Attachment #2 – Arborist Report
Attachment #3 – Tree Preservation Plan
Attachment #4 – Concept Landscape Plan

Previous Reports

None.

Pre-submission Review

Agenda Management Team review on November 11, 2021

November 30, 2021

5 of 5

Report No. OPS21-021

Approvals

Approved by Allan D. Downey, Director, Operational Services

Approved by Doug Nadorozny, Chief Administrative Officer

Tree Permit Application

Application to Permit the Injury or Destruction of Of Trees on Private Property

The personal information on this form is collected under Bylaw 5850-16 and will be used for the purposes of this application only. Questions should be directed to the Freedom of Information Co-ordinator, Office of the Town Clerk, 100 John West Way, Box 1000, Aurora, Ontario L4G 6J1, Tel. 905-727-3123.

The Owner acknowledges and agrees that nesting birds will not be harmed or disturbed, and that nests or eggs of migratory birds are not disturbed, destroyed or removed in contravention of any applicable legislation, including but not limited to the *Fish and Wildlife Conservation Act*, 1997, S.O., c. 41, as amended or successor thereto and the *Migratory Birds Convention Act* 1994, c. 22, as amended or successor thereto.

THIS IS NOT A PERMIT

Instructions for Completion of Application:

1. Municipal address: Street name and number must be included for applications to be considered complete.
2. Provide an Arborist Report completed by an Arborist as defined in the by-law, at the discretion of the Parks Manager.
3. If replanting, provide 2 copies of the replanting plan or landscape plan.
4. Payment of Fees is required.
5. Written consent is necessary from an adjacent property owner where the base of a tree straddles a property line.
6. If this application is signed by an applicant other than the owner, or by an agent, the written authorization of the owner is required.
7. File this application and other supporting documentation to the Operations Department, Parks Division, 100 John West Way Aurora, Ontario

I am applying for a permit to remove tree/s on private property (please check one) *

- | | |
|---|---|
| <input type="radio"/> Three (3) or more trees 20cm (8 inches) in diameter measured at 1.37 m in a 12 month period | <input type="radio"/> Two (2) trees have already been removed greater than 20cm (8 inches) in diameter measured at 1.37 m in a 12 month period and require a permit for the removal of the third (3rd) or more tree/s in the same 12 month period |
| <input type="radio"/> One (1) or more tree/s larger than 70cm (30 inches) in diameter measured at 1.37 | <input checked="" type="radio"/> One (1) or more tree/s in the designated heritage district |
| <input type="radio"/> One (1) or more designated heritage tree/s | |

Applicant Information

Municipal address of subject property *

144 temperance street

Name of Applicant/Agent: *

Gordon Heyting

Mailing Address of Applicant: *

144 temperance street aurora ON L4G2R4

Telephone *

[REDACTED]

Email Address *

[REDACTED]

Name of Registered Owner (if different from above):

Mailing address of Owner (if different from above):

Existing Land Use *

residential

Are the tree(s) located on or near any neighbouring property line resulting in the joint ownership of the tree(s) *

☐ Yes

☒ No

Reason why trees are being injured or removed. Please select: *

☐ Trees interfere with proposed construction

☐ Landscaping on the property

☐ All trees are dead, dying or hazardous

☐ Trees are interfering with
utilities/dwelling/foundation

☒ Installing pool

☐ Other (please specify)

If all trees are considered dead, dying or hazardous by the Parks Manager, there is no fee but a permit must still be obtained.

Please choose one (1) of the below

(Methods of payment cheque only. Fees are non-refundable and must be remitted at the time of initial permit application)

Trees over 20cm in diameter *

- | | |
|--|--|
| <input type="radio"/> 3 trees - \$214 | <input type="radio"/> 4 trees - \$320 |
| <input checked="" type="radio"/> 5 trees - \$427 | <input type="radio"/> 6 trees - \$534 |
| <input type="radio"/> 7 trees - \$640 | <input type="radio"/> 8 or more trees \$107 per additional tree to a maximum of \$2,552.50 |
| <input type="radio"/> Trees over 70 centimeters in diameter - \$534 per tree | |

Please select *

- | | |
|---|---|
| <input checked="" type="radio"/> I am the owner of the property or acting on behalf of the owner with written authorization (attached) | <input type="radio"/> The property is not a designated Heritage Property under the Town of Aurora designation |
| <input type="radio"/> The property is designated Heritage and the Heritage Advisory Committee has approved the injury or destruction of the tree/s as per the attached Approved Heritage Permit | <input type="radio"/> Applicable fees have been submitted |

DECLARATION 1

I/we hereby declare that I/we have read and understand the required procedures and provisions under the Town of Aurora's Private Tree By-law and the statements and plans made by me upon this application are, to the best of my belief and knowledge, a true and complete representation of the purpose and intent of this application. I consent to allowing Town of Aurora employees to enter the property to conduct inspections

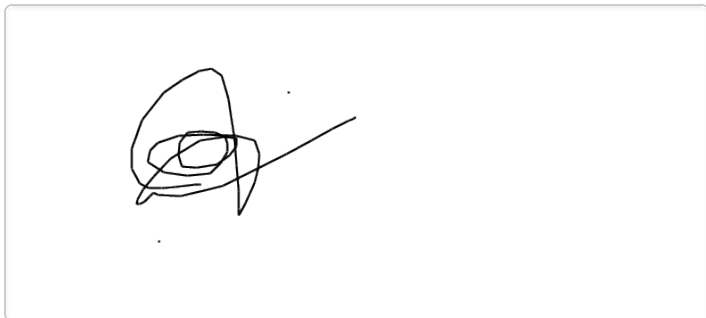
Full Name *

Gordon Heyting

Signature

Date (MM/dd/yyyy) *

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9/25/2021



Does the trunk of the tree/s at ground level bisect or straddle a property line? *



☐ Yes

☒ No

Please provide the supporting documents found in the below attachment:

[Part A \(Tree and Site Information\)](#) and [Part B \(Sketch of Property\)](#)

Supporting documentation to amend personal information.

File Name	
	144 Temperance St. IVM.pdf 4.7 MB
	144 Temperance St - TPP.pdf 1.5 MB

Part C (Arborist Confirmation)

I/We certify that the information in parts A, B & C are correct.

Full Name *

Mark Ellis ISA Board certified master arborist ON-1686BM

Signature (Includes professional designation where applicable) *

Date (MM/dd/yyyy) *

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9/25/2021



A handwritten signature in black ink, consisting of a series of loops and a long, sweeping stroke extending upwards and to the right.



Integrated Vegetation Management Plan

Prepared for:
Gordon Heyting
Erin Bresenhuber
144 Temperance St.
Aurora ON L4G 2R4

gord@pulpmouldproducts.com
erinbresenhuber@hotmail.ca

416-275-4490

Site Address:

Same as above

Modified:

October 14, 2021

Prepared by:

Mark Ellis



ISA Board Certified Master Arborist ON-1686BM

www.cinereaurbanforestryservices.ca

cinerea.ufs@gmail.com

905-715-5921

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Summary

This report is in regards to construction of a pool at 144 Temperance St. Aurora ON. General health assessment and tree protection measures and practices have been identified within this report.

Introduction & Assignment (Nature of Work)

Cinerea Urban Forestry Services was commissioned by Gordon Heyting and Erin Bresenhuber to complete an Arborist Report and Tree Preservation Plan known as an Integrated Vegetation Management Plan to inventory and assess the health trees 144 Temperance St. Aurora ON. The scope of construction is to construct an inground pool within the backyard area with associated hardscaping surrounding it.

An inventory and general health assessment was performed for all trees: on and within 6 metres of subject property. Note: The Town of Aurora only requires trees within 4.5 metres of properties inventoried

Assignment Limitations

Recommendations for tree preservation have been based upon the client supplied drawings.

This Arborist Report was compiled from field data collected from the ground. A basic visual assessment of the trees was performed. No level of ISA Tree Risk Assessment was performed. More data may be obtained regarding risk through a basic or advanced ISA Tree Risk Assessment. As trees change over time, this report noting conditions of health and structure of trees on site shall be void after a period of 1 year.

The opinions conveyed within this report are those of Mark Ellis, ISA BCMA ON-1686BM. Another arborist or forester may look at the same tree(s) and have different opinions. Thus; opinions may be subjective.

Measurements taken from property lines or tree ownership may not be exact as most of the time a survey stake is not visible so a fence or arbitrary property line is used.

Specifications regarding cabling of a tree is to preserve the tree and prolong its service life. A cable is in no way a guarantee that the tree shall not fail. Cables, if installed correctly, may reduce the risk of a tree splitting apart. Trees may fail at any time due to a myriad of factors including but not limited to tree vigour, severe weather events, change in tree architecture, removal of adjacent trees.

This report is not in any way intended to be a guarantee for tree removal permit. All decisions regarding removal of bylaw protected trees is that of the Town of Aurora.

Methods

- Tools used to assess the trees included a clinometer, metric measuring tape, metric measuring wheel, binoculars, digital camera, metal probe
- Town owned trees of any diameter and all private trees measuring over 5 cm or greater located within 10 metres of construction limits were recorded for the purposes of this report
- All diameters of trees were measured at a height of 1.4 metres

- From Town of Aurora Website: "tree diameter" means the measurement of the diameter of the trunk of a tree from outside the bark 140cm (55 inches) above existing grade of the ground adjoining its base or where there are multiple stems on a tree, means the total of the diameters of the three (3) largest stems measured approximately 140 cm (55 inches) above existing grade"

Observations

- Field work was completed by Mark Ellis on August 31, 2021
- Weather at time of assessment was sunny and 20°C
- No endangered tree species such as American chestnut *Castanea dentata* or butternut *Juglans cinerea* found on or within 6 metres of the property
- Trees proposed to be removed are non-native
- Trees # 3 through 7 to be removed to facilitate construction
- Application fees of \$427

Tree Replacement Information

Tree #	Common Name	Latin	Address	dbh (cm) @ 1.4 m	Nursery Replacement Size	Nursery Cost	Installed Cost	Species Rating	Condition Rating	Replacement Ratio	Total Replacement Cost
3	Norway Spruce	<i>Picea abies</i>	144 Temperance St.	57	200 cm	192.1	480.25	0.71	0.8	9.5	2429.46469
4	Norway Spruce	<i>Picea abies</i>	144 Temperance St.	43	200 cm	192.1	480.25	0.71	0.7	7.166667	1710.57046
5	Norway Spruce	<i>Picea abies</i>	144 Temperance St.	46	200 cm	192.1	480.25	0.71	0.7	7.666667	1829.91258
6	Norway Spruce	<i>Picea abies</i>	144 Temperance St.	56	200 cm	192.1	480.25	0.71	0.7	9.333333	2227.71967
7	Norway Spruce	<i>Picea abies</i>	144 Temperance St.	47	200 cm	192.1	480.25	0.71	0.8	7.833333	2003.24281
										Total	\$10,200.91

2 sugar maple *Acer saccharum* trees are to be replanted in the backyard of 144 Temperance St. following the completion of construction. The minimum size shall be 60mm caliper and shall

meet the minimum criteria as set forth in the latest edition of the Canadian Nursery Stock Standard. Exact planting locations may be found on the Planting Plan.

The Uxbridge Nurseries 2021 price for a 60 mm caliper tree is \$265 and 2.5 x the installed cost = \$662.50 making the total cost $\$927.50 \times 2 = \1855 . Upon successful planting of these trees, this amount should be deducted from the total compensation amount.

For reference: \$8345.91 is the total compensation amount after the planting of the 2 sugar maple trees have been taken into account.

Tree Maintenance Plan

Tree # 8 shall be watered during and 2 years post construction. The tree should be regularly monitored by an ISA Certified Arborist (every 2 years) to ensure its continued health and prescribe any work it may need on an ongoing basis. General fertilization is not recommended in combination with root pruning. Radial trenching combined with addition of compost is recommended for continued health of this tree. This will help to decompact the soil and to improve the health of the tree.

Pruning and Root Pruning Plan

No above ground pruning is required to facilitate construction. An exploratory dig will be conducted at the proposed construction limits of the MTPZs of tree # 8. This will be done to determine the amount and size of roots within those areas. From there a determination will be made by the arborist conducting the work of whether to root prune and preserve the tree, slightly alter construction or slightly alter construction or a combination of. This will be done in conjunction with the Town of Aurora Forestry Dept. as they will need to OK trees to be removed.

Arborist Recommendations

- Submit IVM to Town of Aurora
- Install tree protection fencing and horizontal hoarding as per the tree preservation plan
- Remove trees # 3, 4, 5, 6, 7
- Tree # 8 shall have exploratory dig done by an ISA Certified Arborist familiar with the process to determine the feasibility of preservation while doing proposed construction of hardscape; any roots found shall be root pruned upon approval from Town of Aurora
- Any tree removal operations should be conducted outside of breeding/nesting seasons of Migratory Birds

Conclusion

I, Mark Ellis, conducted a site visit on August 31, 2021 to inventory and assess trees for preservation, injury, or removal within the scope of proposed construction.

Proposed construction is to construct a pool within the backyard area with associated hardscaping. The proposed construction will ultimately require the removal of 5 trees (# 3, 4, 5, 6, 7).

Given the fact that all five trees have grown together for decades, they act together as a unit. Removing half of the trees only could lead to the failure of the remaining trees as the other trees which previously acted as a buffer, are now gone. It should be noted within this context that spruce *Picea* are very shallow rooted as compared to almost all other genus of trees. While proposed construction will structurally destabilize trees # 3, 4, and 5 via the removal of roots, all trees should be removed for the aforementioned reasons.

Hardscaping is to be installed within the MTPZ of tree # 8. Here an exploratory dig will be done by an ISA Certified Arborist to determine if construction is feasible with minor to no injury. Root pruning will be conducted in conjunction with this work. If major structural roots are found either construction will have to be altered of the hardscaping or the tree removed.

The removal of the 5 trees will require compensation. 2 sugar maple trees are to be replanted within the backyard area. Outstanding compensation value totals **\$8345.91** once the planting of the 2 sugar maple trees is accounted for. Planting shall be done upon the completion of construction and trees are to be planted in the spring or fall. Trees should be a minimum of 60mm caliper and meet the minimum criteria as set forth in the latest edition of the Canadian Nursery Stock Standard.

Tree protection fencing shall be installed as per the Tree Preservation Plan and according to the Town of Aurora's specification. Fencing shall stall in place in good condition for the duration of construction. Horizontal hoarding shown up the east side of the house should use wood chips specifically and mulch. Mulch can be easily compacted and does not buffer heavy equipment adequately. Fencing should be constructed in a manner that it will withstand 90km/hr winds and last.

Should any revisions be required to this report, please direct all communication to Mark Ellis at cinerea.ufs@gmail.com.

All documentation to be submitted to the Town of Aurora Parks, Recreation and Cultural Services department, Parks Division, Town of Aurora, 100 John West Way Box 1000, Aurora, Ontario L4G 6J1. Application fees amount to **\$427** for the removal of 5 trees. Application fees are non-refundable once paid.

Appendix 1 – Tree Inventory

Tree #	Common Name	Latin	dbh (cm) @ 1.4 m	Height (m)	Crown Spread (m)	Ownership (City/Town or Private)	Town of Aurora Tree Protection Zone (metres)	Health	Structure	Overall Condition	Address	Location	Comments	Arborist Recommendation
1	Crabapple	<i>Malus spp.</i>	27	9	6	Town	3	Fair	Poor	Poor	144 Temperance St.	1.1 metres north of south building line 2.5 metres west of curb		Tree protection fencing
2	Norway Maple	<i>Acer platanoides</i> 'Crimson King'	47	15	9	Town	3.6	Good	Fair	Fair	142 Temperance St.	4.6 metres north of south property line 3 metres west of curb	Exposed roots Confined rooting area due to sidewalk	
3	Norway Spruce	<i>Picea abies</i>	57	22	5	Private	4.5	Good	Good	Good	144 Temperance St.	1.3 metres south of north property line 1.1 metres east of west property line	Growing in a windbreak/row	Remove due to proposed construction
4	Norway Spruce	<i>Picea abies</i>	43	22	3	Private	3.6	Good	Good	Good	144 Temperance St.	5 metres south of north property line 1.1 metres east of west property line	Growing in a windbreak/row	Remove due to proposed construction
5	Norway Spruce	<i>Picea abies</i>	46	22	3	Private	3.6	Good	Good	Good	144 Temperance St.	6.9 metres south of north property line 1 metre east of west property line	Growing in a windbreak/row	Remove due to proposed construction
6	Norway Spruce	<i>Picea abies</i>	56	22	3	Private	4.5	Good	Good	Good	144 Temperance St.	9.4 metres south of north property line 1 metre east of west property line	Growing in a windbreak/row	Remove due to proposed construction
7	Norway Spruce	<i>Picea abies</i>	47	22	4	Private	3.6	Good	Good	Good	144 Temperance St.	11.5 metres south of north property line 1.1 metres east of west property line	Growing in a windbreak/row	Remove due to proposed construction



8	Ironwood	<i>Ostrya virginiana</i>	38	15	8	Private	3.6	Good	Fair	Good	144 Temperance St.	4.3 metres north of south property line 8.3 metres east of west property line	5 main competing leaders 38 cm diameter at 1.5 metres in height	Tree protection fencing Exploratory dig + potential root prune
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Appendix 2 – Photos (Trees Are Centred)

Fig. 1 – Tree # 1 – *Malus spp.* – Tree Protection Fencing



Fig. 2 – Tree # 2 – *Acer platanoides* ‘Crimson King’ - 142 Temperance St.



Fig. 3 – Tree # 2 – *Acer platanoides* ‘Crimson King’ - 142 Temperance St.



Fig. 4 – Tree # 3 – *Picea abies* - Remove



Fig. 5 – Tree # 4 - *Picea abies* – Remove



Fig. 6 – Tree # 5 – *Picea abies* – Remove



Fig. 7 – Tree # 6 – *Picea abies* - Remove

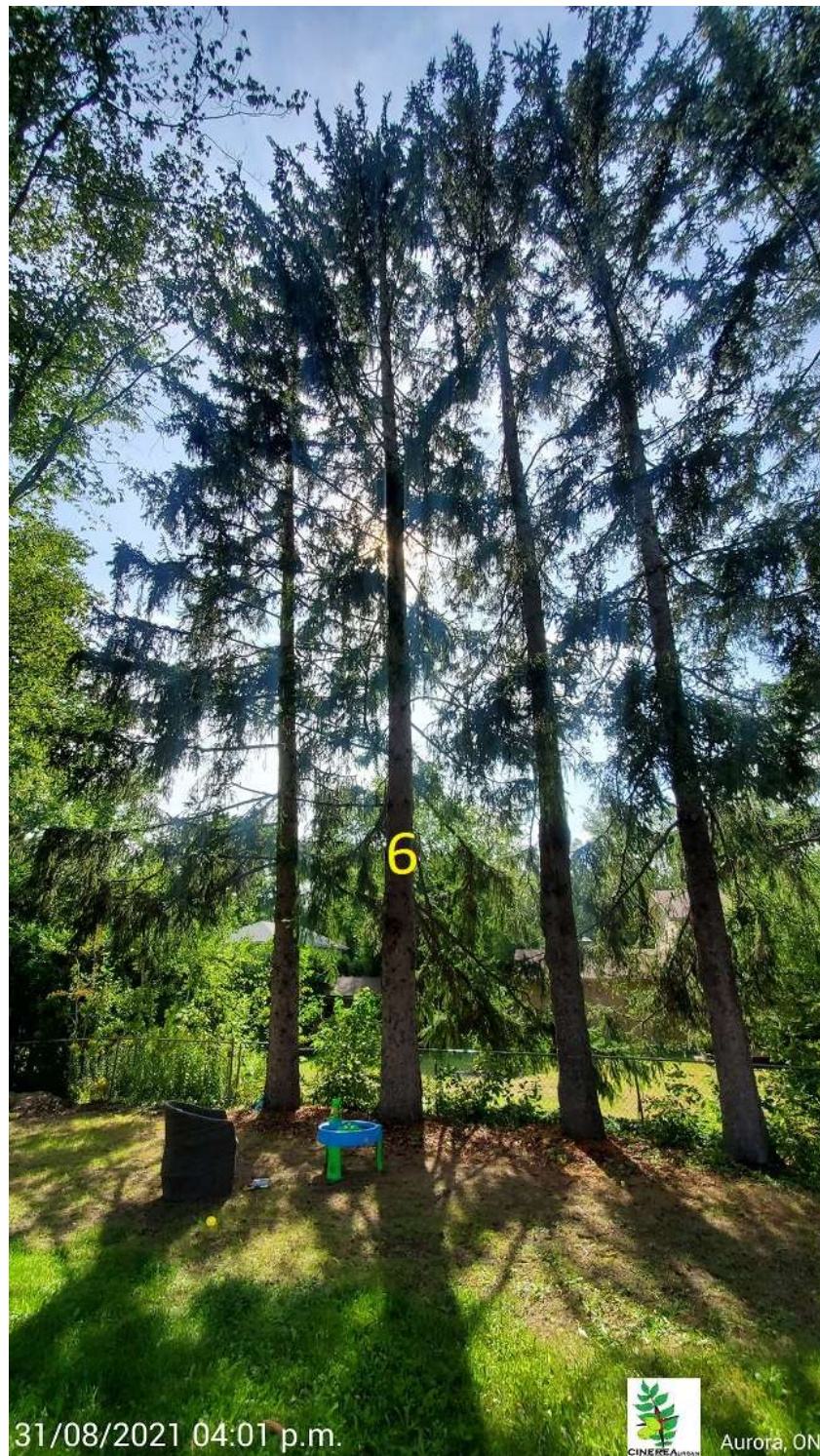


Fig. 8 – Tree # 7 – *Picea abies* - Remove

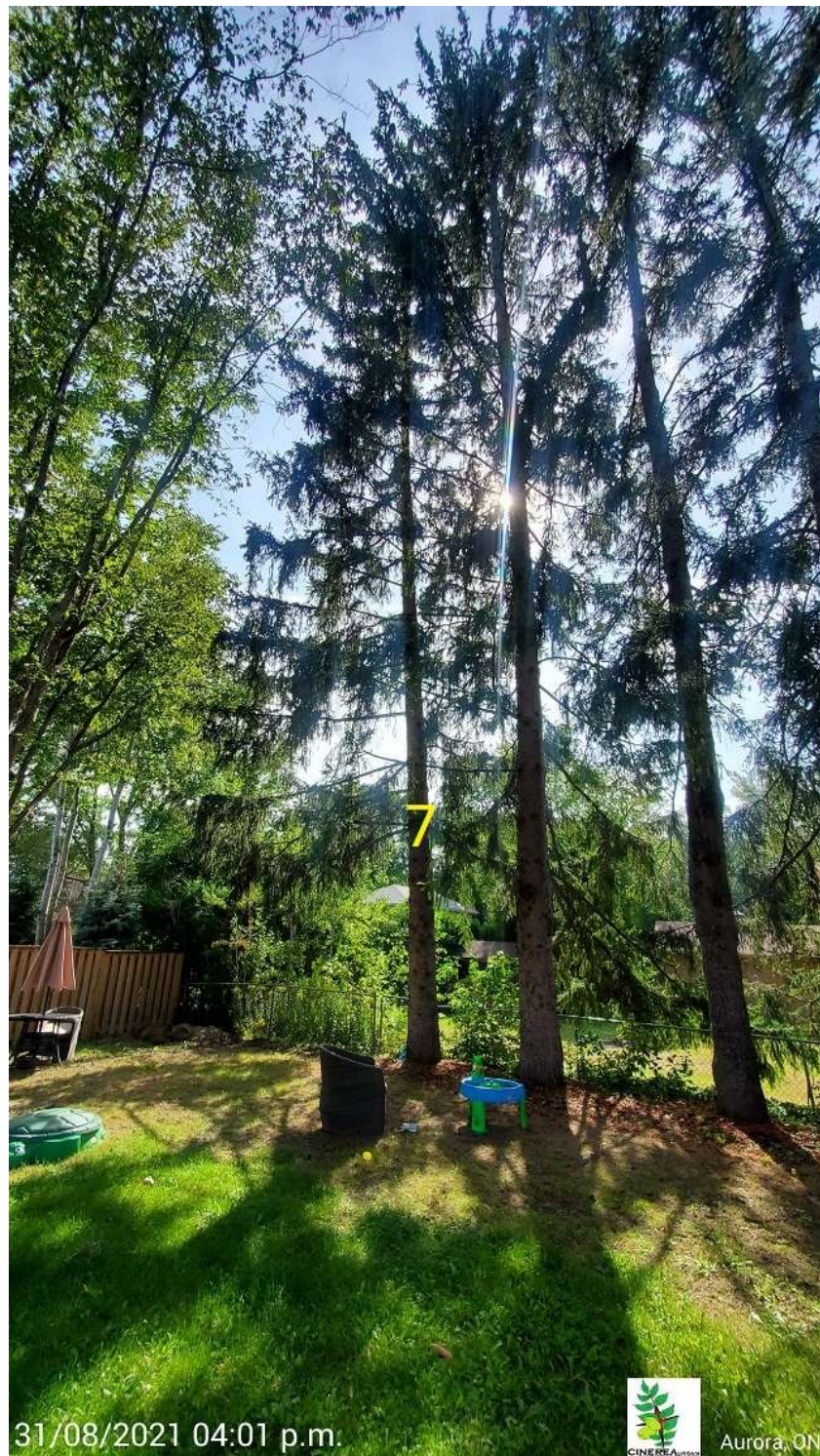


Fig. 9 – Tree # 8 – *Ostrya virginiana* – Tree Protection Fencing – Exploratory Dig + Root Prune



Fig. 10 – Tree # 8 – *Ostrya virginiana* – Tree Protection Fencing

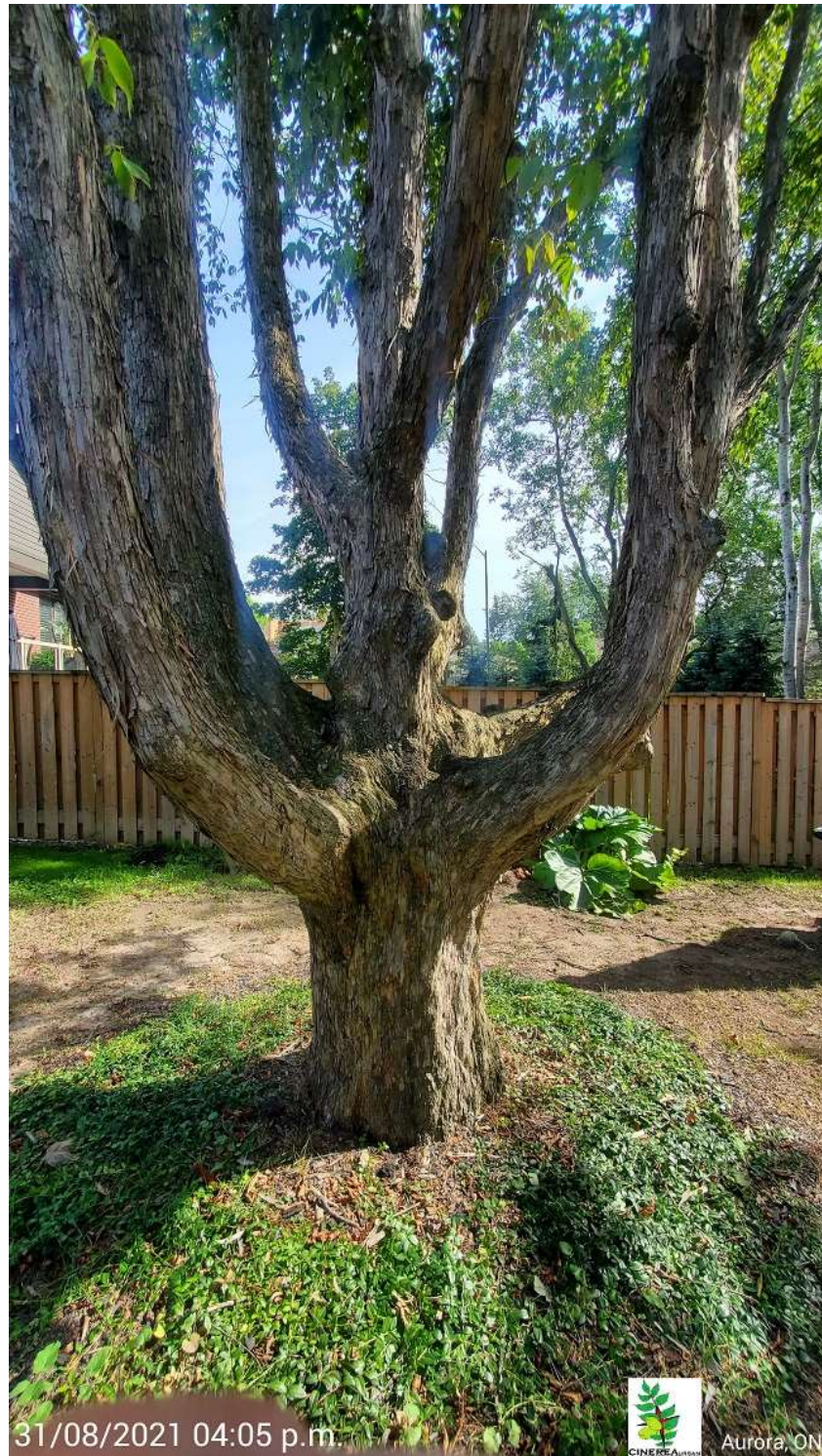
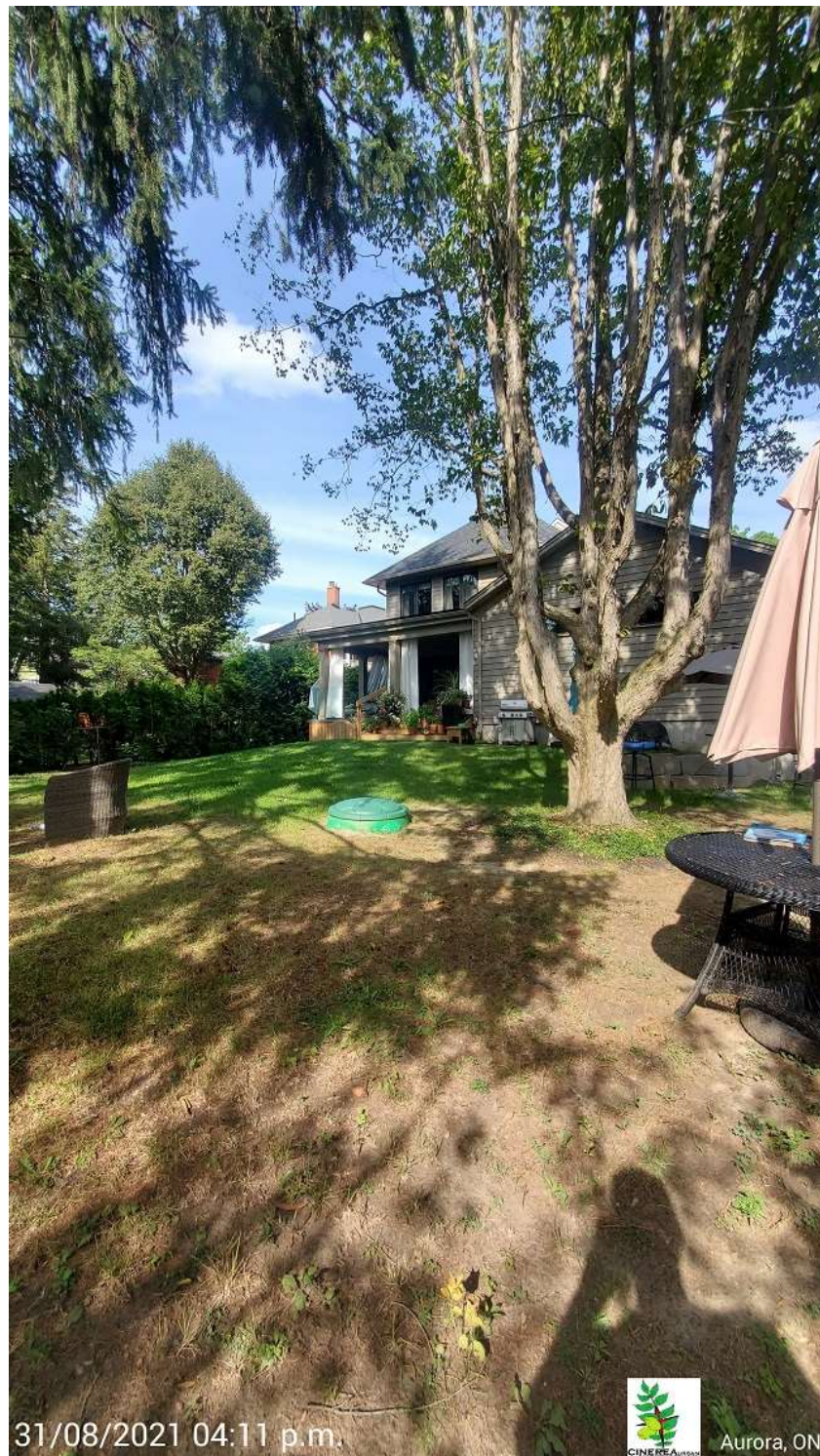


Fig. 11 – Tree # 9 – *Thuja occidentalis* – Hedge



Fig. 12 – Backyard Area



Appendix 3 - References

1. A silvicultural guide to managing southern Ontario forests. (2000). [Toronto]: [Ministry of Natural Resources].
2. Anderson, H. and Corlett, A. (2004). *Ontario tree marking guide*. [Toronto]: Ministry of Natural Resources.
3. Dunster, J., Smiley, E., Matheny, N. and Lilly, S. (n.d.). *Tree risk assessment manual*.
4. Fite, K. and Smiley, E. (2008). *Best management practices - Managing trees during construction*. Champaign, IL: International Society of Arboriculture.
5. Gilman, E. (2002). *Best management practices – Tree Pruning*. Champaign, IL: International Society of Arboriculture.
6. Matheny, N. and Clark, J. (2008). *Municipal specialist certification study guide*. Champaign, IL: International Society of Arboriculture.
7. Lily, Sharon. *Glossary Of Arboricultural Terms*. 1st ed. Champaign: International Society of Arboriculture, 2015. Print.
8. Tree Protection/Preservation Policy. (2017). 1st ed. [ebook] Aurora: The Town of Aurora, p.All. Available at:
<https://www.aurora.ca/Thingstodo/Documents/Parks/Appendix%20%2C%20Policy%20D%2C%20Tree%20Protection%20Preservation.pdf> [Accessed 31 Aug. 2021].

Appendix 4 - Arborist Qualifications



Mark Ellis is the owner/operator at Cinerea Urban Forestry Services. He has previously held positions as Senior Consulting Arborist with Davey Resource Group, Arborist Foreman with Regional Municipality of Wood Buffalo and Forest Health Care with the City of Toronto. Mark has over 10 years of experience working for not-for-profit corporations, private companies, and municipalities in arboriculture, forestry and urban forestry. His experience includes planning the urban forest, tree climbing and removal, integrated pest management, surveying for destructive forest pests, and GIS based mapping to name a few.

More recently, he has been involved in, post-failure investigations, and providing expert witness testimony in court cases. In recent years, Cinerea Urban Forestry Services has focused heavily on Arborist reports, tree preservation plans, and AirSpading + root pruning works and reports, annually doing approximately 250 Arborist Reports/Tree Preservation Plans.

Education

- Sir Sandford Fleming – Forest Technician Diploma

Industry Related Certifications

- ISA Board Certified Master Arborist Municipal Specialist # ON-1686BM (2013-2022)
- ISA Tree Risk Assessment Qualification (TRAQ) (2013-2023)
- MOECC Butternut Health Assessor #532 (2014-2024)
- ASCA Tree and Plant Appraisal Qualification (2019-2024)
- TCIA – Certified Treecare Safety Professional (2020-2023)
- Ontario Certified Seed Collector #383
- Ontario MOE Pesticide License #046418 (Forestry, Industrial Vegetation, & Landscape Exterminator) (2014-2024)
- OFSWA Chainsaw Operator Certification
- Arboriculture Canada – Technical Tree Falling & Cutting
- Certified Ontario Tree Marking Course
- SP-102 Forest Industry Wildland Firefighting

Member

- International Society of Arboriculture Member #221000
- International Society of Arboriculture Ontario Chapter Member #221000
- Tree Care Industry Association



INTERNATIONAL SOCIETY OF ARBORICULTURE

BOARD CERTIFIED MASTER ARBORIST™

Mark Matthew Ellis

Having successfully completed the requirements set by the
International Society of Arboriculture, the above named
is hereby recognized as an ISA Board Certified Master Arborist®



	
Luana Vargas Director of Credentialing Services International Society of Arboriculture	Caitlyn Pollihan Executive Director International Society of Arboriculture
ON-1686BM	2 Apr 2016
Certification Number	Certified Since
	30 Jun 2022
	Expiration Date

INTERNATIONAL SOCIETY OF ARBORICULTURE

CERTIFIED ARBORIST MUNICIPAL SPECIALIST™

Mark Matthew Ellis

Having successfully completed the requirements set by the
International Society of Arboriculture, the above named
is hereby recognized as an ISA Certified Arborist Municipal Specialist®









	
Luana Vargas Director of Credentialing Services International Society of Arboriculture	Caitlyn Pollihan Executive Director International Society of Arboriculture
ON-1686BM	30 Jun 2022
Certification Number	Expiration Date
15 Jul 2016	
Certified Since	

Client:

Gordon Heyting
Erin Bresenhuber
144 Temperance St.
Aurora ON L4G 2R4
gord@pulpmouldproducts.com
erinbresenhuber@hotmail.ca
416-275-4490

Legend:

	Identification Number
	<u>Apex Minimum Tree Protection Zone (MTPZ)</u> Apex Crown Spread
	<u>Tree Protection Fencing - Signs Hoarding</u> Horizontal Hoarding
	Existing Tree to Remain and be Protected
	Existing Tree to be Removed to Facilitate Construction
	Existing Tree to be Removed (Unrelated to Construction)
	Tree to be Planted

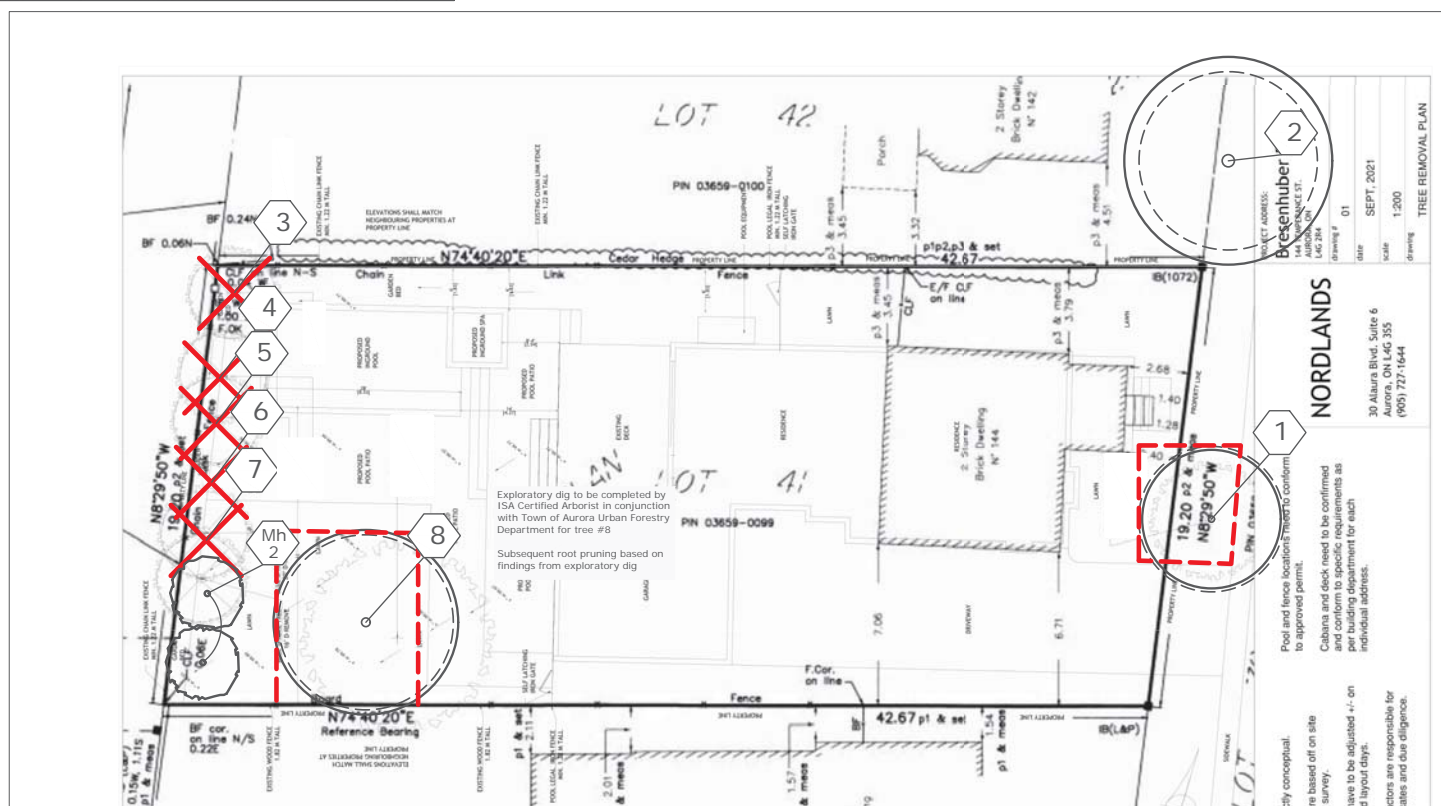
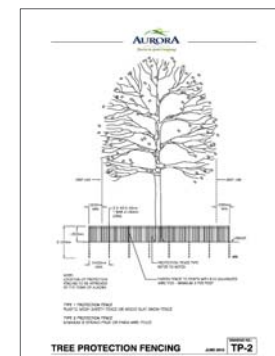
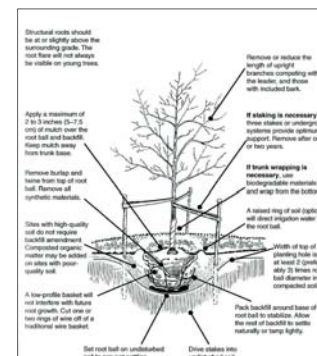
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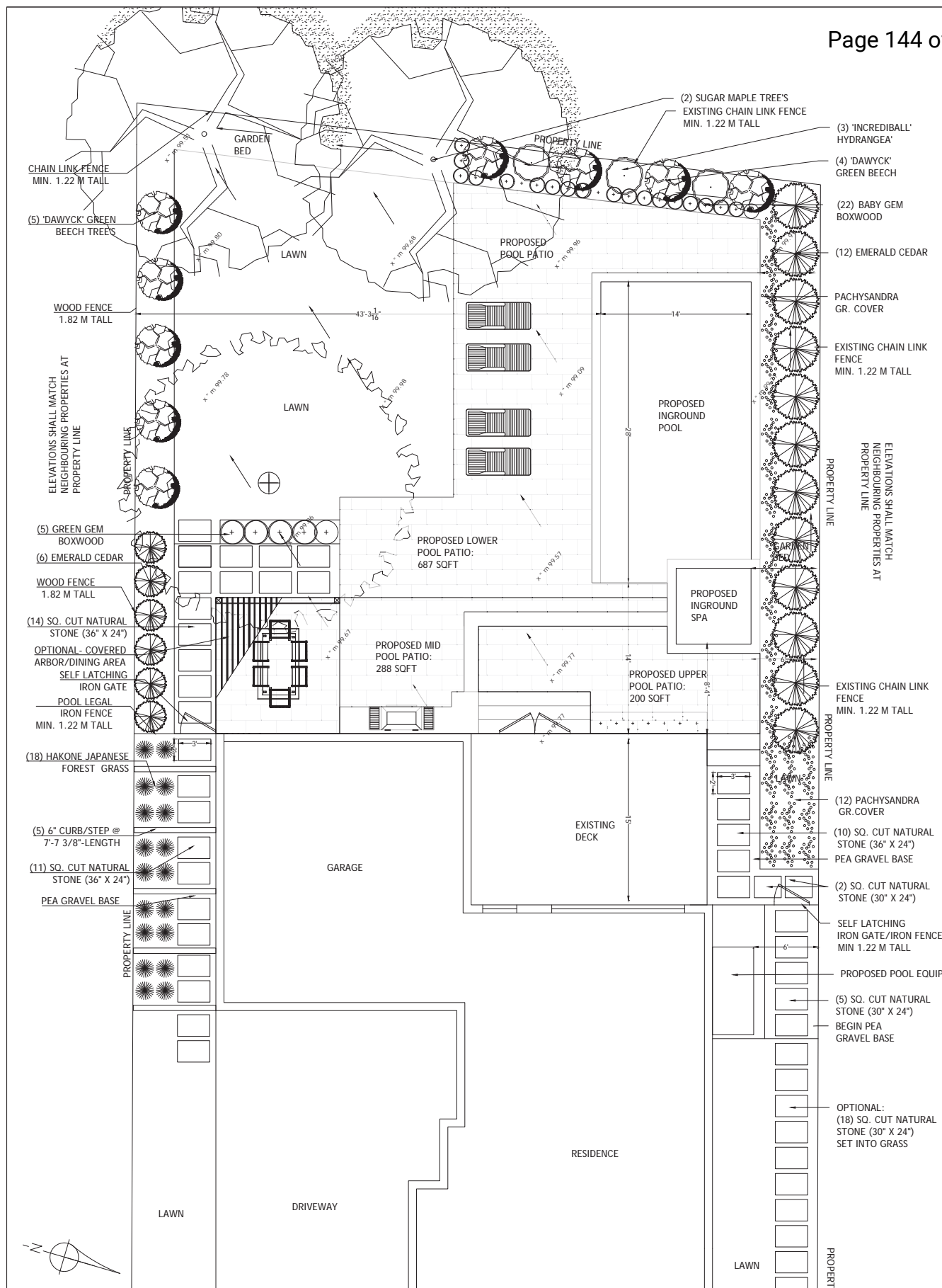
APPROVALS		STAMP
MUNICIPAL		
DIRECTOR OF ENGINEERING		
DATE		

DRAWING NO.	SCALE
TP - 1	1:100
CONTRACT NO.	SHEET
	1 OF 1

Tree #	Common Name	Latin	dbh (cm) @ 1.4 m	Height (m)	Crown Spread (m)	Ownership (City/Town or Private)	Town of Aurora Tree Protection Zone (meters)	Health	Structure	Overall Condition	Address	Location	Comments	Arborist Recommendation
1	Crookshank	<i>Halep pop.</i>	27	9	6	Town	3	Fair	poor	Poor	144 Temperance St.	1.1 metres north of south building line 2.5 metres west of south property line		Tree protection fencing
2	Norway Maple	<i>Acer platanoides</i> Cromson King	47	15	9	Town	3.6	Good	fair	Fair	142 Temperance St.	4.6 metres north of south property line 3 metres east of south property line	Exposed roots Confined rooting area due to sidewalk	
3	Norway Spruce	<i>Picea abies</i>	57	22	5	Private	4.5	Good	Good	Good	144 Temperance St.	1.1 metres south of north property line 1.1 metres east of west property line	Growing in a windbreak/row	Remove due to proposed construction
4	Norway Spruce	<i>Picea abies</i>	43	22	3	Private	3.6	Good	Good	Good	144 Temperance St.	5 metres south of north property line 1.1 metres east of west property line	Growing in a windbreak/row	Remove due to proposed construction
5	Norway Spruce	<i>Picea abies</i>	46	22	3	Private	3.6	Good	Good	Good	144 Temperance St.	6.9 metres south of north property line 1 metre east of west property line	Growing in a windbreak/row	Remove due to proposed construction
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8	Ironwood	<i>Ostrya virginiana</i>	38	15	8	Private	3.6	Good	fair	Good	144 Temperance St.	4.3 metres north of south property line 8.3 metres east of west property line	5 main competing leaders 38 cm diameter at 1.5 metres in height	Tree protection fencing Exploratory dig - potential root prune

Species Code	Species	Latin	Min Size	Quantity
Mh	Sugar Maple	<i>Acer saccharum</i>	60mm	2





NOTES

This plan is strictly conceptual.

Property lines are based off on site dimensioning & survey.

Retaining may have to be adjusted +/- on construction and layout days.

3rd party contractors are responsible for any permits, locates and due diligence.

Pool and fence locations need to conform to approved permit.

Cabana and deck need to be confirmed and conform to specific requirements as per building department for each individual address.

NORDLANDS

30 Alaura Blvd. Suite 6
Aurora, ON L4G 3S5
(905) 727-1644

PROJECT ADDRESS:

Bresenhuber Res.

144 TEMPERANCE ST.
AURORA, ON
L4G 2R4

drawing #

01

date

OCT, 2021

scale

1:200

drawing

LANDSCAPE PLAN



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

Town of Aurora

General Committee Report

No. PDS21-152

Subject: Application for Removal of (H) Holding Provision
Gillam Residence Ltd. Partnership - 15520 Yonge Street
Plan 246 PT Lot 4
File Number: ZBA(H)-2021-01
Related File Number: SPM-2021-01

Prepared by: Rosanna Punit, Planner

Department: Planning and Development Services

Date: November 30, 2021

Recommendation

1. That Report No. PDS21-152 be received;
2. That the Application to Remove the (H) Holding Provision File ZBA(H)-2019-01 for Gillam Residence Ltd. Partnership at 15520 Yonge Street be approved; and,
3. That the amending By-law to remove the (H) Holding provision be presented for enactment at a future Council meeting.

Executive Summary

This reports seeks Council's approval to remove the (H) Holding provision from the Holding – Institutional Exception Zone 234 (H) I(234) for the site of the former Howard Johnson hotel located at 15520 Yonge Street.

- A Minor Site Plan is required to facilitate conversion of the existing building into a retirement home with a total of 105 units within the four existing floors and some minor works to the parking area at the rear of the property.
- The Owner has satisfied the conditions for removal of the (H) Holding Provision and staff recommend the (H) Holding Provision be removed.

Background

Application History

A Minor Site Plan Application was submitted in March 2021 to the Town by Gillam Residence Ltd. Partnership to facilitate the conversion of the former hotel into a retirement home with a total of 105 units within the four existing floors, with 51 parking spaces [25 parking spaces below grade and 26 parking spaces above grade (including barrier free)]. The proposed works subject to the site plan include façade improvements to the existing building, no additional gross floor area is being added to the building and some minor works to the parking area.

In accordance with the Planning Act, Section 41(1) Site Plan Control Area: “development” means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of substantially increasing the size or usability thereof, or laying out and establishment of commercial parking lot or sites for location of three or more trailers as defined as defined in subsection 164 (4) of the Municipal Act, 2001 or subsection 3 (1) of the City of Toronto Act, 2006, as the case may be, or of sites for the location of three or more mobile homes as defined in subsection 46 (1) of this Act or of sites for the construction, erection or location of three or more land lease community homes as defined in subsection 46 (1) of this Act. R.S.O. 1990, c. P.13, s. 41 (1); 1994, c. 4, s. 14; 2002, c. 17, Sched. B, s. 14 (1); 2006, c. 32, Sched. C, s. 47 (8).

A Minor Site Plan is required to facilitate conversion of the existing building into a retirement home with a total of 105 units within the four existing floors and some minor works to the parking area at the rear of the property

A Minor Site Plan was required, as “development” as defined in the Planning Act is being proposed for the subject lands. In accordance with the Delegated Authority By-law, Minor Site Plan approval is delegated to the Director of Planning and Development Services. All sign offs from all departments and external agencies, including the LSRCA, have been received. The Minor Site Plan Agreement has been executed with the Town and the Owner.

Location/Land Use

The subject property is located south of St. John’s Sideroad, north of Wellington Street West on the west side of Yonge Street (Figure 1). The property contains a 4 storey building that was the former Howard Johnson Hotel. There is existing trees and shrubs located at the front of the property. The rear of the property is a vacant parking lot.

Surrounding Land Uses

The surrounding land uses are as follows:

North: Existing one storey commercial building;

South: Existing two storey commercial building;

East: Existing commercial plazas;

West: Machell Park

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 2041. 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)

The subject lands are designated as “Urban Area” within the York Region Official Plan. York Region’s vision for the Urban Area is to strategically focus on growth while conserving resources and to create sustainable and lively communities. The subject property is located within the 0-2 year Wellhead Protection Area.

Town of Aurora Official Plan

The front portion of the subject lands are designated “Aurora Promenade” which allows for institutional uses on the site. The rear portion is designated “Public Parkland”, which permits (see Figure 2):

- i) passive and active recreation uses;
- ii) conservation uses;
- iii) cemeteries;
- iv) commercial and/or office uses accessory to uses i to iii above; and,
- v) public uses and public and private infrastructure

Zoning By-law 6000-17, as amended

The rear portion of the property is zoned “Environmental Protection Zone Exception 117 (EP-117) and the front portion of the property is designated “Holding – Institutional Exception Zone 234 (H) I(234)”, as shown in Figure 3. The exception EP-117 relates to a parking lot being permitted on this portion of the lands. Exception 234 refers to site specific permitted uses for a fitness centre, where the floor area does not exceed 400m², a retirement home with a maximum of 114 units and development standards for setbacks, parking and encroachments.

Zoning By-law 6000-17, section 20, states that where a Holding (H) symbol is followed by a zone symbol along with a number referencing the specific condition(s) to be satisfied prior to the removal of the Holding (H) symbol. Prior to the passing of the By-law to remove the (H) Holding prefix from the lands zoned (H)I(234) or any part thereof, the Town of Aurora shall be satisfied that the site plan agreement has been executed between the owner of the lands and the Town of Aurora and that the building will be sprinklered prior to occupancy of the retirement units.

Lake Simcoe Region Conservation Authority

The subject lands are located within the Lake Simcoe Region Conservation Authority (LSRCA) regulated area. The site was subject to a cut and fill to remove the rear portion of the lands from the regulated area. The applicant has received approval from LSRCA for a cut and fill of the site. With the approval, the LSRCA mapping will be updated to remove this portion of the subject lands from the LSRCA regulated area.

Proposed Application

An application has been submitted to the Town to request removal of the Holding provision for the subject property. The hold provision applies only to the front portion of the lands zoned: (H)I(234). The conditions for (H) Holding Provision removal require:

1. the owner enter into a site plan agreement with the Town
2. that the existing building be sprinklered prior to occupancy as a retirement home.

As stated herein, a concurrent minor site plan application has been submitted to the Town and has been approved by the Director of Planning and Development Services, including the execution of a site plan agreement.

A servicing allocation is not required for a retirement home as the units are not considered to be a traditional apartment unit as they do not feature a full kitchen or no kitchen facilities. A communal dining area is proposed for the retirement home.

Analysis

Planning Considerations

The Owner has satisfied the conditions for removal of the (H) Holding Provision and staff recommend the (H) Holding Provision be removed

Staff are in receipt of building plan in accordance with the Ontario Building Code that demonstrates appropriate sprinklering of the building in accordance with the National Fire Protection Association (NFPA) in order to remove the hold on the property relating to the building being sprinklered. The owner has agreed to this condition.

Staff confirm that the Minor Site Plan Agreement has been approved, with all sign offs from internal departments and external agencies. The Minor Site Plan Agreement has been executed by the Town and the Owner, along with the accompanying fees and securities.

A Zoning By-law Amendment to remove a (H) Holding Provision does not require a statutory Public Meeting as per the Planning Act. However, prior to removing a (H) Holding Provision Council must provide reasonable notice of its intent to remove a (H) Holding provision.

Department/Agency Comments

The proposed applications were circulated to all internal and external agencies for review and comments. In general, all circulated internal departments and external agencies are satisfied with the site plan, and have no further comments at this time.

Public Comments

The application to remove the (H) prefix is not a public process, and does not require a statutory public meeting but the Town must post notice of the proposed removal in the local newspapers as per the Planning Act.

Advisory Committee Review

Not applicable.

Legal Considerations

Pursuant to subsection 36(3) of the Planning Act, if Council refuses to remove the holding provision, or does not make a decision on the application within 150 days after receipt of the application, then only the applicant may appeal to the Ontario Land Tribunal. Prior to passing the amending by-law to remove the holding provision, reasonable notice must be given to the public and any person or public body that has provided a written request for such notice.

Financial Implications

There are no direct financial implications arising as a result of this report.

Communications Considerations

Pursuant to section 8(2) in O.reg 545/06 of the *Planning Act*, a municipality must “give the public reasonable notice” of Council’s intention to pass an amending by-law. As such, a Notice of Council’s Intention to Remove a (H) Holding Provision will be published in the Aurora Banner and Aurora Newspapers.

Link to Strategic Plan

The proposed Removal of (H) Application supports the Strategic Plan's goal of supporting an exceptional quality of life for all through its accomplishment in satisfying requirements in the following key objectives within this goal statement:

Supporting an exceptional quality of life for all and enabling a diverse, creative and resilient economy, strengthening the fabric of our community and promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business.

Alternative(s) to the Recommendation

1. That Council refuse Application to Remove the (H) Holding Provision File ZBA(H)-2019-01 for 15520 Yonge Street.

Conclusions

Planning and Building Services reviewed the proposed Holding removal 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 criteria for removal of the (H) on the subject lands have been satisfied by the Town. Therefore, staff recommend approval of planning application ZBA(H)-2021-01, to remove the (H) prefix on the subject lands.

Attachments

- Figure 1 – Location Map
- Figure 2 – Existing Official Plan Designation
- Figure 3 – Existing Zoning By-Law
- Figure 4 – Proposed Zoning
- Figure 5 – Site Plan
- Figure 6 – East/West Elevations
- Figure 7 – North/South Elevations
- Figure 8 – Interior Plan (Sprinkler Room)
- Figure 9 – Rendering

Previous Reports

N/A

November 30, 2021

8 of 8

Report No. PDS21-152

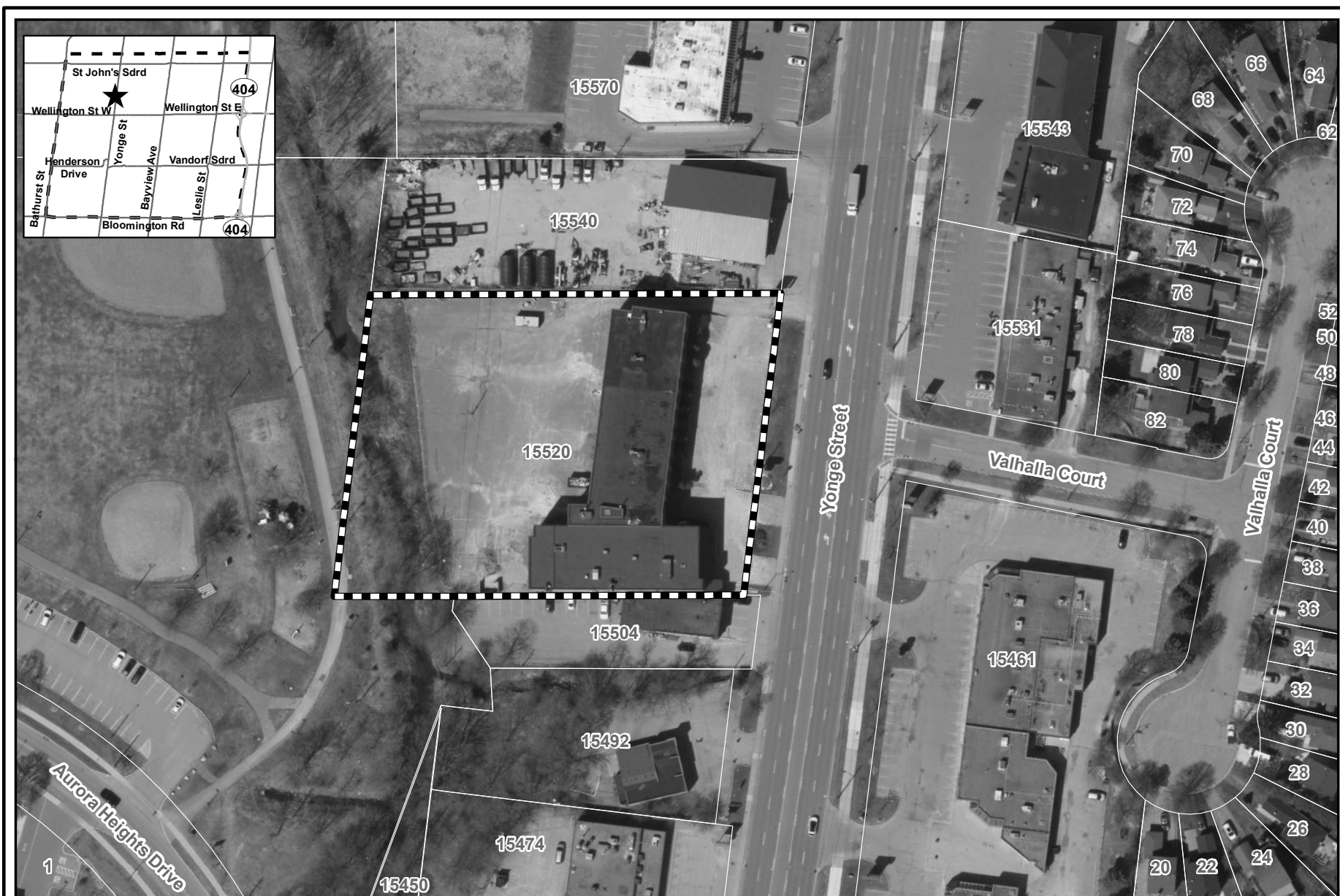
Pre-submission Review

Agenda Management Team review on November 11, 2021

Approvals

Approved by David Waters, MCIP, RPP, PLE, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer



LOCATION PLAN

APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP
FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 1



Subject Lands

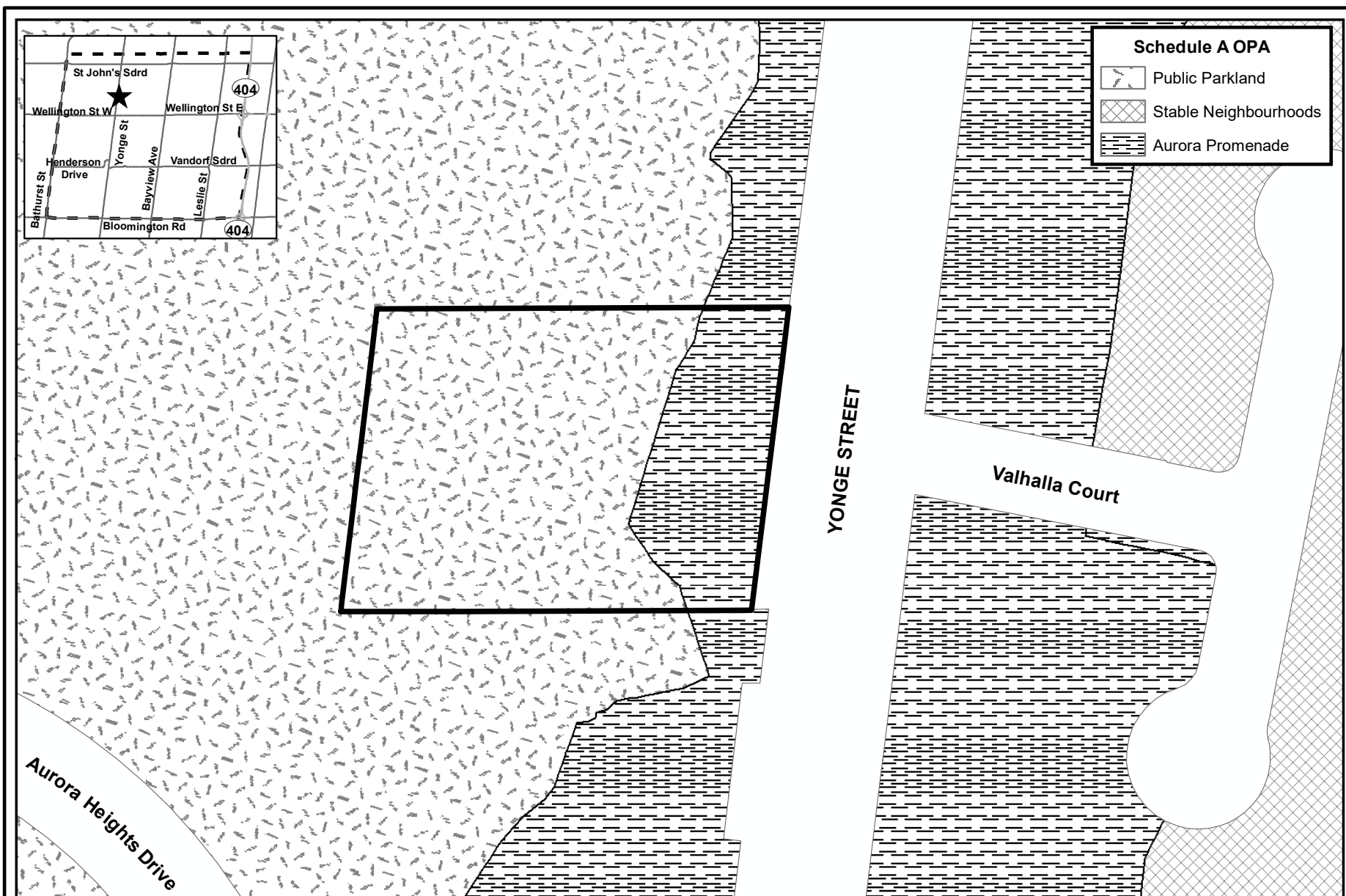
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AURORA
You're in Good Company

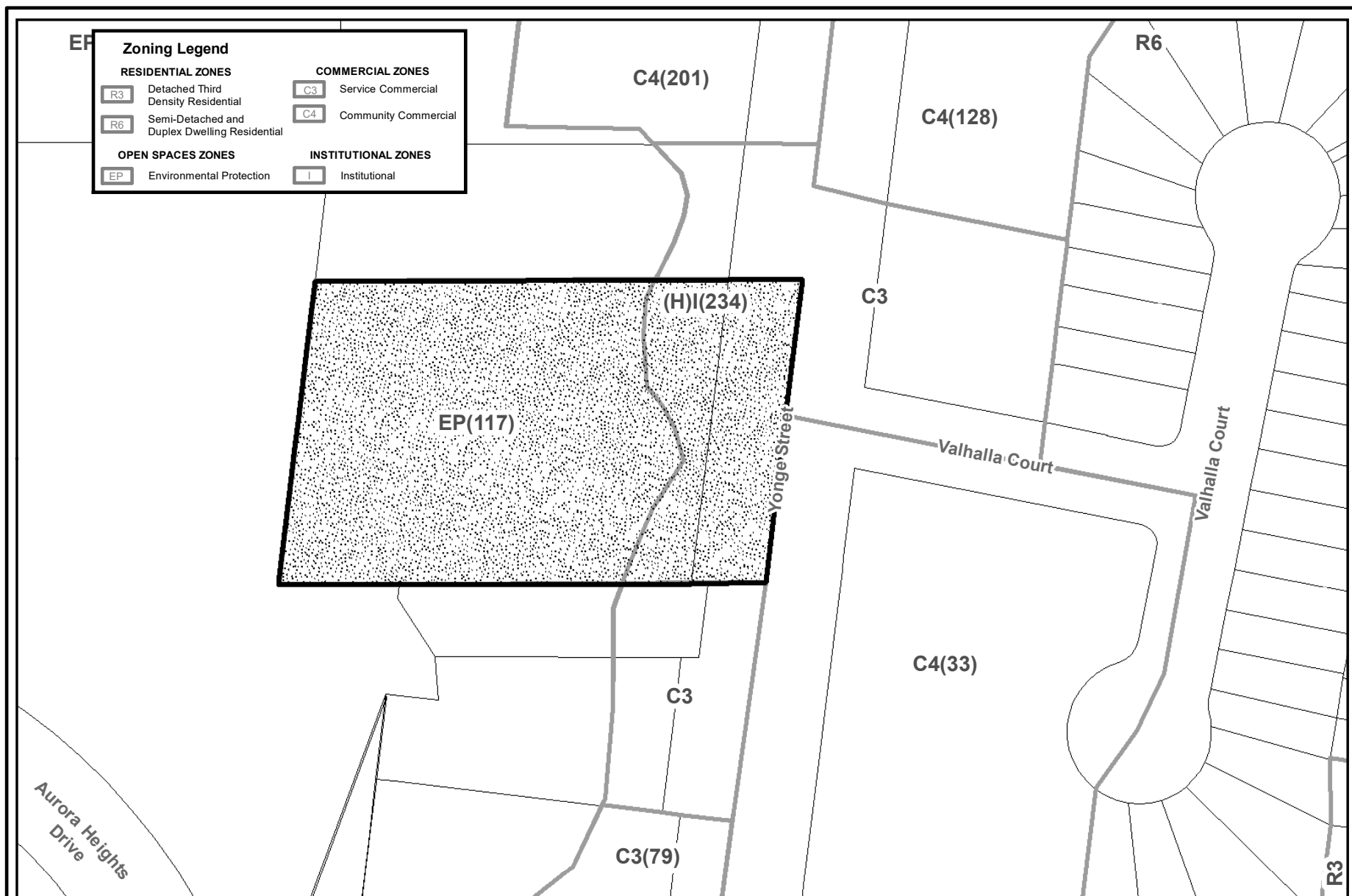
Map created by the Town of Aurora Corporate Services Department, November-02-21. Base data provided by York Region & the Town of Aurora. Air Photos taken Spring 2021. © First Base Solutions Inc., 2021 Orthophotography.

Document Path: J:\data\data\Planning Maps\15520 Yonge St (Gillam Residences Limited Partnership) (SPM- 2021-01 & ZBA(H)2021-01)\November_2021\Figure_1_Location_Plan.mxd



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EXISTING ZONING DESIGNATION

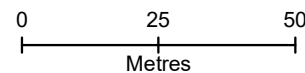
APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP

FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 3

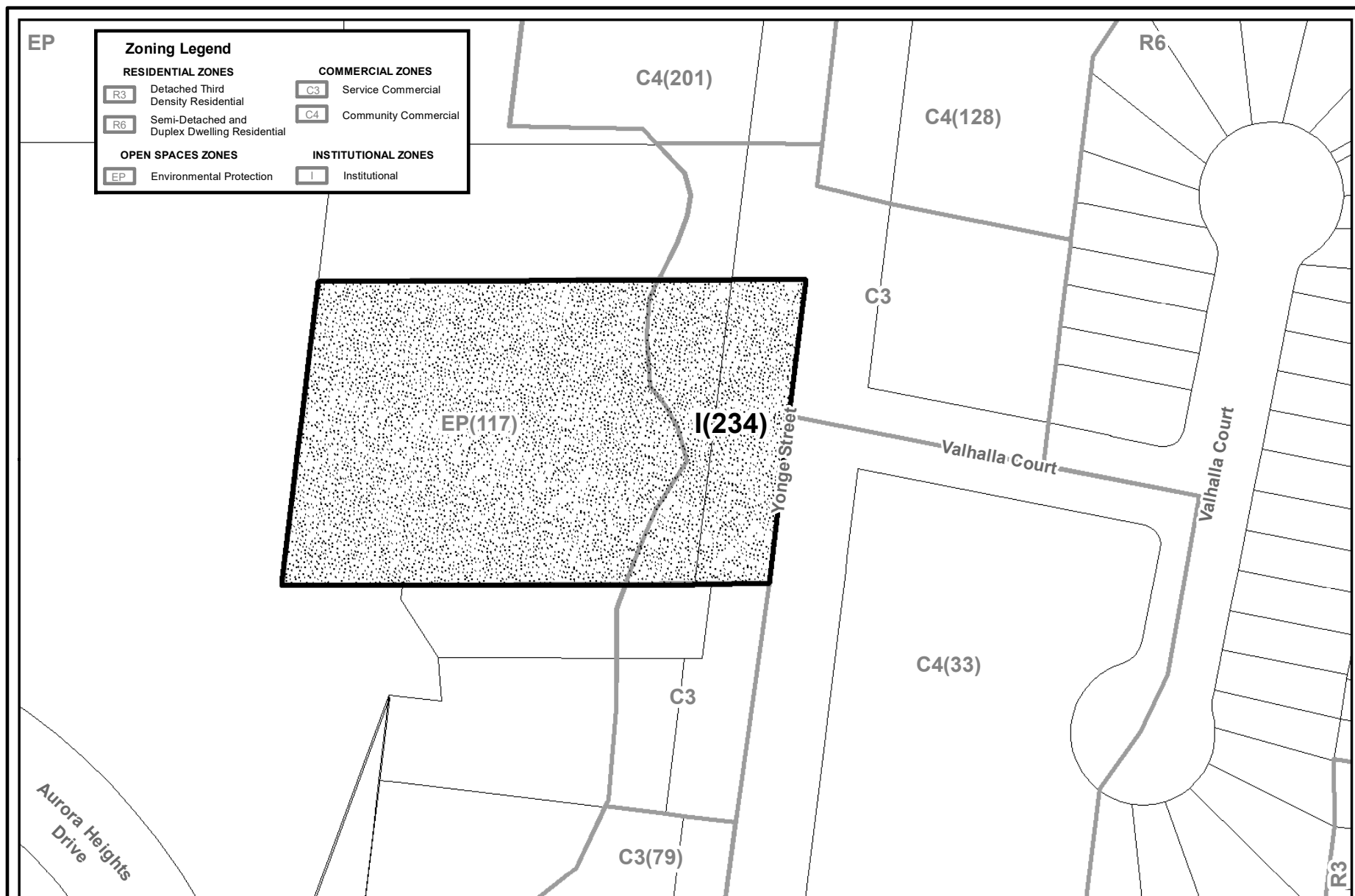


SUBJECT LANDS



Map created by the Town of Aurora Corporate Services Department, November-02-21. Base data provided by York Region & the Town of Aurora.

Document Path: J:\data\data\Planning Maps\15520 Yonge St (Gillam Residences Limited Partnership) (SPM- 2021-01 & ZBA(H)2021-01)\November_2021\Figure_3_Existing Zoning_By_law.mxd



PROPOSED ZONING DESIGNATION

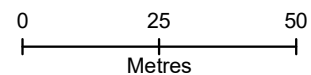
APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP

FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 4

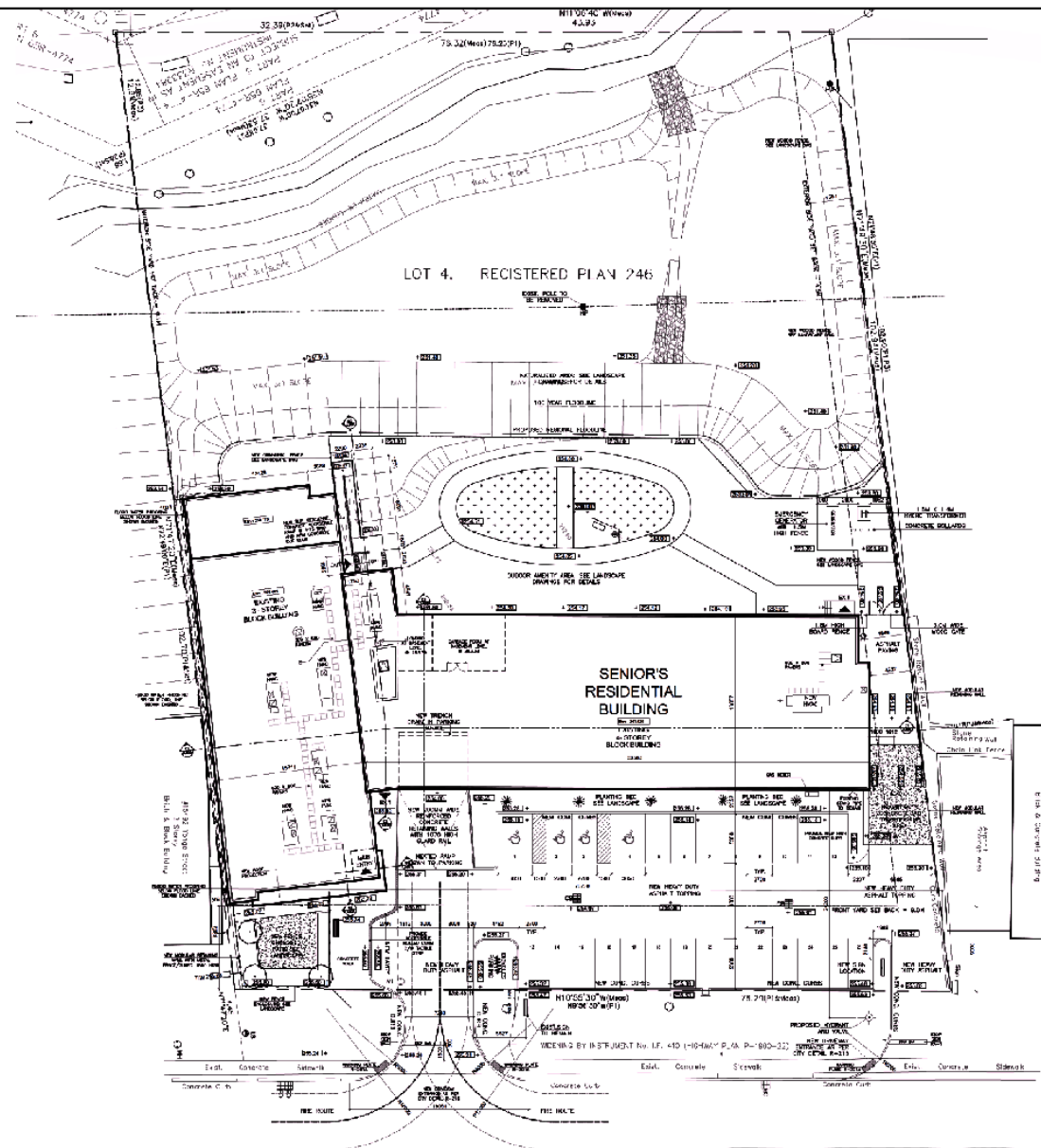


SUBJECT LANDS



Map created by the Town of Aurora Corporate Services Department, November-02-21. Base data provided by York Region & the Town of Aurora.

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SITE PLAN

APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP

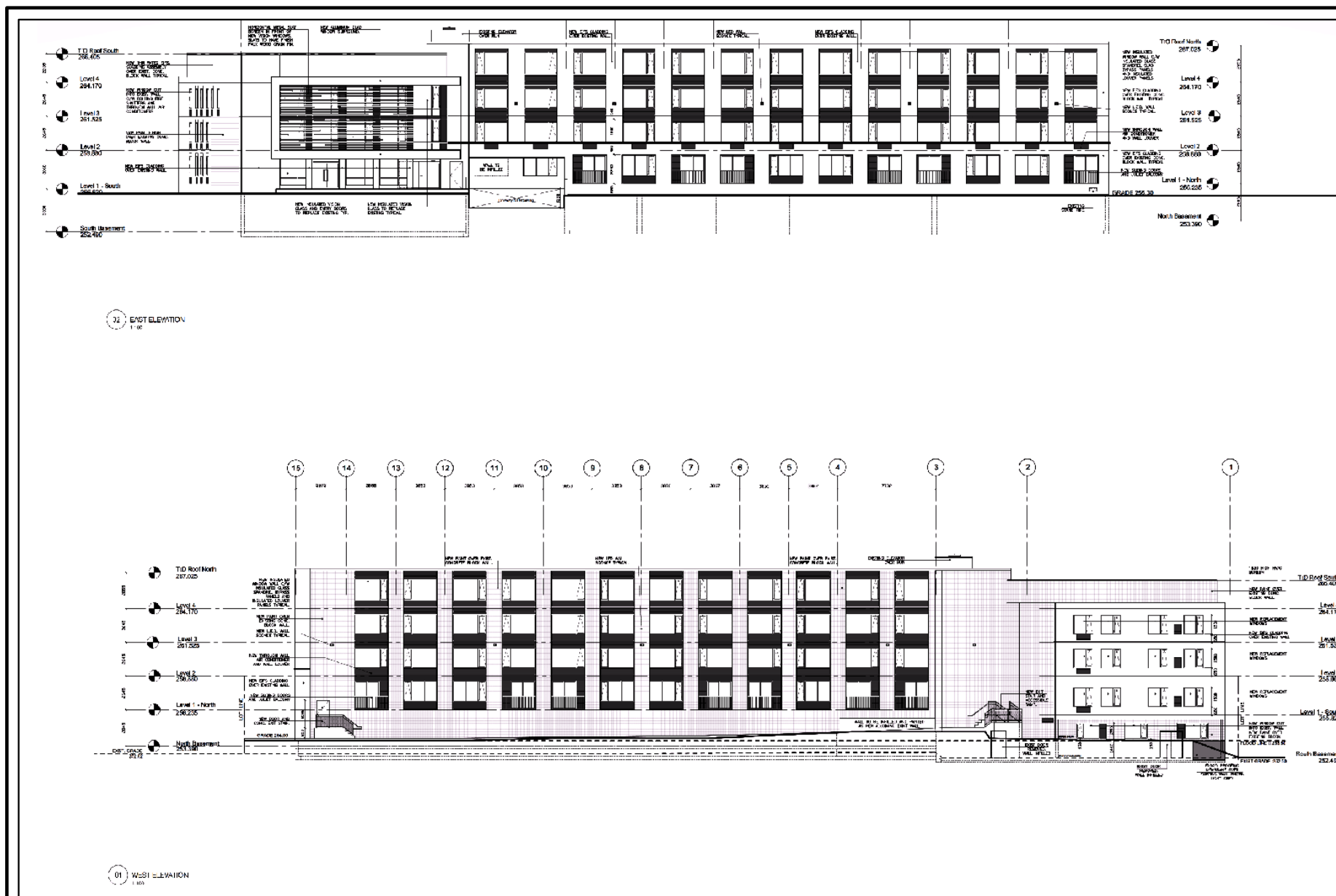
FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 5



Map created by the Town of Aurora Corporate Services Department, November-02-21. Data provided by HCA Architecture Incorporated Architects.

Document Path: J:\data\data\Planning Maps\15520 Yonge St (Gillam Residences Limited Partnership) (SPM- 2021-01 & ZBA(H)2021-01)\November_2021\Figure_5_Conceptual_Site_Plan.mxd



ELEVATIONS - EAST AND WEST

APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP

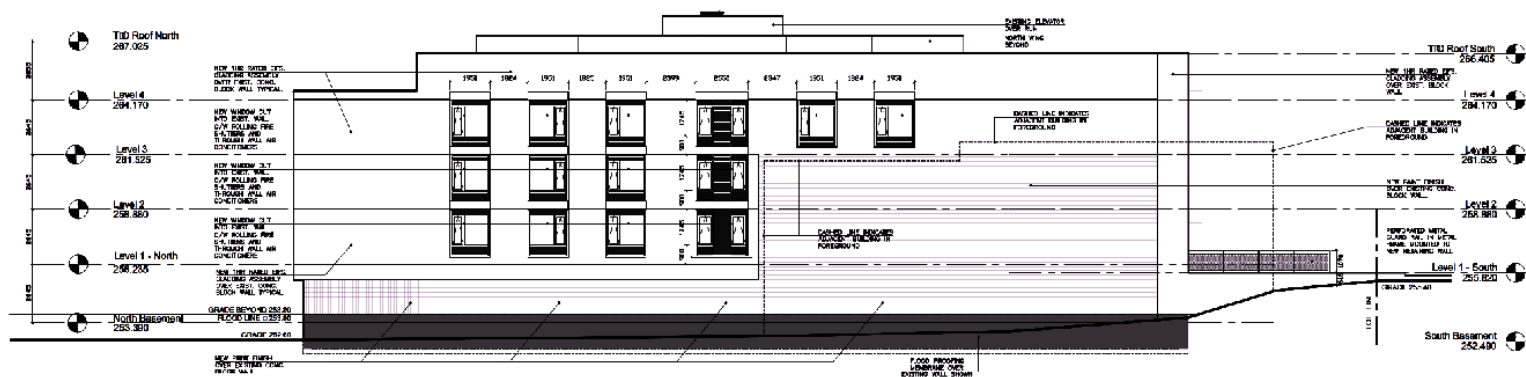
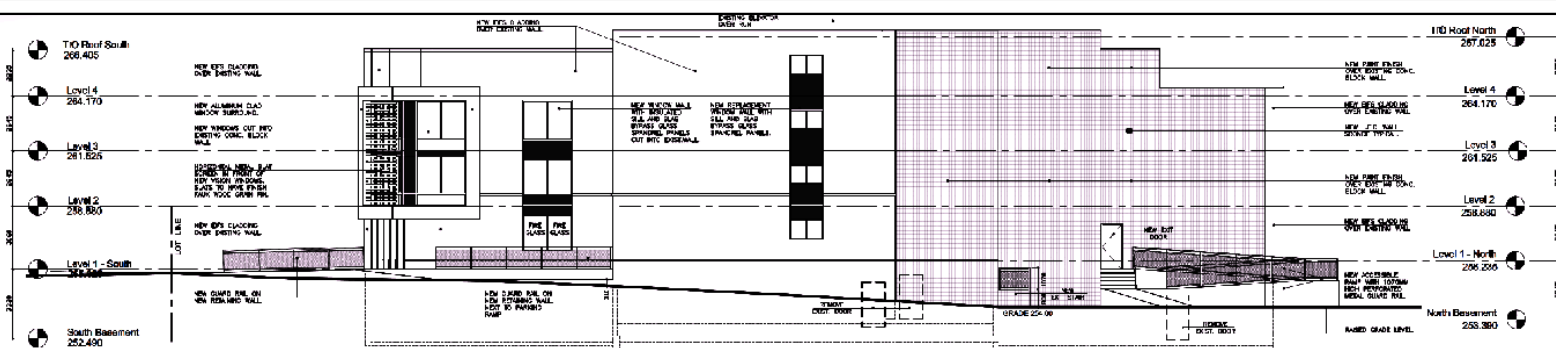
FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 6



Map created by the Town of Aurora Corporate Services Department, November-02-21. Data provided by HCA Architecture Incorporated Architects.

Document Path: J:\data\data\Planning Maps\15520 Yonge St (Gillam Residences Limited Partnership) (SPM- 2021-01 & ZBA(H)2021-01)\November_2021\Figure_6 Elevations_East_West.mxd



ELEVATIONS - NORTH AND SOUTH

APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP

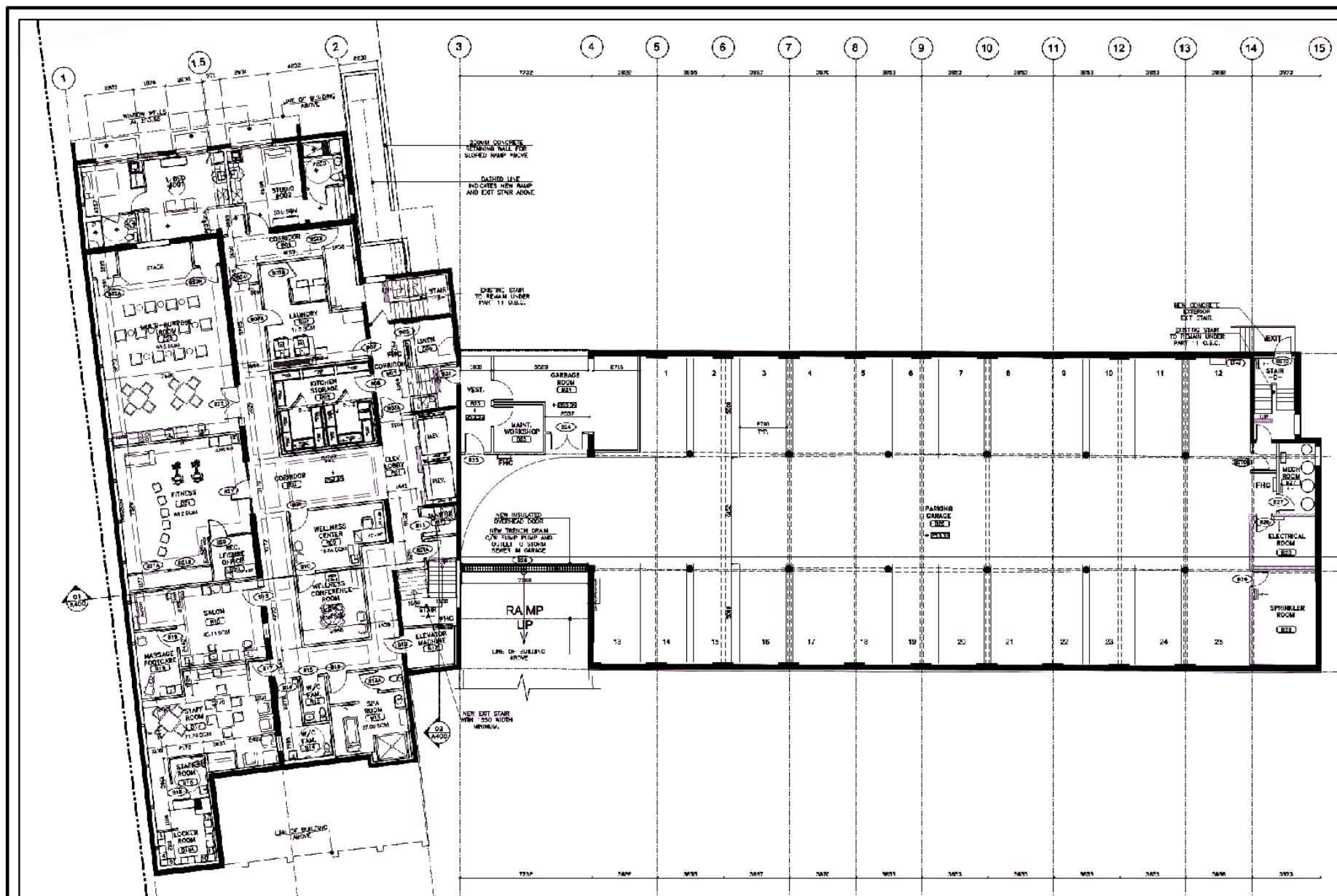
FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 7



Map created by the Town of Aurora Corporate Services Department, November-02-21. Data provided by HCA Architecture Incorporated Architects.

Document Path: J:\data\data\Planning Maps\15520 Yonge St (Gillam Residences Limited Partnership) (SPM- 2021-01 & ZBA(H)2021-01)\November_2021\Figure_7_Elevations_North_South.mxd



INTERIOR PLAN - SPRINKLER ROOM

APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP

FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 8



Map created by the Town of Aurora Corporate Services Department, November-02-21. Data provided by HCA Architecture Incorporated Architects.

Document Path: J:\data\data\Planning Maps\15520 Yonge St (Gillam Residences Limited Partnership) (SPM- 2021-01 & ZBA(H)2021-01)\November_2021\Figure_8_Interior Plan - Sprinkler Room.mxd



RENDERING

APPLICANT: GILLAM RESIDENCES LIMITED PARTNERSHIP

FILE: SPM- 2021-01 & ZBA(H)2021-01

FIGURE 9



Map created by the Town of Aurora Corporate Services Department, November-02-21. Data provided by HCA Architecture Incorporated Architects.

Document Path: J:\data\data\Planning Maps\15520 Yonge St (Gillam Residences Limited Partnership) (SPM- 2021-01 & ZBA(H)2021-01)\November_2021\Figure_9_Rendering.mxd



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

Town of Aurora

General Committee Report

No. PDS21-155

Subject: Application for Site Plan Approval
Horseshoe Properties Inc.
130 Industrial Parkway North
File Number: SP-2021-05

Prepared by: Sean Lapenna, Development Planner

Department: Planning and Development Services

Date: November 30, 2021

Recommendation

1. That Report No. PDS21-155 be received;
2. That Site Plan Application File SP-2021-05 to permit the development of a building addition for warehousing with a Gross Floor Area of 1,163.08 m² (12,519 ft²) be approved in principle, subject to the following conditions:
 - i. Resolution of all outstanding minor technical comments from internal departments and external agencies including the Region of York and the LSRCA, to the satisfaction of the Director of Planning & Development Services, prior to execution of a site plan agreement; and,
 - ii. Execution of a site plan agreement between the Owner and the Town ensuring all Town and external agency requirements are satisfied, including the payment of fees and securities and Cash-in-Lieu of Parkland.

Executive Summary

This report seeks Council's approval, in principle, of a site plan application at 130 Industrial Parkway North for the development of a 1,163.08 m² (12,519.0 ft²) warehouse addition.

- The proposed Site Plan conforms to the Town of Aurora Official Plan;
- The Proposed Site Plan conforms to the Town's Comprehensive Zoning By-law;

- Planning Staff are satisfied with Site Design and Building Elevations;
- Planning Staff recommend that the site plan application be approved in principle, subject to conditions. Final technical matters will be addressed prior to the execution of the site plan agreement.

Background

Application History

The Site Plan Application was submitted to the Town on April 1, 2021. The application was deemed complete on April 13, 2021. The applicant made a resubmission on October 20, 2021 to address and respond to the comments on the first submission issued by the Town and commenting agencies.

Location/Land Use

The subject property, municipally known as 130 Industrial Parkway North, is located on the west side of Industrial Parkway North between Wellington Street East and St. John's SR and borders the GO Rail Corridor (see Figure 1). The property has a lot area of about .795 hectares (1.96 acres), a lot frontage of 67.26 m (221 ft) and contains an existing building consisting of offices (276 m²) and warehousing (561 m²).

Surrounding Land Uses

The surrounding land uses are as follows:

North: Employment lands

South: Employment lands

East: Aurora Family Leisure Complex

West: GO Rail Corridor and Low Density Residential

Policy Context

Provincial Policies

All development applications shall have regard for the Provincial Policy Statement (PPS), which 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 (The Growth Plan) is a guiding document for growth management within the Greater Golden Horseshoe Area. The Growth Plan provides a framework which guides land use planning.

The Lake Simcoe Protection Plan (LSPP) provides policies which address aquatic life, water quality and quantity, shorelines and natural heritage, other threats and activities (invasive species, climate change and recreational activities).

York Region Official Plan

The subject lands are designated as 'Urban' within the York Region Official Plan. York Region's vision for the Urban Area is to strategically focus growth while conserving resources and to create sustainable, lively communities. Under York Region's Official Plan, one regional urbanization goal is to enhance the Region's urban structure through city building, intensification and compact, complete communities.

Town of Aurora Official Plan

As illustrated on Figure 2, the subject lands are designated, 'Existing Employment – Light Industrial/Service'. This designation is intended to accommodate a broad range of employment opportunities as well as service commercial uses and retail uses of a quasi-industrial nature within existing employment areas, including areas along the Industrial Parkway North and South and in the Aurora East Employment Areas.

Zoning By-law 6000-17, as amended

The subject lands are zoned 'General Employment E2 (367) Exception Zone' under Town of Aurora Zoning By-law 6000-17, as amended (Figure 3). This zone permits fitness centres, recreation centres, warehouses, industrial uses, motor vehicle body shops, offices, service shops, repair shops and commercial schools.

Reports and Studies

The Applicant submitted the following studies, reports and plans as part of a complete Site Plan Application:

Report/Drawing Name	Report/Drawing Author
Site Plan	Hossack & Associates Architects
Building Elevations	Hossack & Associates Architects
Landscape Plan	BTI Landscape Architecture
Tree Inventory & Preservation Plan	BTI Landscape Architecture

November 30, 2021

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Report No. PDS21-155

Source Water Impact Assessment and Mitigation Plan	R.J. Burnside & Associates Ltd.
Site Grading Plan	R.J. Burnside & Associates Ltd.
Site Servicing Plan	R.J. Burnside & Associates Ltd.
Stormwater Management Plan	R.J. Burnside & Associates Ltd.
Erosion and Sediment Control Plan	R.J. Burnside & Associates Ltd.
Geotechnical Investigation	Bendigo Consulting Inc.
Hydrogeological Study	R.J. Burnside & Associates Ltd.
Phase One Environmental Site Assessment	G2S Environmental Consulting Inc.
Phase Two Environmental Site Assessment	G2S Environmental Consulting Inc.
Stage 1 & 2 Archaeological Assessment	The Archaeologists Inc.
Traffic Brief	NexTrans Consulting Engineers
Green Development Standards Report	Hossack & Associates Architects

Proposed Application

The subject property has an existing building which accommodates a custom architectural millwork business that specializes in manufacturing custom furnishings for commercial projects. The building currently includes two storey office space at the east end of the existing building fronting Industrial Parkway North with a Gross Floor Area of 276 m² (2,971 ft²) as well as one storey warehouse space (located behind the existing office space) with a Gross Floor Area of 561.0 m² (6,039 ft²) for a total current Gross Floor Area of 837 m² (9,009 ft²).

As illustrated in Figure 4, the site plan proposes a one storey addition to the rear of the existing building (west end of the site) and is intended to be developed in separate phases. A Gross Floor Area of approximately 754.38 m² (8,120 ft²) is proposed as Phase 1 and a Gross Floor Area of 408.70 m² (4,399.0 ft²) is proposed as Phase 2 for a total proposed building expansion of 1,163.08 m² (12, 519 ft²). Phase 1 is to be constructed first followed by a future phase 2. The site plan application covers both phases.

The submitted floor plan for the proposed addition outlines that the majority of the addition is intended to accommodate warehouse space and also includes a staff room as well as washroom space in the phase 1 area of the addition. Phase 2 is shown as warehouse space.

When combining both phases of the addition as proposed with the Gross Floor area of the current building, a total Gross Floor Area of 2,000 m² (21,528 ft²) will exist with a lot coverage of approximately 25%. A total of 50 parking spaces are shown on the site plan

which includes 3 barrier free parking spaces.

Analysis

The proposed Site Plan conforms to the Town of Aurora Official Plan

The subject lands are designated 'Existing Employment – Light Industrial/Service' where warehouse facilities and manufacturing are listed as permitted uses. This designation is intended to ensure that appropriate sites provide for a range of light industrial uses as well as to encourage the intensification and redevelopment of existing sites where appropriate.

Additionally, the Official Plan states that permitted uses shall not emit noticeable or noxious noise, dust or air emissions which negatively impact adjacent land uses. Furthermore, the uses shall be entirely contained within a building, except for accessory vehicle parking and limited accessory outdoor storage.

The owner confirmed in writing to the Town that none of the manufacturing intended to take place onsite will emit any noticeable or noxious noise, dust or air emissions that would negatively impact adjacent land uses as all manufacturing activities will take place entirely within the building.

Planning Staff are of the opinion that the proposed site plan conforms to the policies of the 'Existing Employment – Light Industrial/Service' designation of the Official Plan and is compatible with the surrounding land uses. An official plan amendment is not required.

The proposed Site Plan conforms to the Town's Comprehensive Zoning By-law

The subject lands are zoned 'General Employment E2 (367) Exception Zone' under Town of Aurora Zoning By-law 6000-17, as amended. The applicant has proposed a warehouse addition to better accommodate an already existing manufacturing use (custom furnishings for commercial projects).

The 'General Employment E2 (367) Exception Zone' permits both warehouse and industrial uses. Zoning By-law 6000-17, includes manufacturing in the definition of an industrial use. The applicant still needs to address the requirement to provide four bicycle parking spaces on site. This will item will need to be resolved prior to the execution of the site plan agreement. Other than that, Zoning staff have confirmed that the proposal conforms to all other applicable by-law requirements and that no minor variances are required.

Planning Staff are satisfied with Site Design and Building Elevations

The site plan review has progressed to the stage where staff are satisfied with the overall site and physical design including matters such as landscaping and site circulation and are recommending that the site application be approved in principle, subject to conditions.

Site Circulation

One access driveway is proposed which is located at the north-east end of the property (see Figure 4). Access will be provided from Industrial Parkway North. The driveway leads to the parking areas onsite located along the western and southern portions of the subject property. The driveway will be utilized by trucks and other vehicles accessing the site for purposes related to pick-ups and deliveries as well as employees and customers. As per the submitted Site Plan, two loading areas with bays for truck access are located on the north end of the addition with one being located on the west end of the addition.

Building Elevations

This area of the Town is not subject to urban design guidelines. The building elevations were reviewed by Planning Staff to ensure that the overall design was appropriate for the subject site and area. The building elevations for the addition reflect that the materials to be used consists primarily of vertical metal siding (see Figure 7). The building materials were chosen specifically to match the materials currently used for the existing warehouse (see Figure 6) in order to achieve compatibility with the current design of the building.

Staff also note that the one storey addition as proposed does not exceed 6.6 m (22 ft) in building height and is located behind the existing building that is comprised of the two storey office fronting Industrial Parkway North which has a height of 9.275 m (30.5 ft) and one storey warehouse which has a height of 6.035 m (20 ft).

Given the proposed height, location and width, staff note that the addition will not be overly visible from the street, thereby minimizing visual impact from the streetscape.

Parking

The Town's Building Division has confirmed that upon completion of both phases that a total of 28 parking spaces will be required for the building in its entirety. As noted previously in this report, a total of 50 parking spaces (3 of which are barrier free) have

been shown on the site plan resulting in a parking surplus. As such, staff have no concerns with parking when taking into consideration the development of both phases.

Landscaping

The applicant is proposing a variety of plantings along the north (side yard) and south (side yard) property lines (see Figure 5). The plantings consist of deciduous trees and shrubs. A total of 8 new deciduous trees are proposed along with 73 deciduous shrubs for a total of 81 new plantings overall, which are intended to provide adequate buffering and screening between the subject lands and adjacent properties.

Waste & Recycling

The first submission site plan did not include an area onsite for the outdoor storage of waste and recycling. Upon raising this with the applicant through the first submission comments, the site plan was revised to include a designated waste and recycling area, which is now shown on the latest site plan in the north-west area of the site (see Figure 4).

Although the Town's Waste & Recycling coordinator has confirmed with Planning staff after the second submission review that they have no further comments, staff note however that the waste and recycling area as presently shown is unenclosed. With this area being visible from Industrial Parkway North, staff have noted in the second submission comments memo to the applicant that this area should be enclosed and screened adequately and that this matter will need to be addressed prior to execution of the site plan agreement.

Snow Storage

The applicant has worked with Planning Staff to include an area onsite for snow storage during the winter months. This area is located in the north-west corner of the subject lands (see Figure 4).

Phase 2

Until the Owner is ready to proceed with Phase 2, staff have recommended to the applicant through second submission comments that the area identified as Phase 2 be sodded and to include temporary seating in the form of picnic tables to add additional greenspace to the site providing an outdoor amenity area for employees. A revised site plan showing these temporary items would need to be submitted to the Town for review and approval prior to execution of the site plan agreement.

Department/Agency Comments

Planning Staff recommend that the Site Plan application be approved in principle, subject to conditions. Final technical matters will be addressed prior to execution of the site plan agreement

Planning and Development Services – Development Engineer

The Town's Development Engineer has no objections to approval, in principle, of the Site Plan application and are accepting of the Green Development Standards report submitted as part of the second submission. Any remaining comments on the latest technical submission will be addressed prior to execution of the site plan agreement.

Building Division

The Town's Building Division has noted after the latest circulation that a minimum of four (4) bicycle parking spaces will need to be provided onsite. Planning staff will work with the applicant to ensure that a revised site plan is submitted for review and that an appropriate location for the required bicycle parking is determined, prior to execution of the site plan agreement. Other than that, the Town's Building Division has confirmed that they have no objection to approval of the site plan application in principle.

Operational Services – Parks Division

The Town's Parks Division expressed no objection to approval of the site plan application and is satisfied with the overall landscaping plan (see Figure 5). The applicant also submitted a Tree Inventory & Preservation Plan which outlines that there are 15 existing trees currently on the property, all of which are to be preserved. As noted earlier in the report, a total of 8 new deciduous trees are proposed along with 73 deciduous shrubs (81 new plantings overall) along the side yards of the subject property located to the north and south. Operations is requesting that a backflow prevention valve be installed in accordance with the Town's by-law.

Traffic/Transportation

A Traffic Brief was submitted as part of the Site Plan application to which the Town's Traffic Analyst has expressed no objection with the findings and conclusions. The Town's Traffic Analyst has no additional comments to be satisfied prior to final approval.

Heritage

The Phase 1 & 2 Archeological Assessment prepared by The Archaeologists Inc. concluded that no archaeological resources were identified within the subject property and that no further archaeological assessment of the property is required.

The Regional Municipality of York

The Regional Municipality of York has reviewed the application and advises that they have no objection to approval of the site plan in principle, subject to the owner obtaining the Region's full sign off prior to execution of the site plan agreement.

Lake Simcoe Region Conservation Authority (LSRCA)

The Lake Simcoe Region Conservation Authority has confirmed that all remaining technical comments have been addressed and have provided their conditions of approval to be included in the site plan agreement. Prior to execution of the site plan agreement, compensatory measures as required will need to be provided by the owner, in accordance with the Phosphorus Offsetting Policy, to the satisfaction of the LSRCA. The Owner will be required to satisfy all LSRCA conditions of approval in the site plan agreement.

Central York Fire Services

Central York Fire Services (CYFS) has reviewed the application and have confirmed that all comments have been addressed satisfactorily. As such, CYFS has no objection to site plan approval.

Metrolinx

Metrolinx has reviewed the application and have confirmed that all comments have been addressed satisfactorily. As such, Metrolinx has no objection to site plan approval.

Public Comments

Planning Staff have not received any public comments with respect to the this site plan application.

Advisory Committee Review

Accessibility Advisory Committee

The Town's Accessibility Advisor reviewed the site plan on behalf of the Accessibility Advisory Committee in accordance with the Accessibility for Ontarians with Disabilities Act in order to encourage barrier free access.

Upon review of the first submission, the Accessibility Advisor noted that access aisles (that is the space between parking spaces that allows persons with disabilities to get in and out of their vehicles) must be provided for all barrier free parking spaces which is now reflected in the second submission site plan. On this basis, Town Staff are satisfied with the barrier free needs provided for this site and as such, the Town's Accessibility Advisor has no further comments.

Legal Considerations

In accordance with Section 41 of the *Planning Act*, the owner may appeal a site plan application if Council fails to approve the application within thirty (30) days of the application being submitted. The owner may also appeal any of the Town's conditions, including the terms of a site plan agreement. There is no right of appeal for any other person.

Financial Implications

All applicable fees and securities will be collected upon execution of the Site Plan agreement. Cash-in-lieu of parkland will also be required and secured prior to the execution of the site plan agreement. Furthermore, this development will generate development charge and annual tax levy revenues for the Town.

Communications Considerations

Site plan applications submitted under Section 41 of the Planning Act do not require public notification. However, a Notice of Site Plan application sign was posted on the subject property earlier this year by the applicant. In addition to this, all planning applications are listed on the Town's website through the Planning Application Status List which is reported to Council and updated quarterly.

Link to Strategic Plan

The proposed Site Plan Application supports the Strategic Plan goal of supporting an exceptional quality of life for all through its accomplishment in satisfying objectives within the following goal statement:

Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business: Through the proposed Site Plan application on the subject lands, the application will assist in attracting business in accordance with the Development plans to attract businesses that provide employment opportunities for our residents.

Alternative(s) to the Recommendation

1. That Council provide direction.

Conclusion

Planning and Development Services have reviewed this Site Plan Application in accordance with the policies of Provincial Plans; the Regional and Town Official Plans, the Town's Zoning By-law and municipal development standards.

Overall, Staff are satisfied with the proposed Site Plan and it has progressed to the stage where it can be presented to Council for approval in principle subject to comments stated herein. The majority of comments to date have been addressed by the applicant and any outstanding technical matters will be reviewed by the Town prior to execution of the Site Plan agreement.

Attachments

Figure 1: Location Map

Figure 2: Existing Official Plan Designation

Figure 3: Existing Zoning

Figure 4: Proposed Site Plan

Figure 5: Proposed Landscape Plan

Figure 6: Existing Building Elevations – North, East, West & South

Figure 7: Proposed Building Elevations (Phase 1 & 2) – North, East, West, South

Previous Reports

None.

Pre-submission Review

Agenda Management Team review on November 11, 2021.

Approvals

Approved by David Waters, MCIP, RPP, PLE, Director Planning & Development Services

Approved by Doug Nadorozny, Chief Administrative Officer



LOCATION MAP

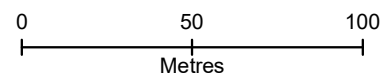
APPLICANT: Hossack & Associates Architects.

FILE: SP-2021-05

FIGURE 1

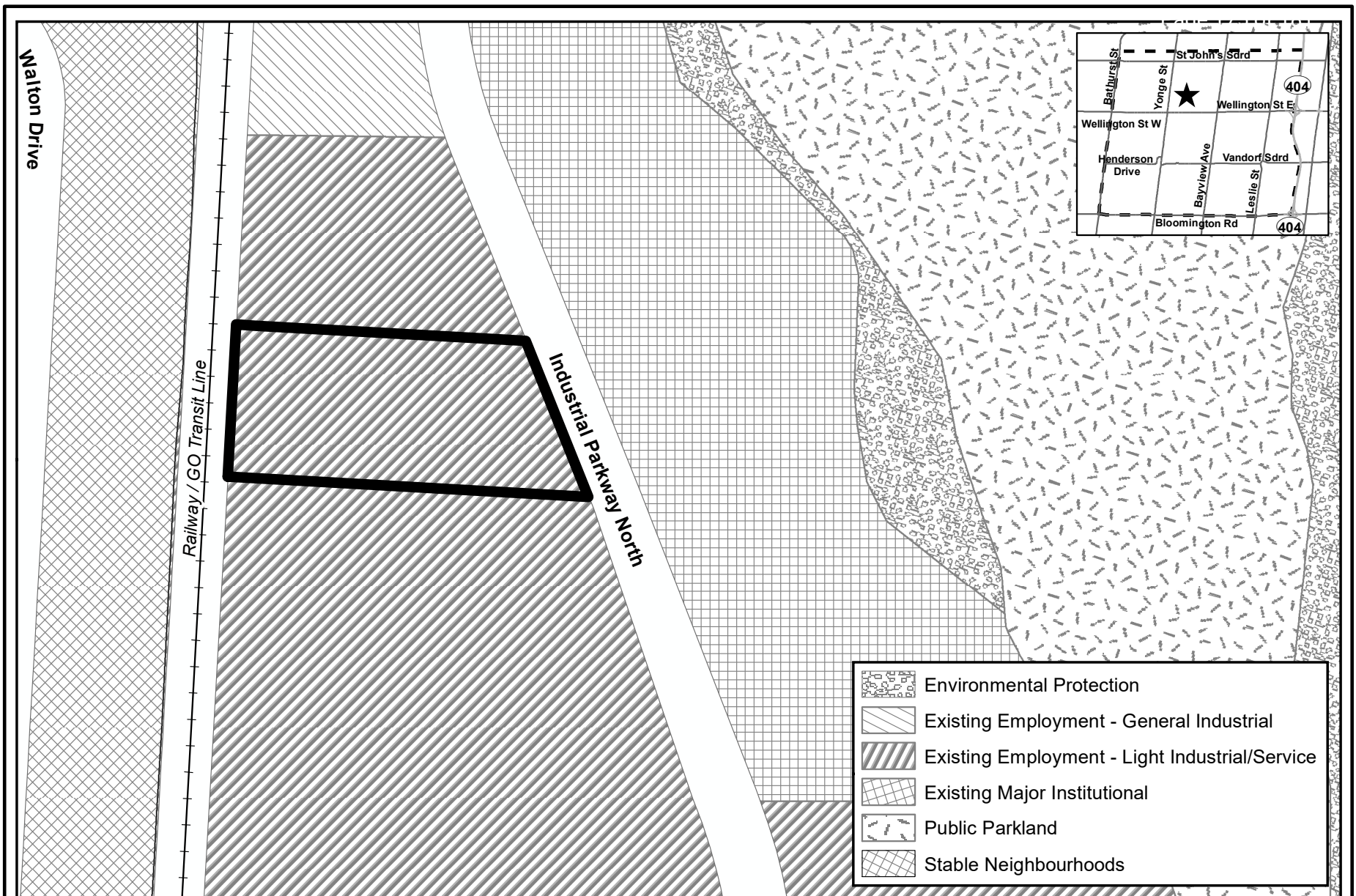


SUBJECT LANDS



Map created by the Town of Aurora Corporate Services Department, Wednesday, November 10, 2021. Base data provided by York Region & the Town of Aurora. Air Photos taken Spring 2020, © First Base Solutions Inc., 2020 Orthophotography.

Document Path: J:\data\data\Planning Maps\130 Industrial Pkwy N (SP-2021-05)\Report Maps June 2021\Figure_1_Location_Map.mxd



EXISTING OFFICIAL PLAN

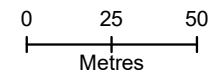
APPLICANT: Hossack & Associates Architects

FILE: SP-2021-05

FIGURE 2



SUBJECT LANDS



Map created by the Town of Aurora Corporate Services Department, Wednesday, November 10, 2021. Base data provided by York Region & the Town of Aurora.

Document Path: J:\data\data\Planning Maps\130 Industrial Pkwy N (SP-2021-05)\Report Maps June 2021\Figure_2_Existing Official Plan.mxd

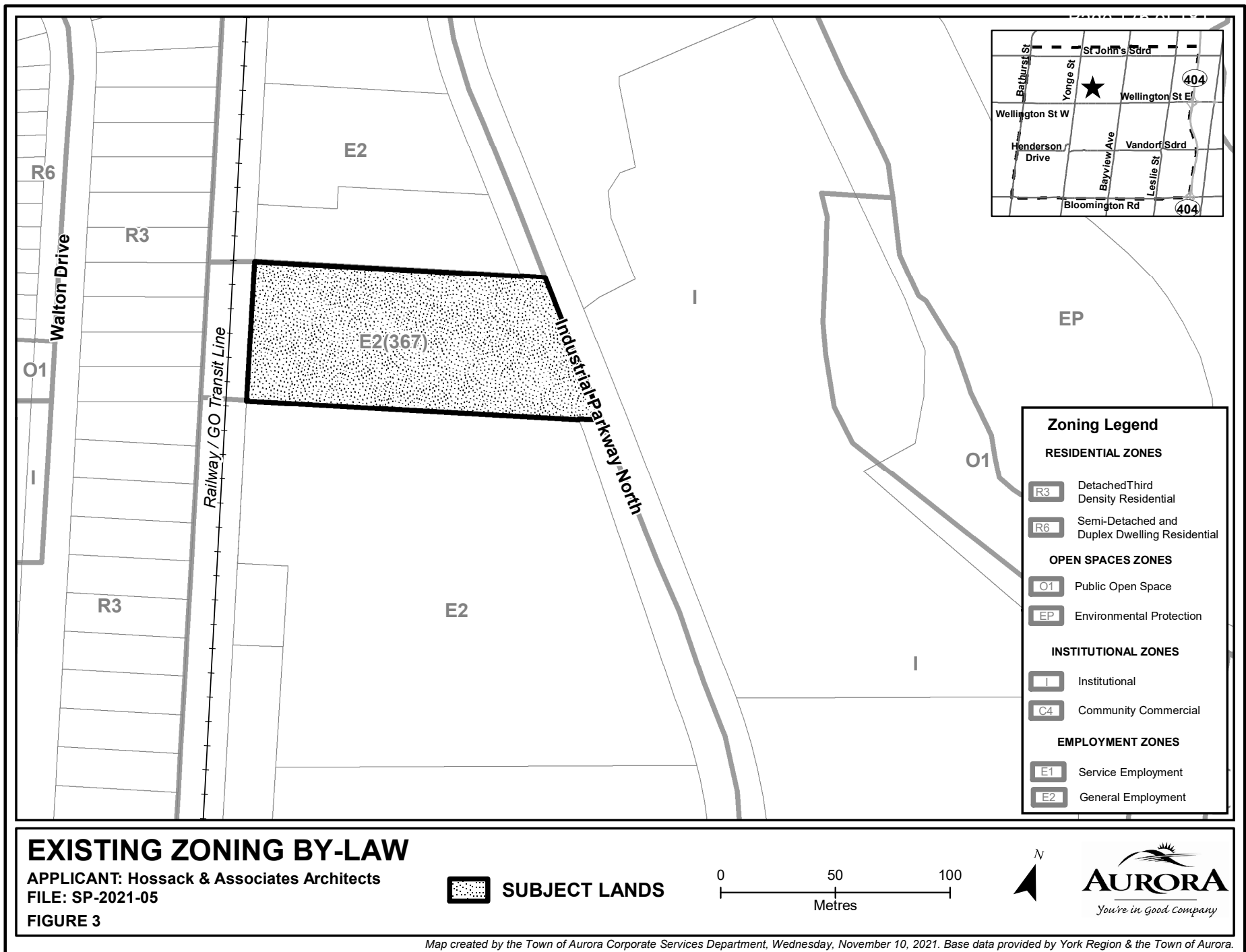
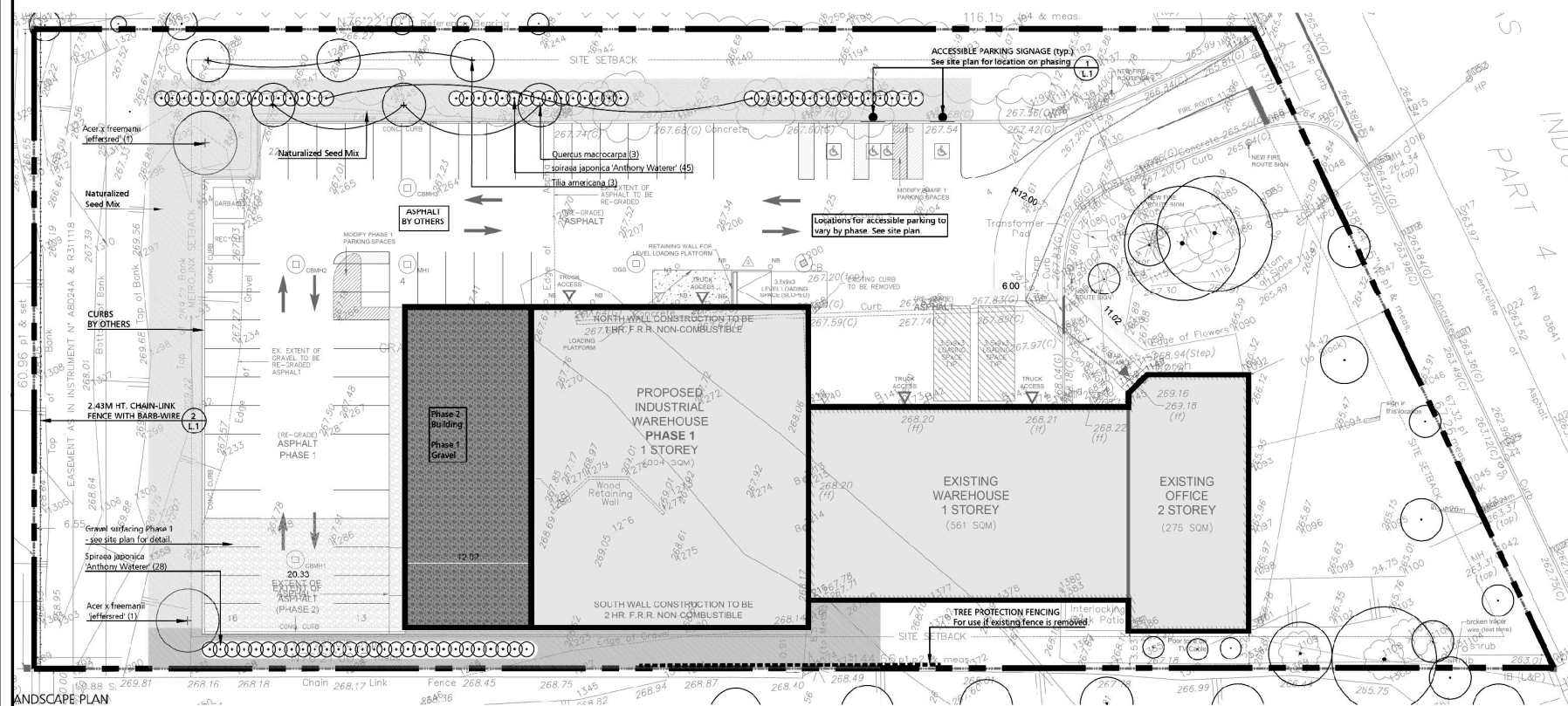


FIGURE 4

Document Path: J:\data\data\Planning Maps\130 Industrial Pkwy N (SP-2021-05)\Report Maps June 2021\Figure 4 Proposed Site Plan.mxd



PROPOSED LANDSCAPE PLAN

APPLICANT: Hossack & Associates Architects

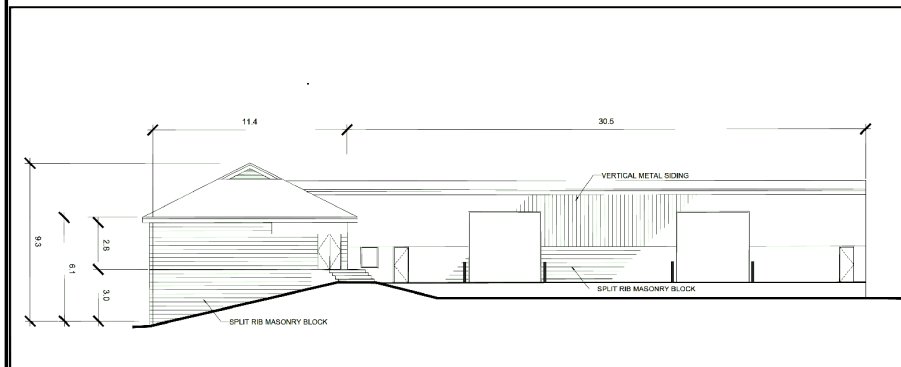
FILE: SP-2021-05

FIGURE 5

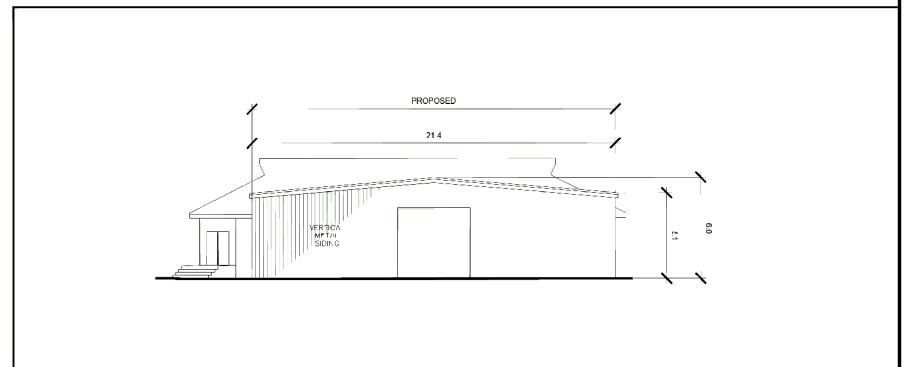


Map created by the Town of Aurora Corporate Services Department, Wednesday, November 10, 2021. Drawings provided by TAES Architects Inc.

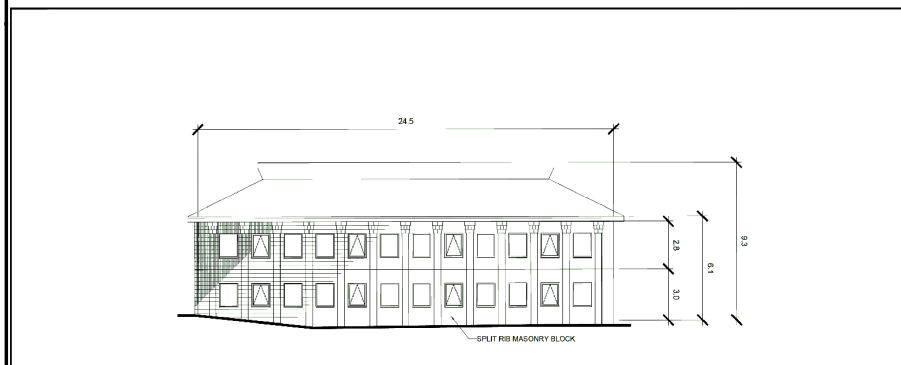
Document Path: J:\data\data\Planning Maps\130 Industrial Pkwy N (SP-2021-05)\Report Maps June 2021\Figure 5 Proposed Landscape Plan .mxd



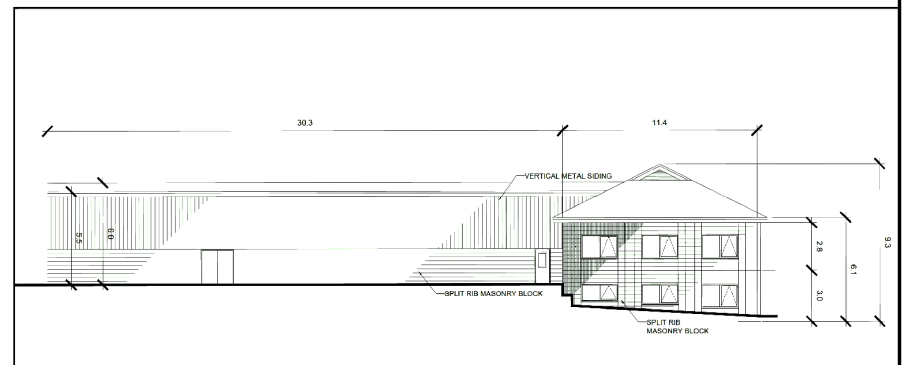
1 NORTH ELEVATION - EXISTING
A04 / SCALE 1:200



2 WEST ELEVATION - EXISTING
A04 / SCALE 1:200



3 EAST ELEVATION - EXISTING
A04 / SCALE 1:200



4 SOUTH ELEVATION - EXISTING
A04 / SCALE 1:200

EXISTING BUILDING ELEVATIONS - NORTH, EAST, WEST, SOUTH

APPLICANT: Hossack & Associates Architects

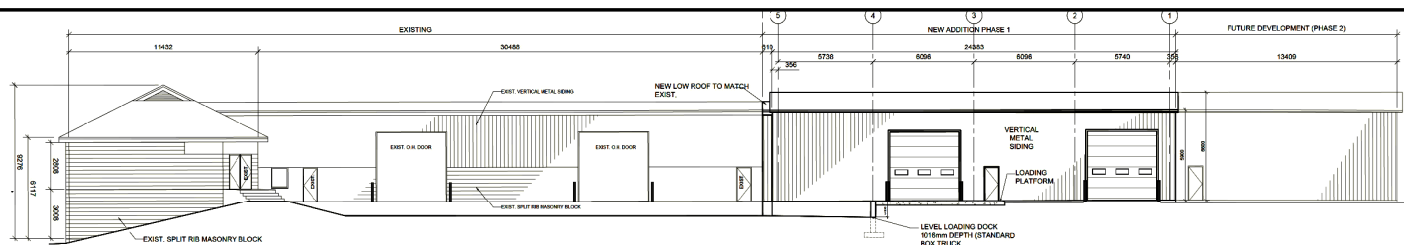
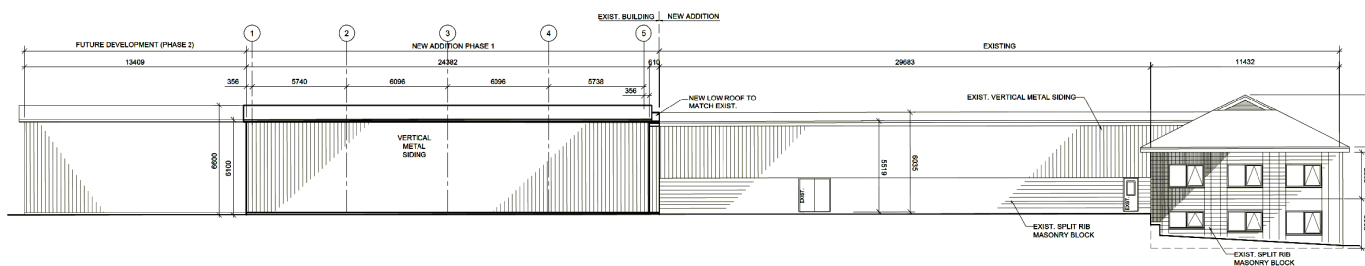
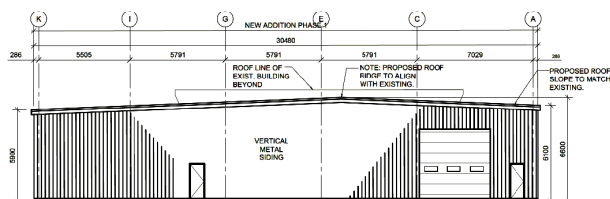
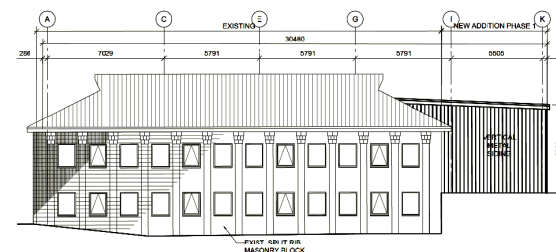
FILE: SP-2021-05

FIGURE 6



Map created by the Town of Aurora Corporate Services Department, Wednesday, November 10, 2021. Drawings provided by TAES Architects Inc.

Document Path: J:\data\data\Planning Maps\130 Industrial Pkwy N (SP-2021-05)\Report Maps June 2021\Figure_6_Existing_Elevations_N_E_W_S.mxd

**NORTH ELEVATION****SOUTH ELEVATION****WEST ELEVATION****EAST ELEVATION**

PROPOSED BUILDING (PHASE 1 & 2) ELEVATIONS - NORTH, EAST, WEST, SOUTH

APPLICANT: Hossack & Associates Architects

FILE: SP-2021-05

FIGURE 7



Map created by the Town of Aurora Corporate Services Department, Wednesday, November 10, 2021. Drawings provided by TAES Architects Inc.

Document Path: J:\data\data\Planning Maps\130 Industrial Pkwy N (SP-2021-05)\Report Maps June 2021\Figure_7_Proposed_Building_Elevations_Phase1_North_South.mxd



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

Town of Aurora

Notice of Motion

Councillor's Office

Re: Naming Policy Review

To: Mayor and Members of Council

From: Councillor Harold Kim

Date: November 30, 2021

Whereas the Town of Aurora has not reviewed the policies regarding facility and street naming since 2007; and

Whereas the Town would benefit from a fulsome review and modernization of the various naming policies;

1. Now Therefore Be It Hereby Resolved That staff review our current naming policies and report back to Council with policy recommendations; and
2. Be It Further Resolved That staff report back by the end of the first quarter of 2022.