

Town of Aurora General Committee Meeting Revised Agenda

Date: Tuesday, October 3, 2023

Time: 7 p.m.

Location: Council Chambers, Aurora Town Hall

Meetings are available to the public in person and via live stream on the <u>Town's YouTube channel</u>. To participate, please visit <u>aurora.ca/participation</u>.

Pages

1. Call to Order

Councillor Thompson in the Chair.

Note: Added 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 Roy Cohen, President, Aurora Youth Soccer Club; Re: Item 9.3 CMS23-043 - Sports Dome Operations Review
 - *6.2 Christopher Watts, The Aurora Heritage Authority; Re: Street Naming Policy
- 7. Consent Agenda
- 8. Advisory Committee Meeting Minutes
 - 8.1 Heritage Advisory Committee Meeting Minutes of September 11, 2023
 - 1. That the Heritage Advisory Committee Meeting Minutes of September 11, 2023, be received for information.
 - 8.2 Finance Advisory Committee Meeting Minutes of September 12, 2023

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1

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		1.	That the Finance Advisory Committee Meeting Minutes of September 12, 2023, be received for information.	
	8.3		unity Recognition Review Advisory Committee Meeting Minutes of ober 18, 2023	34
		1.	That the Community Recognition Review Advisory Committee Meeting Minutes of September 18, 2023, be received for information.	
	8.4	Environ 2023	mental Advisory Committee Meeting Minutes of September 18,	37
		1.	That the Environmental Advisory Committee Meeting Minutes of September 18, 2023, be received for information.	
9.	Consi	deration	of Items Requiring Discussion (Regular Agenda)	
	9.1		-024 - Aurora Family Leisure Complex (AFLC) Skatepark Repair ernative Location Options	41
		1.	That Report No. OPS23-024 be received; and	
		2.	That the condition on the approval of a total of \$1,195,000 in Capital Budget authority for Capital Project No. 72281 – AFLC Skatepark Reconstruction be lifted, and the project proceed; and	
		3.	That the total Capital Budget authority for Capital Project No. 72281 be increased to \$1,775,500 representing an increase of \$580,500 to be funded by \$445,500 from the Parks Asset Management and \$135,000 from the Growth & New reserves; and	
		4.	That the Aurora Family Leisure Complex (AFLC) skatepark remain in its current location.	
	9.2	OPS23-	-021 - Winter Outdoor Rink Status Update	67
		1.	That Report No. OPS23-021 be received; and	
		2.	That staff continue to utilize rink kits for construction of outdoor ice rinks versus traditional natural ice; and	
		3.	That a full size (NHL) rink kit system be included in the 2025 Capital Budget as a placeholder for an additional outdoor rink; and	
		4.	That staff present to Council in 2024 a Business Plan that considers the costs and benefits of establishing a Refrigerated	

CMS23-043 - Sports Dome Operations Review

9.3

96

9.7 CMS23-038 - Aurora Town Square Business Plan

(Referred from Special Meeting of Council of September 25, 2023)

- 1. That Report No. CMS23-038 be received; and
- 2. That the 2024-2026 Aurora Town Square Business Plan be approved, and that its financial implications be inserted into the draft operating budget for Council's review and approval.

10. Notices of Motion

10.1 Councillor Kim; Re: Cannabis Retail Applications for the Town of Aurora

256

- 11. Regional Report
- 12. New Business
- 13. Public Service Announcements
- 14. Closed Session
- 15. Adjournment



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

Delegation Request

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

Council or Committee (Choose One) *	Council or Committee Meeting D	ate * 🕜
General Committee	2023-10-03	£
Subject *		
Aurora sports Dome		
Full Name of Spokesperson and Name of Gr	oup or Person(s) being Represented (if	⁻ applicable) *
Roy Cohen. President. AYSC.		
Brief Summary of Issue or Purpose of Deleg	ation *	
Update on dome operations.		
Have you been in contact with a Town staff o	or Council member regarding your matt	er of interest
Have you been in contact with a Town staff o	or Council member regarding your matt	er of interest
k		

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





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

Delegation Request

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

Council or Committee (Choose One) *	Council or Committee Meeting Date * ?
General Committee	2023-10-3
Subject *	
Street Naming Policy	
Full Name of Spokesperson and Name of Gr	oup or Person(s) being Represented (if applicable
Christopher Watts, The Aurora Heritage Author	ity
Brief Summary of Issue or Purpose of Deleg	ation *
To alert council to several irregularities in the ap	oplication * oplication of the town's street naming policy. Outlining as had on those it is intended to honour and providing
To alert council to several irregularities in the ap the adverse impacts the neglect of this policy h recommendations for council to resolve.	oplication of the town's street naming policy. Outlining
To alert council to several irregularities in the appearance the adverse impacts the neglect of this policy has recommendations for council to resolve. Have you been in contact with a Town staff of	oplication of the town's street naming policy. Outlining as had on those it is intended to honour and providing
To alert council to several irregularities in the ap the adverse impacts the neglect of this policy h recommendations for council to resolve.	oplication of the town's street naming policy. Outlining as had on those it is intended to honour and providing or Council member regarding your matter of interest.

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





AURORA.

SCALE 10 CHAINS TO 1 INCH.

The Town of Aurora's street naming policy was approved in 2001 and last updated in 2006.

There appears to be a *multitude of irregularities in the application of the policy* over the past 22 years which have been complied here for your review.



6. Delegations

6.1 Christopher Watts, Resident; Re: Irregularities with 2006 Town of Aurora Street Naming Policy

Christopher Watts presented an overview of the Town of Aurora Street Naming Policy and identified concerns including: a number of names from the cenotaphs and Alter of Sacrifice not being included in the policy, current street name recognition being unclear, inconsistency with poppy emblems missing from streets names, needing repair, and being included on streets not named after those individuals included on the cenotaphs. They further provided recommended next steps. The Committee provided comments regarding their role as an advisory committee, some of the missing names from the policy, next steps regarding both current sign amendments and the addition of future signage. They further discussed

delegation to Heritage Advisory Committee September 11, 2023.

Heritage Advisory Committee Meeting Minutes Monday, September 11, 2023

Councillor Gallo bringing forward a Notice of Motion to a future General Committee meeting regarding the identified amendments and policy revisions. Staff advised that some of the recommended next steps could be implemented internally as well.

Moved by John Green Seconded by Bob McRoberts

That the comments of the delegation be received for information.

Carried





Only 28 streets in Aurora appear to be named after the 71 fallen members on the Cenotaph.

39%

- * BABER, HAROLD R.
- * BRODIE, ALEX H.
- CLIFT, RUSSELL
- * COLLINGWOOD, ANGUS
- COUSINS, ALBERT
- * DAVIS. A. ERNEST
- * HARPER, ROY
- HAWTIN, LEWIS A.
- * HILL, JOHN E. ? or HILL, A. LORNE?
- * HILLARY, R. STUART
- * HOLLINGSHEAD, R.
- * HONEY, LEWIS E.
- * HOLLIDGE, ROBT. C.
- * KIDD. THOS. A.
- * LUXTON, FRED
- * MCMASTER, THOS.
- * MONKMAN, J. WALTER
- * PENROSE, HARRY H.
- * POINTON, PERCY
- * PETERMANN, WILFRED F.
- * PARKER, RUSSELL
- * STECKLEY, HAROLD B. ? or STECKLEY, ROY C. ?
- * STILES, W. STEWART
- * STONE, HARRY
- * STOCKS, ROY
- * WALLWARK, J. HERBERT
- * WILLIS, GARNET
- * WOODROOF, CHAS.

ALEXANDER, G. ALLEN, JAMES AMOS, JAMES A

BROWN, HAROLD BROWN, HERMAN C. BROWN, STANLEY G. CAMPBELL, KENNETH L. T.

CHAMBERLAIN, WM.

CROSSKILL, THOS. DOUGLASS, ED

> DOYLE, MAX DOYLE, WILFRED

ELWOOD, LLOYD

EXLEY, W. KENNETH

FERGUSON, LEONARD

HARMAN, WM. J.

HARTMAN, R. ROSS

MARSHALL, AUBREY M. MERCHANT, WALLACE

PROCTOR, JAMES ALBERT ROSE, ERNEST ROUTLEDGE, JNO. R.

WM. WALKER, M. C.

Only 23 streets in Aurora appear to be named after the 55 fallen members on the Alter of Sacrifice.

- * BENVILLE, LAWRENCE J.
- * BOWLER, WILLIAM
- * CHADBURN, LLOYD V
- * DALTON, A. B. CLIFFORD
- * DAVIDSON, JOHN A.
- * DOVE. WALTER
- DUGGAN, THOMAS A.
- * FIFE, FRED
- * FOLLIOTT. ERIC
- * GLEAVE, DONALD R.
- HEANEY, WESLEY
- *HOWARD, BURTON
- JOHNSON, FRANK
- *JONES, HENRY C.
- * MCBRIDE, WARREN
- * MUGFORD, WILLIAM
- * PRIMEAU, JOSEPH P.
- * SNEDDEN, ANDREW
- SNIVELY, DOUGLAS S.
- * STILES, BRUCE
- WILLIAMSON, H. WARD
- * WINN, ELMER S.
- * WYATT, ALAN A.

ASH, J. RANKIN BENJAMIN, ROY E. BRADBURY, JOHN BROWN, WILLIAM D. BURGON, PERCY CHADWICK, ALBERT COX, G. D. CROSSLEY, WILLIAM CUTLER, ERIC E. DAVIS, GEORGE EDWARDS, MASON A. GITTINS, ROBERT B. HAYES, DENNIS KING, PERRY KING, WILLIAM D. MCKENZIE, DOUGLAS MORNING, ORLIE ROBSON, MELVIN P. F. RUTHERFORD, ROSS S STEPHENSON, WESLEY, MM THOMPSON, DONALD H. WALKER, GORDON V.

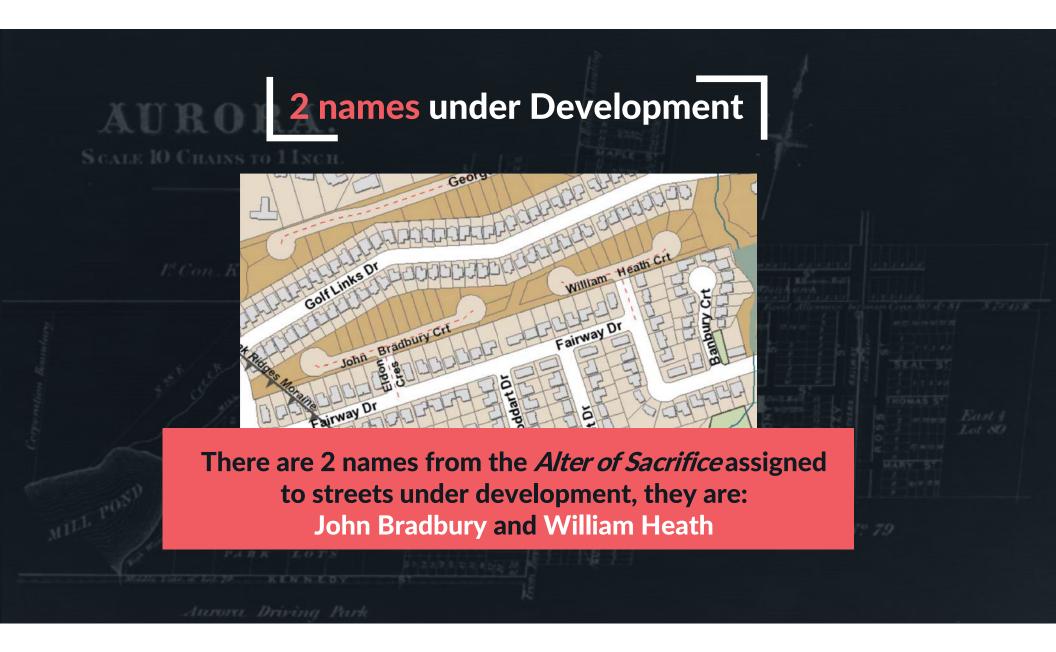


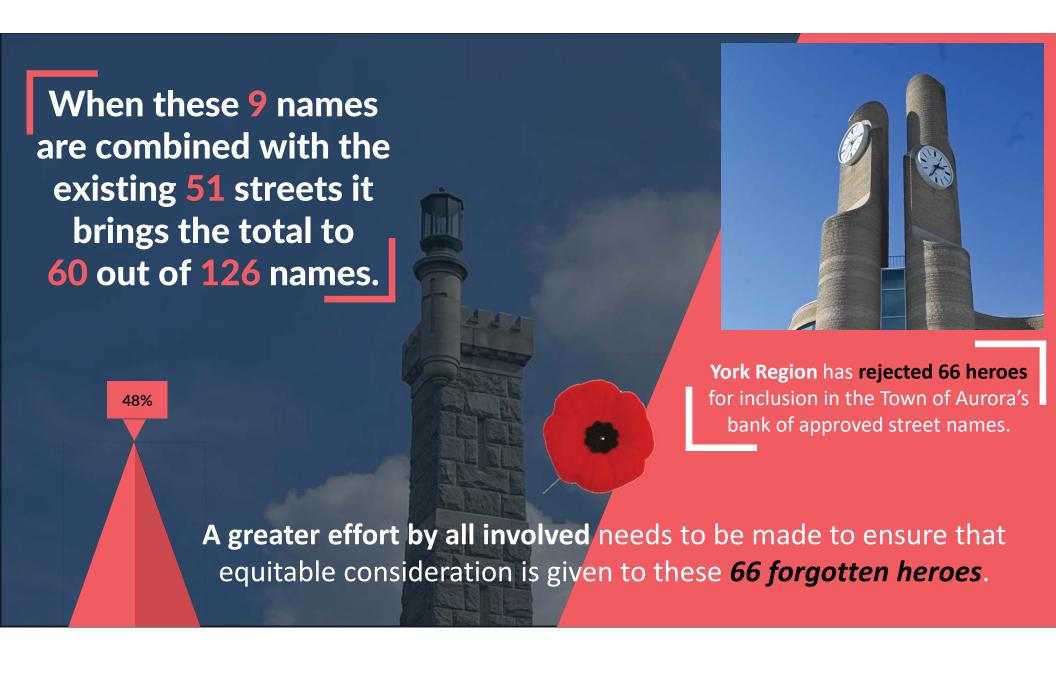


Short 75 names we turn to the Town of Aurora's Bank of approved street names last updated January 31, 2020.

In this bank we find only 7 of these 37 names are of the fallen from the town's Cenotaph(s)

SMITH, CHAS. W.
KAY, HARRY L.
PAGAN, WILLIAM D.
RUMBLE, ROBERT
TRANMER, WILLIAM T.
TURP, ROBERT J.
WADE, REGINALD







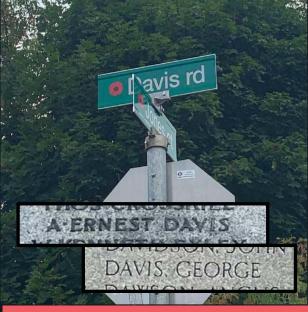
Is **Hill Dr.** named after A Lorne Hill or John E. Hill?

A LORNE HILL

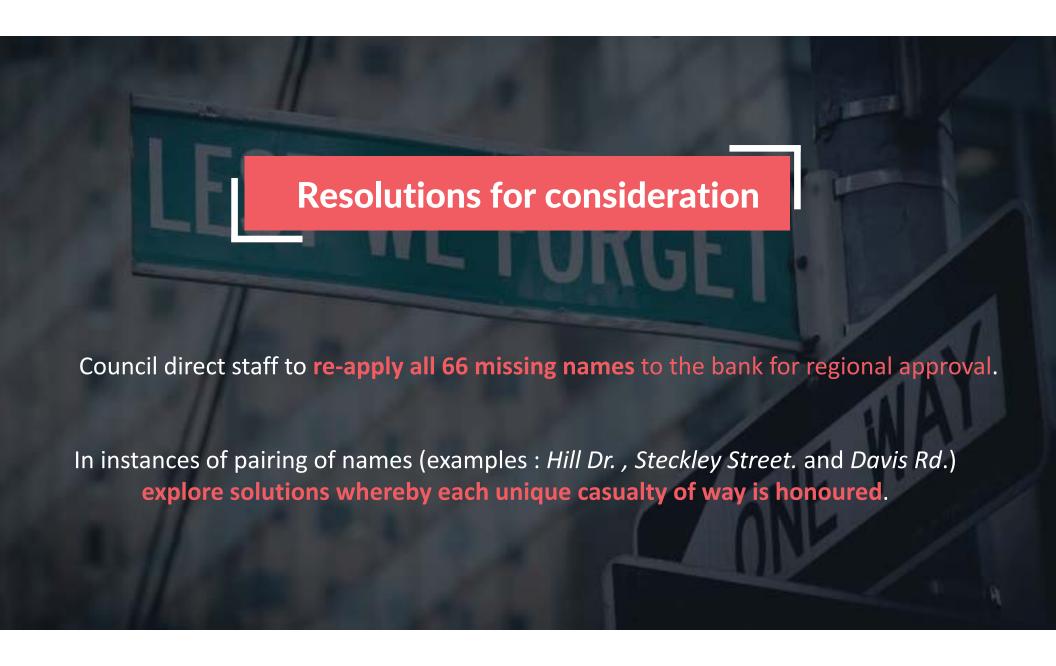
ROY C-STECKLEY Is Steckley street named after

HAROLD B-STECKLEY

Harold Steckley or Roy Steckley?



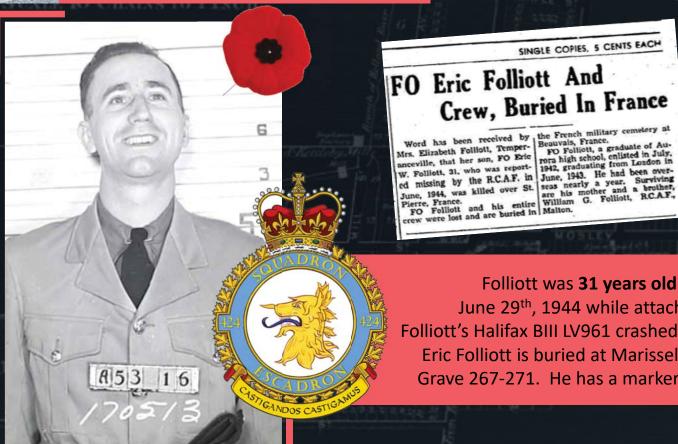
Davis Rd. is named after A. Ernest Davis. What about *George Alvin Davis*?





Flying Officer Eric Walter Folliott

Eric Folliott attended Aurora High School between 1925 and 1930. He enjoyed baseball, golf and tennis.



FO Eric Folliott And Crew, Buried In France

June, 1944, was killed over St.

FO Folliott and his entire

SINGLE COPIES, 5 CENTS EACH

seas nearly a year. Surviving are his mother and a brother, William G. Folliott, R.C.A.F.,

Folliott was 31 years old when killed in action on June 29th, 1944 while attached to RCAF 424 Squadron. Folliott's Halifax BIII LV961 crashed in France during night operations. Eric Folliott is buried at Marissel French National Cemetery Coll. Grave 267-271. He has a marker at the King Township Cemetery.



Is the Town of Aurora satisfied honoring this casualty of war with a *misspelt street name*?



We shall not sleep tho' poppies blow

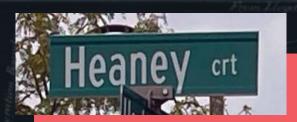
Street Naming Policy

Page 4

 Soldiers who are honoured on the Town Cenotaph. The street signs for streets named after those who are honoured on the Town cenotaphs shall be identified with a poppy emblem after their name.



In the policy document there is a clearly written provision for including a poppy on the signs named after those who are honoured on the Town cenotaph(s)







Of the **51 streets** currently named after fallen members it appears only 43 are marked with poppies









Good enough?





Some Aurora streets are marked with multiple signs at different entrances. Example: McMaster ave. the *poppy was featured on one sign but not another*.





In the case of *Monkman ct*. it appears the smallest poppy possible was **squeezed into the sign** to possibly save from having it replaced.

In the case of *Fife rd*. the poppy decal has **faded severely** and is in need of replacement.



Not all poppies are created equal

Poppy decals were not all retroactively applied at one time after the policy was approved. Some streets in Aurora have **only recently had their poppy affixed**.

Between 2001 and 2020-ish Chadburn Cres did not feature a poppy.



The sign appears to have been replaced sometime between the Google streetview snapshot of 2020 and present day

Oshawa also has a street named after Chadburn.

How is it that Oshawa was able to follow their policy approved in 2006 yet here in Aurora, Chadburn's poppy was somehow forgotten for decades?



There is no report to council or the public disclosing what work has occurred at any time over the past 17 years making it difficult to learn what has been done, by whom and when.

Resolutions for consideration

Council direct staff to affix poppies to all signs that have been neglected, replacing signs where needed.

Examples: Heaney Crt., Clift Rd., Hawtin Lane., Johnson rd., Williamson terrace., and Duggan st.

Council direct staff to affix poppies to all signs of the same street that have been neglected, replacing signs where needed.

Example: McMaster Ave.

Council direct staff to replace worn poppy decals and establish a maintenance schedule to accompany the policy.

Example: Fife Rd.

Council direct staff to replace the poppies that are non-uniform and appear to be smaller in scale or affixed to signs hastily.

Example: Monkman Ct.

Veterans and inclusivity





Neither **Edwin Pearson** nor **Ostick** are names on the Cenotaph(s).

Both have been honoured with streets decorated with poppies even though the policy clearly states this is reserved for those honoured on the town's cenotaph(s).



If veterans are to be included in this honour changes are required with the policy to provide for this.

Veterans and inclusivity



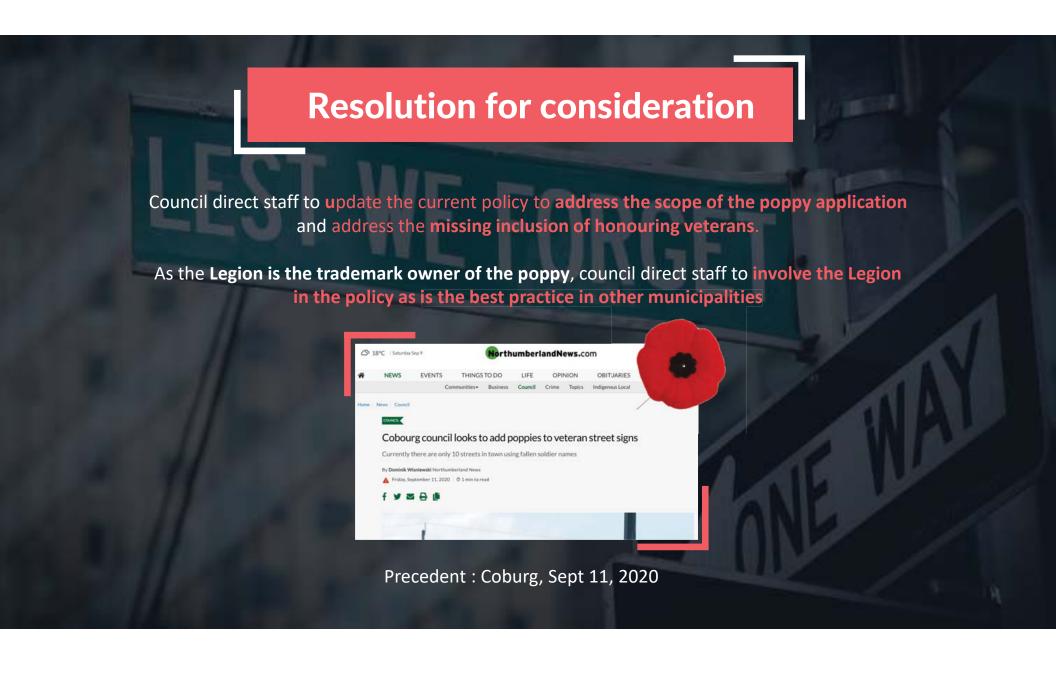
Photo provided by David Heard

Illingworth ct. is named after former Mayor *Dick Illingworth* who served as a navigator with the RCAF in WWII with the Ferry Command.

Following the War, Dick remained with the RCAF as an Auxiliary Officer with the rank of Wing Commander.
In 1952, Dick was appointed Honourary RCAF
Aide de Camp to the Lieutenant Governor of Ontario.

There is no poppy on the signage for Illingworth ct.

Is there a reason some veterans signs get poppies while others do not?

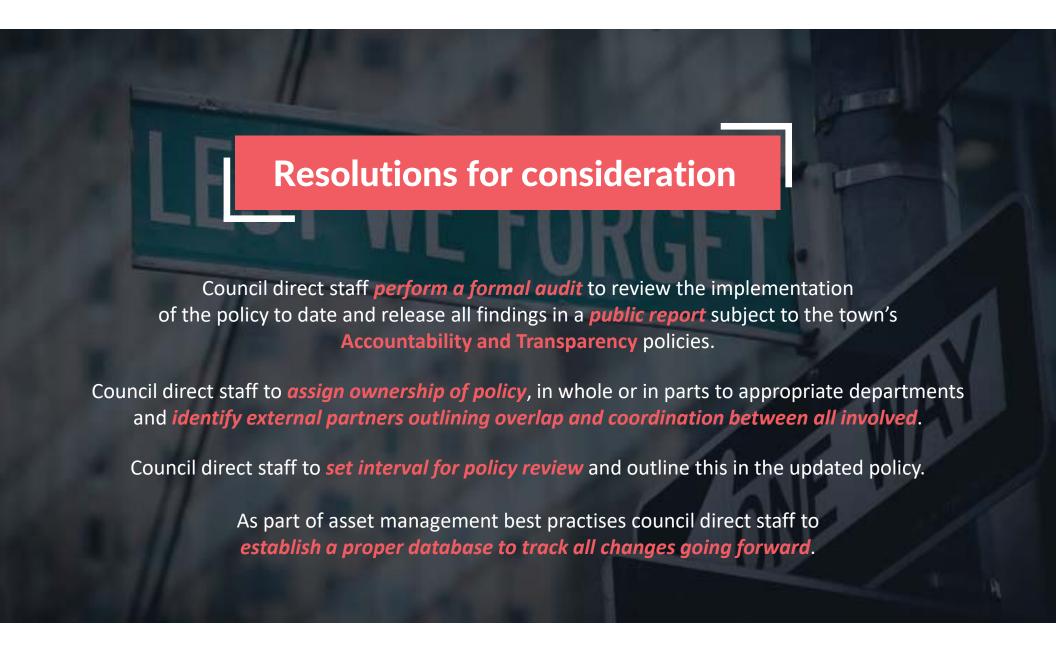


Resolutions for consideration

Council direct staff to investigate the feasibility of leveraging the town's GIS solutions & Museum & Archives departments to create an interactive online map for exploration of Aurora's streets of honour as done in other municipalities.



Examples: Barrie and Cambridge







Town of Aurora Heritage Advisory Committee Meeting Minutes

Date: Monday, September 11, 2023

Time: 7 p.m.

Location: Holland Room, Aurora Town Hall

Committee Members: Councillor John Gallo (Chair)

Cynthia Bettio* David Heard Kevin Hughes* John Green

Jeff Lanthier (Vice Chair)*

Bob McRoberts

Other Attendees: Adam Robb, Senior Planner, Development/Heritage

Linda Bottos, Council/Committee Coordinator

*Attended electronically

1. Call to Order

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

2. Land Acknowledgement

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

3. Approval of the Agenda

Moved by Bob McRoberts Seconded by John Green

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

Carried

4. Declarations of Pecuniary Interest and General Nature Thereof

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

5. Receipt of the Minutes

5.1 Heritage Advisory Committee Meeting Minutes of July 31, 2023

Moved by John Green Seconded by David Heard

1. That the Heritage Advisory Committee meeting minutes of July 31, 2023, be received for information.

Carried

6. Delegations

6.1 Christopher Watts, Resident; Re: Irregularities with 2006 Town of Aurora Street Naming Policy

Christopher Watts presented an overview of the Town of Aurora Street Naming Policy and identified concerns including: a number of names from the cenotaphs and Alter of Sacrifice not being included in the policy, current street name recognition being unclear, inconsistency with poppy emblems missing from street names, needing repair, and being included on streets not named after those individuals included on the cenotaphs. They further provided recommended next steps. The Committee provided comments regarding their role as an advisory committee, some of the missing names from the policy, next steps regarding both current sign amendments and the addition of future signage. They further discussed

Councillor Gallo bringing forward a Notice of Motion to a future General Committee meeting regarding the identified amendments and policy revisions. Staff advised that some of the recommended next steps could be implemented internally as well.

Moved by John Green Seconded by Bob McRoberts

That the comments of the delegation be received for information.

Carried

7. Matters for Consideration

7.1 Memorandum from Senior Planner; Re: Heritage Permit Application File: HPA-2023-06, 56 Spruce Street

The applicant, Rocco Morsillo, presented an overview of the subject property, the proposed scope of work including an addition and a deck. They further reviewed the project elevations, colour selections, and comparable properties within the Town of Aurora. The Committee and the applicant discussed the lot coverage of the existing structure and the renovation, and demolition plans for the existing addition structure.

Moved by Bob McRoberts Seconded by Jeff Lanthier

- 1. That the memorandum regarding Heritage Permit Application File: HPA-2023-06, 56 Spruce Street be received; and
- That the Heritage Advisory Committee comments regarding Heritage Permit Application File: HPA-2023-06, 56 Spruce Street be received and referred to staff for consideration and further action as appropriate.

Carried

8. Informational Items

None.

4

9. New Business

David Heard provided an overview of Victrolia Hall, being an analog research library, including background information, past installation of mobile units, the need for space to allow public viewing, financial support, and recognition of community partnerships. The Committee discussed opportunities for access to the public, tourism impacts, digitization options, and outreach to the Aurora Public Library.

Moved by Bob McRoberts Seconded by John Green

New Business Motion No. 1

1. That the presentation regarding Victrolia Hall be received for information.

Carried

The Committee also recognized that David Tomlinson passed away on September 8, 2023, and acknowledged all his heritage and environmental efforts in the Town of Aurora.

10. Adjournment

Moved by John Green Seconded by Bob McRoberts

That the meeting be adjourned at 8:24 p.m.

Carried



Town of Aurora Finance Advisory Committee Meeting Minutes

Date: Tuesday, September 12, 2023

Time: 5:45 p.m.

Location: Holland Room

Committee Members: Mayor Tom Mrakas (Chair)

Councillor Michael Thompson

Councillor Ron Weese

Other Attendees: Rachel Wainwright-van Kessel, Director, Finance

Jason Gaertner, Manager, Financial Management
Tracy Evans, Advisor, Financial Management*
Linda Bottos, Council/Committee Coordinator

*Attended electronically

1. Call to Order

The Chair called the meeting to order at 5:47 p.m.

2. Land Acknowledgement

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

3. Approval of the Agenda

Moved by Councillor Weese Seconded by Councillor Thompson

That the agenda as circulated by Legislative Services be approved.

Carried

4. Declarations of Pecuniary Interest and General Nature Thereof

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

5. Receipt of the Minutes

5.1 Finance Advisory Committee Meeting Minutes of June 13, 2023

Moved by Councillor Weese Seconded by Councillor Thompson

1. That the Finance Advisory Committee meeting minutes of June 13, 2023, be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

7.1 Memorandum from Manager, Financial Management: Re: Finance Advisory Committee Updated 2-Year Work Plan

Staff provided a brief overview of the memorandum and updated work plan. The Committee had no further comments.

Moved by Councillor Thompson Seconded by Councillor Weese

1. That the memorandum regarding Finance Advisory Committee Updated 2-Year Work Plan be received; and

2. That the Finance Advisory Committee comments regarding Finance Advisory Committee Updated 2-Year Work Plan be received and referred to staff for consideration and further action as appropriate.

Carried

7.2 Memorandum from Financial Management Advisor; Re: Budget Review of Council Administration and Office of the CAO

Staff provided a brief overview of the memorandum and line-by-line budget for Council Administration and the Office of the CAO. The Committee and staff discussed the Committee's departmental budget review process and the Committee had no further comments.

Moved by Councillor Thompson Seconded by Councillor Weese

- 1. That the memorandum regarding Budget Review of Council Administration and Office of the CAO be received; and
- 2. That the Finance Advisory Committee comments regarding Budget Review of Council Administration and Office of the CAO be received and referred to staff for consideration and further action as appropriate.

Carried

7.3 Memorandum from Project Management Office; Re: Town's Major Capital Projects Performance Update

Staff provided a brief overview of the memorandum noting the proposed new project dashboard approach to tracking the progress and key performance indicators of capital projects. The Committee expressed support for the project dashboard and inquired about the possibility of Council and public access to this tool. The Committee further inquired as to the possibility of the dashboard including a history of a given project's scope and budget change from what was originally approved. Staff agreed to follow up and report back.

Moved by Councillor Weese Seconded by Councillor Thompson

4

1. That the memorandum regarding Town's Major Capital Projects Performance Update be received for information.

Carried

8. New Business

The Committee inquired about the status of the Town's investments under Prudent Investor through the ONE Joint Investment Board (ONE JIB). Staff advised on the fund's positive performance over the past year noting the Town's contract will start this month and that fund performance will be reported to Council on a regular basis.

9. Adjournment

Moved by Councillor Thompson Seconded by Councillor Weese

That the meeting be adjourned at 6:05 p.m.

Carried



Town of Aurora Community Recognition Review Advisory Committee Meeting Minutes

Date: Monday, September 18, 2023

Time: 10 a.m.

Location: Holland Room, Aurora Town Hall

Committee Members: Councillor Ron Weese (Chair)

Diane Buchanan (Vice Chair)

Phiona Durrant Elaine Martini* Glenda Raketti* Jo-anne Spitzer Patricia Wallace

Other Attendees: Shelley Ware, Supervisor, Special Events

Jaclyn Grossi, Deputy Town Clerk

*Attended electronically

1. Call to Order

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

2. Land Acknowledgement

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

2

3. Approval of the Agenda

Moved By Patricia Wallace Seconded By Jo-anne Spitzer

That the agenda as circulated by Legislative Services be approved.

Carried

4. Declarations of Pecuniary Interest and General Nature Thereof

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

5. Receipt of the Minutes

5.1 Community Recognition Review Advisory Committee Meeting Minutes of August 2, 2023

Moved By Elaine Martini Seconded By Diane Buchanan

1. That the Community Recognition Review Advisory Committee meeting minutes of August 2, 2023, be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

7.1 Memorandum from Recreation Supervisor, Special Events; Re: 2024 Community Recognition Award Categories and Nomination Form

Staff provided an overview of the memorandum regarding the 2024 award categories and nomination form, noting the recommendation to archive the Seniors Award and the transformation for further clarity of the nomination form. The Committee and staff discussed; award history and background of the Senior Award in previous years, opportunities to refresh the category instead of archival, a lifetime achievement award compared

to the Seniors Award and the Citizen of the Year awards, addressing ageist comments regarding an age-based award, and reviewed the eligibility criteria. They further discussed recruitment efforts during the nomination process, how committee comments are provided to Council, and an outline of the draft report being prepared for a future General Committee agenda.

Moved By Diane Buchanan Seconded By Patricia Wallace

- 1. That the memorandum regarding 2024 Community Recognition Awards Categories and Nomination Form be received; and
- 2. That the Community Recognition Review Advisory Committee comments regarding 2024 Community Recognition Awards Categories and Nomination Form be received and referred to staff for consideration and further action as appropriate.

Carried

8. Informational Items

None.

9. New Business

The Committee asked if staff could provide additional information regarding the nomination form for the various awards associated with Community Recognition Awards, specifically related to diversity. They further inquired about the hiring practices of the Town and how those processes were mirrored during the Local Board and Committee recruitment and appointment processes. Staff advised that additional information would be provided at the next meeting.

10. Adjournment

Moved By Jo-anne Spitzer Seconded By Phiona Durrant

That the meeting be adjourned at 10:56 a.m.

Carried



Town of Aurora Environmental Advisory Committee Meeting Minutes

Date: Monday, September 18, 2023

Time: 7 p.m.

Location: Holland Room, Aurora Town Hall

Committee Members: Councillor Wendy Gaertner (Vice Chair)

Nicole Arsenault

Shun Chen Alain Godin Denis Heng Kristen Martens Ken Turriff*

Members Absent: Councillor Rachel Gilliland (Chair)

Pippette Eibel

Other Attendees: Sebastian Contarin, Energy and Climate Change Analyst

Jaclyn Grossi, Deputy Town Clerk

*Attended Electronically

1. Call to Order

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

2. Land Acknowledgement

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

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

3. Approval of the Agenda

Moved by Shun Chen Seconded by Alain Godin

That the agenda as circulated by Legislative Services be approved.

Carried

4. Declarations of Pecuniary Interest and General Nature Thereof

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

5. Receipt of the Minutes

5.1 Environmental Advisory Committee Meeting Minutes of May 15, 2023

Moved by Nicole Arsenault Seconded by Kristen Martens

1. That the Environmental Advisory Committee meeting minutes of May 15, 2023, be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

7.1 Memorandum from Energy and Climate Change Analyst; Re: Corporate Environmental Action Plan 2022 Progress Report

Staff presented an overview of the 2022 Corporate Environmental Action Plan progress report and highlighted the successes within six themes identified as; water conservation, sustainable urban development, waste

reduction and diversion, biodiversity and natural heritage, climate change and energy, and environmental awareness.

The Committee discussed and inquired about various aspects including the sustainability of highlighted improvements, external factors associated with the electric vehicle charging station trends, communication of data points, the three types of scope emissions, and waste diversion programs.

Moved by Shun Chen Seconded by Nicole Arsenault

- 1. That the memorandum regarding Corporate Environmental Action Plan 2022 Progress Report and presentation be received; and
- 2. That the Environmental Advisory Committee comments regarding the Corporate Environmental Action Plan 2022 Progress Report and presentation be received and referred to staff for consideration and further action as appropriate.

Carried

7.2 Memorandum from Energy and Climate Change Analyst; Re: Energy Conservation and Demand Management Plan Renewal

Marlen Aleman, Project Manager, and Max Chute, Energy Analyst of WalterFedy, presented an overview of the Energy Conservation and Demand Management Plan project milestones and introduced their team.

The Committee discussed and inquired about various aspects including timelines associated with the identified project milestones, selection of municipal comparators, and flexibility of interim targets out to 2050. They also expressed their concern with the continuation of an 80% reduction target by 2050 as the global standards are moving toward a net zero target, and expressed interest in seeing the Town strive for a more ambitious goal.

Moved by Nicole Arsenault Seconded by Alain Godin

1. That the memorandum regarding Energy Conservation and Demand Management Plan Renewal be received; and

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2. That the Environmental Advisory Committee comments regarding the Energy Conservation and Demand Management Plan Renewal be received and referred to staff for consideration and further action as appropriate.

Carried

8. Informational Items

8.1 Memorandum from Deputy Town Clerk; Re: Committee Terms of Reference

Staff provided an overview of the roles and responsibilities of ad hoc/advisory committees and local boards, and provided additional information on the flow of comments from the committee to Council.

Moved by Ken Turriff Seconded by Alain Godin

1. That the memorandum regarding Committee Terms of Reference be received for information.

Carried

9. New Business

The Committee inquired about studies specific to the Town of Aurora regarding the environmental impacts of the reclassification of greenbelt lands in other municipalities in Ontario, and the recent housing pledge.

The Committee also recognized that David Tomlinson passed away on September 8, 2023 and acknowledged all his environmental efforts in the Town of Aurora.

10. Adjournment

Moved by Ken Turriff Seconded by Shun Chen

That the meeting be adjourned at 8:31 p.m.

Carried



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

Town of Aurora **General Committee Report**No. OPS23-024

Subject: Aurora Family Leisure Complex (AFLC) Skatepark Repair and

Alternative Location Options

Prepared by: Sara Tienkamp, Director of Operations

Department: Operational Services

Date: October 3, 2023

Recommendation

1. That Report No. OPS23-024 be received; and

- 2. That the condition on the approval of a total of \$1,195,000 in Capital Budget authority for Capital Project No. 72281 AFLC Skatepark Reconstruction be lifted, and the project proceed; and
- 3. That the total Capital Budget authority for Capital Project No. 72281 be increased to \$1,775,500 representing an increase of \$580,500 to be funded by \$445,500 from the Parks Asset Management and \$135,000 from the Growth & New reserves; and
- 4. That the Aurora Family Leisure Complex (AFLC) skatepark remain in its current location.

Executive Summary

This report provides further information on the replacement for the AFLC skatepark, including potential repair options, with alternative locations for the replacement that may be suitable for construction of a new skatepark:

- Parkland and existing Recreation building locations identified for potential future skatepark construction; however, skatepark should remain in its current location at the AFLC.
- Staff engaged Landscape Design Consultant to investigate alternative repair options in a Feasibility Study.
- AFLC Skatepark Feasibility Study Recommendation is for full replacement of facility.

- Recently updated Parks and Recreation Master Plan (PRMP) recommended replacement of the facility.
- Staff to inspect skatepark in April prior to the 2023 season for deficiencies and safety concerns.

Background

In 2018, the Town retained the services of an engineering consultant to investigate the deterioration and to provide remedial alternatives and associated costs. The research found critical deficiencies related to design and construction. As such, the consultant recommended the Town replace the skatepark and provided a budget cost estimate of \$400,000-\$600,000 for the reconstruction of the structure to ensure safe, long-term, recreational use of the facility.

In June 2019, Council approved Report No. OPS19-016 to lift its conditional approval of Capital Project No. 72281 AFLC Skatepark Reconstruction for \$600,000.

Following the approval, staff developed a survey to engage the users regarding the skatepark facility to explore the use of amenities and potential improvements to enhance the overall experience. Improvements included lighting for safety in evenings, shade structure and water bottle filling station. Information was included in the RFP to retain a consultant to design and prepare Tender documents for construction.

Preliminary cost estimates from the consultant for the reconstruction exceeded the allotted budget funding significantly. Replacement of the concrete surface was estimated at \$550,000, not including the removal of the original concrete, drainage works, and additional amenities requested by users.

As part of the 2021 Capital Budget, staff requested an increase of \$520,000 to the total approved budget authority for Project #72281 AFLC Skatepark Reconstruction. Council did not approve the requested increase and instead asked staff to report back on alternative locations for the construction of a new replacement skatepark and the potential for a parking area to be constructed at the ALFC, where the existing skatepark sits, should it be relocated.

In June 2021, Report No. OPS21-012 was received for information and staff were asked to report back with additional options for repairs other than full replacement.

Analysis

Parkland and existing Recreation building locations identified for potential future skatepark construction; however, skatepark should remain in its current location at the AFLC.

Staff investigated three (3) sites for the potential construction of a new skatepark, as follows:

- Aurora Community Centre (ACC)
- Stronach Aurora Community Centre (SARC)
- Stewart Burnett Park

All sites have advantages and disadvantages, as it relates to suitability, and those findings were presented in Report No. OPS21-012.

Removal of the skatepark from the AFLC would allow for additional parking; however, the current location of the skate park and other activities available that focus on youth, suggests the most logical location for the skatepark is for it to remain at the AFLC in its current location.

In addition, the location is central to Town, outside of a residential area where noise is a significant factor and relocating the skatepark would increase costs for infrastructure servicing and excavation of materials. The disadvantages of the other locations also outweigh the advantages (Attachment #1).

Staff engaged a Landscape Design Consultant to investigate alternative repair options in a Feasibility Study.

Landscape Planning Limited (LPL) was retained by staff to complete a Feasibility Study for the AFLC skatepark. LPL worked with Newline Skateparks as a respected skatepark specialist to analyze the park infrastructure and to provide expertise on mitigation of park deficiencies. The study explores six (6) options and analyzes strengths, weaknesses, threats, opportunities, and costs for each possibility (Attachment #2):

- 1. Remediation works incorporation of drainage, patch work of concrete to extend life/mitigate risk of current park.
- 2. Remediation and build out remediation work as per Option 1 and building a small skatepark with a few amenities in another park.
- 3. Reduced footprint removal of existing AFLC skatepark and rebuild smaller version to fit budget.

- 4. Phase reconstruction project phasing to spread out budget over time.
- 5. Status quo continue to monitor/repair to a dollar threshold and when park deemed unsafe and inoperable it be closed and other options explored.
- 6. Full replacement previously recommended.

AFLC Skatepark Feasibility Study recommendation is for full replacement of facility.

The six (6) options considered in the Study were evaluated based on strength, weaknesses, opportunities, threats (SWOT) analysis, including the anticipated costs. Options 1-5 all had a significant number of weaknesses and threats which outweigh the strengths and are detailed and expanded upon in the report. The following chart illustrates key strengths vs. drawbacks of each option:

	Options	Strengths	Weaknesses/Threats	Costs
1.	Remediation	Lower capital costs, public perception maintained, reduced disruption to users	Temporary solution - key drainage/soil issues not alleviated - risk of damage to existing facility during remediation - unclear how repairs will increase lifecycle - risk exposure - material/construction cost volatility – availability of qualified contractors	\$260,000- \$465,000 *Within current approved budget
2.	Remediation/ Build Out	Budget can be established and scoped to suit – Town will net one (1) additional skatepark – public perception maintained	Key drainage/soil issues not alleviated - risk of damage to existing facility during remediation - unclear how repairs will increase lifecycle - risk exposure - material/construction cost volatility – potential debate of new location – site conditions of new potential skate location unknown – added maintenance of new facility	\$260,000- \$465,000 for Remediation \$85,000 – \$195,000 for Buildout Total \$350,000- \$660,000 *Additional funding required, not within current budget

	Options	Strengths	Weaknesses/Threats	Costs
3.	Reduced Size	Full removal of existing failing facility – liability mitigated –original budget can remain – ongoing remedial works/staff time will be minimized significantly – customize based of user feedback	Smaller facility may not meet users needs/ expectations as service level precedent has been set – additional amenities (shade/seating) removed to maximize usable space, added time to complete design, public consultation, documents - material/construction cost volatility – availability of qualified contractors	\$495,000 Within current approved budget
4.	Phased Reconstruction	Full removal of existing failing facility – liability mitigated –original budget can remain for initial phase – ongoing remedial works/staff time will be minimized significantly – customize based of user feedback	Interim first phase smaller than existing facility and established service level – site disruption more than once, additional time, future capital costs not guaranteed – increasing material construction costs – market uncertainty	\$495,000 *Phase 1 (2024) \$805,000 Phase 2 (TBD) - cost estimate will increase depending on year works to occur *Phase 1 within current budget. Would require additional budget for Phase 2
5.	Status Quo	Minimal service disruption currently – costs and associated remedial works completed by staff/budgets	Increased risk exposure – drainage/soil issues not addressed – ongoing maintenance issues and design flaws not addressed – user group concerns – future repair requirements beyond	\$30,000- \$60,000 Currently \$8- \$12,000 per year in operating

Report No. OPS23-024

	Options	Strengths	Weaknesses/Threats	Costs
			Town staff capabilities – increased operating budget and replacement costs will continue to increase the longer decisions are pushed on replacement or remediation are pushed.	costs for repairs
6.	Full Replacement plus additional amenities (lighting/water station/shade canopy) Recommended	Full removal of existing failing facility – liability mitigated – additional amenities identified by users can be achieved – design and tender documents completed	Perception of replacing a nine (9)-year-old facility – full season service disruption – additional capital budget required – increasing material construction costs – availability of qualified contractors – new amenities represent an increased service level with increase operating and capital funds to sustain facility.	*\$730,000 required in addition to original \$675,000 budget plus and additional * includes an additional \$40,000 for contract management by LPL. Total budget \$1,405,000

LPL and New Line Skateparks Inc. both recommend the full replacement of the facility based on the SWOT analysis, Greenview Environmental Management Plan (2018) findings, site investigation, and long-term lifecycle objectives.

Recently updated Parks and Recreation Master Plan (PRMP) recommended replacement of the facility.

Recommendation #20 within the PRMP sets a high priority on the replacement of the skatepark:

"Advance the reconstruction of the AFLC Skateboard Park to ensure safe, long term recreational use of the facility. Seek input form users on the redesign of the park."

Prior to design, staff engaged the patrons of the park in a survey to access their needs and comment on future design. These comments were shared with LPL and included in the new design.

Staff to inspect skatepark in April prior to the 2023 season for deficiencies and safety concerns.

Parks staff routinely inspect the AFLC skatepark facility and prior to re-opening, after winter closure, a pre-opening inspection is completed in April each year. Previous start-up inspections have exposed cracking, delaminating of the concrete surface and pooling of water, increasing the risk of injury to users.

Mitigation of the deficiencies carry on through patching and grinding of the concrete deficiencies, utilizing various measures and methods to help alleviate the ongoing problems and reduce risk to users.

The skatepark condition will continues to be inspected and monitored daily, April through November, by Parks staff ensuring the facility is safe for use as per the Park Maintenance Standard Service Levels.

Advisory Committee Review

Skatepark Design will be presented to the Parks and Recreation Advisory Committee (PRAC) when a more detailed design has been developed by the landscape design consultant.

Legal Considerations

The Town has a duty to maintain the Skatepark. Failure to do so may result in claims against the Town. To date, the Town has not received any claims regarding the Skatepark.

Financial Implications

Staff recommend that the Town proceed with the presented Option 6 being the full replacement of the existing skatepark which will include the proposed service enhancements at an estimated total cost of \$1,572,800 including all contingencies and unrecoverable HST to be located at the AFLC.

Table 1
AFLC Skatepark Reconstruction (Project # 72281)

Description	Total Budget	
Previous Commitments - Consulting		\$202,700
Reconstruction of skate park	\$1,215,000	
New additional amenities (lights, water filling station, shade canopy)	\$135,000	
Landscaping	\$15,000	
Consulting	\$40,000	\$1,405,000
Contingency (10%)		\$140,500
Non-Refundable taxes (1.76%)		\$27,300
Total Budget Required		\$1,775,500
Less: Conditionally Approved Budget		\$1,195,000
Budget Variance		\$(580,500)

To date, total Capital Budget Authority of \$675,000 has been approved by Council for Capital Project No. 72281, AFLC Skatepark Reconstruction. It is recommended that Council formally approve the previous conditionally approved capital budget authority of \$1,195,000, representing an increase of \$520,000 from the current approved amount.

In addition, it is recommended that this project's Capital Budget Authority be increased by a further \$580,500 to a total of \$1,775,500. This proposed increase would be funded by \$445,500 and \$135,000 from the Parks Asset Management and Growth & New reserve, respectively. Table 2 presents a summary of this project's recommended funding sources.

Report No. OPS23-024

Table 2
AFLC Skatepark Reconstruction Funding Source Summary

Reserve	Conditionally Approved	Increase	Total	
Park Asset Management	\$1,120,000	\$445,500	\$1,565,500	
Growth & New	-	\$135,000	\$135,000	
Building Asset Management	\$75,000	-	\$75,000	
Total Funding Allocation	\$1,195,000	\$580,500	\$1,775,500	

Communications Considerations

No communication implications at this time. Should there be any closures in the future, the Town of Aurora will inform the public of by posting to social media, the Town website and having appropriate signage at the site.

Climate Change Considerations

The recommendations from this report do not immediately impact greenhouse gas emissions or impact climate change adaptation; however, when the project progresses to detailed design, green infrastructure for storm water, soft landscape, material disposal and green procurement will be considered as they all play an important roll mitigating the impacts of a changing climate.

Link to Strategic Plan

Skatepark facilities support the Strategic Plan Goal of Supporting an Exceptional Quality of Life for All, by encouraging an active and healthy lifestyle.

Develop a long-term needs assessment for recreation programs, services, and operations to match the evolving needs of the growing and changing population.

Alternative(s) to the Recommendation

- Council may choose not to approve Capital Project No. 72281 for the replacement of the skatepark as part of the 2022 Capital Budget and ask that the project be placed in a future year of the 10-year Capital Plan. This will pose ongoing safety concerns and lead to the potential closure of the facility when the deficiencies cannot be effectively managed to mitigate risk.
- Council could approve repair of the skatepark, Option 1- Remediation presented in the Feasibility Study with a cost estimate of \$260-465,000. Previously approved \$600,000 in Capital Project No. 72281 will be utilized for the remediation works for the skatepark.

Conclusions

Staff recommend that the AFLC Skatepark remain in its current location at the AFLC. This location is best suited for the amenity as this community building has a strong focus on youth activities. It is also recommended that AFLC Skatepark reconstruction along with proposed amenities proceed, and the requested total budget authority of \$1,775,500 be approved.

Attachments

Attachment #1- Alternative Skate Park Location Advantages/Disadvantages

Attachment #2- AFLC Skatepark Feasibility Study - August 31, 2023

Attachment #3 - Capital Project No.72281 - AFLC Skate Park Reconstruction

Previous Reports

OPS21-012 Alternative Locations for the Aurora Family Leisure Complex (AFLC) Skateboard Park, June 1, 2021

CS19-029 Memorandum re: Skate Park, July 16, 2019

OPS-19-016 Aurora Family Leisure Complex Skate Park, June 18, 2019

PR13-021 Skateboard Park Options, April 16, 2013

11 of 11 Report No. OPS23-024

Pre-submission Review

Agenda Management Team review on September 14, 2023.

Approvals

Approved by Sara Tienkamp, Director, Operational Services

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment #1

Alternative Skate Park Locations Advantages/Disadvantages

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Aurora Community Centre (ACC)	Advantages not in immediate proximity to residential homes user safety increased, Town staff on site in case of emergency limited noise concerns easily programmed by Recreation staff as it would be very accessible by staff	Removal of large area of parking lot to accommodate amenity Re-design of parking lot and flow of traffic limited locations on site accommodate the amenity as majority of lot in flood plain recently upgraded parking lot which includes extensive features for storm water collection through LID's and raingardens Fleury Park immediately adjacent and parking lot already facilitates numerous park amenities (soccer/ball/tennis) in addition to arena use
Stewart Burnett Park	 open space available in park north of existing artificial turf field storm infrastructure available and easily accessible 	 immediate proximity to residential homes bordering park and across the road noise from skate park would impact residents and potentially soccer pitch additional fencing required to keep soccer balls out of skatepark, as balls are regularly sent out of bounds at endzones traffic/parking demands increased in area, 80 car lot adjacent currently facilitates playground/splashpad/ball/soccer lighting of skatepark would increase light exposure of residents (turf currently light) not easily programmed by recreation staff skatepark would be in park and not close to SARC

Location	Advantages	Disadvantages
Stronach Aurora Recreation Complex (SARC)	 not in immediate residential home proximity user safety, Town staff on site in case of emergency easily programmed by Recreation staff as it would be very accessible by staff. 	 large area of existing parking lot required to accommodate amenity redesign of parking lot and flow of traffic could include significant costs to tie into underground infrastructure depending on location on site Stewart Burnett Park immediately adjacent and parking lot already facilitates numerous park amenities (soccer/ball/tennis) in addition to arena use and acting as the southern access point to the David Tomlinson Wildlife Park.



AURORA LEISURE COMPLEX SKATEPARK FEASIBILITY STUDY





AUGUST 31, 2023



Introduction

Landscape Planning Limited has been retained by the Town of Aurora to complete a feasibility study for the Aurora Leisure Complex Skatepark located at 135 Industrial Parkway North, Aurora on the south side of the Aurora Leisure Complex. In concert with the Town of Aurora, Landscape Planning Limited and our Skatepark Specialist, Newline Skateparks have reviewed six (6) potential options relating to the direction of this project. Through this report, our team has analyzed each option and presented the following:

- Strengths;
- Weaknesses;
- Opportunities;
- Threats;
- Anticipated Costs:
 - o Hard Costs
 - o Soft Costs
- Required Additional Investigations

Following review and careful consideration of the above, a recommendations section has been included by our team to assist in quiding the Town of Aurora's next steps.

Skatepark Options

The six (6) options reviewed through this study are as follows:

- Remediation works incorporate some drainage, patch work of concrete to extend life of current skate park and mitigate risk on the basis of a professional audit.
- 2. **Remediation & build out** this would include remediation measures as outlined in a professional audit as per above and utilizing the remaining funding from Capital project to build a small skatepark with a few amenities in another park with the remaining funding.
- 3. **Reduce size of proposed skatepark** full removal of existing skatepark and reconstruction of a smaller version to fit the budget.
- Phase the reconstruction have a two (2) phase approach to reconstruction. This would allow budget to be spread out over time.
- 5. **Status quo** Town of Aurora staff to continue to preform minor remediation works up to a certain dollar threshold, continue to inspect and monitor conditions and when park is past safe use or deemed inoperable it be closed and other options explored at that time
- 6. Full replacement as previously recommended

1. Remediation Works

Strengths:

- Lower initial capital cost than full replacement
- Will reduce initial service disruption to existing facility
- Budget can be established for remedial works and scoped to suit approved council budget
- Public perception maintained that a relatively new facility will not be removed prior to the end of its anticipated useful life cycle



- Will not address underlying drainage, construction issues and soils issues present on site identified in the Greenview Environmental Management Plan (September 30, 2018)
- Increased risk of damage to facility during remedial works
- Operational / maintenance issues identified in skate area may not be addressed
- May require more than one phase of remedial work depending on Town desired remedial works budget
- Remedial works may exceed Town staff capabilities
- Remedial works may require public bid solicitation
- May require increased, shorter service disruptions to existing facility
- Existing facility does not include seating opportunities or supporting infrastructure for recreation events (ie. shade sail, lighting, bench seating, planting enhancements, and water fill station)
- Detailed field audit required for completion during favourable weather conditions
- Will not be clear how repairs increase the life cycle of the facility
- May not be seen as politically favourable

Opportunities

- Dedicated per annum budget can be established to cover the costs of remedial works through yearly program identified in audit
- Preserve existing facility and opportunity to mitigate lengthy service disruptions to the community
- Opportunity to delay work on site and leverage other funding avenues to achieve the full buildout to address the inevitable replacement

Threats



- Availability of qualified contractors to complete remedial works
- Increasing construction and material costs
- Increased risk exposure to the Town being in receipt of Greenview Environmental Management report dated September 30, 2018 recommending replacement of the existing facility.
- Report presented to council identified the facility as a safety risk to users if not mitigated (OPS19-016 Dated June 18, 2019)
- Detailed monitoring required, possible that new safety concerns or facility issues emerge and are not identified causing increased risk to the Town
- Potential for change in current political ideas (new council members)

Anticipated Costs:



Hard Costs: \$ 260,000.00 - \$ 450,000.00 (ex. HST, 2024 build assumed)

Soft Costs: \$ 10,500.00 (ex. HST) (Study)

\$ Town Resources / Project Management

\$ Preparation of Tender Documentation and Construction Administration of Remedial works



Required Additional Investigations



Skatepark specific remediation audit and plan completed by Newline Skateparks (January 2022). This investigation elaborates on the report prepared by Greenview Environmental Management (September 30, 2018) and identifies priority levels and methods for remediation.

2. Remediation and Build Out

Include remediation measures as outlined in a professional audit as per above and utilizing the remaining funding from Capital project to build a small skatepark with a few amenities in another park with the remaining funding.

Strengths:

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- Will reduce initial service disruption to existing facility
- Budget can be established for remedial works and scoped to suit approved council budget coordinated with the build-out budget
- Public perception maintained that a relatively new facility will not be removed prior to the end of its anticipated useful life cycle
- Town will net one (1) additional skatepark facility

Weaknesses

- Will not address underlying drainage, construction issues and soils issues present on site identified in the Greenview Environmental Management Plan (September 30, 2018)
- Increased risk of damage to facility during remedial works
- May require more than one phase of remedial work depending on Town desired remedial works budget
- Will require continued remediation program, monitoring and Town staff commitments
- Remedial works may exceed Town staff capabilities
- Remedial works may require public bid solicitation
- May require increased number of shorter service disruptions to existing facility
- Existing facility does not include seating opportunities or supporting infrastructure for recreation events (ie. shade sail, lighting, bench seating, planting enhancements, and water fill station)
- New facility location will require additional studies, investigations and review to coordinate construction works, and available services. Reduction to available for construction budget.
- Construction in new location may cause service interruptions to adjacent facilities
- Build out of new facility is expected to be considerably smaller than the currently proposed facility due to budget limitation
- Potential debate on preferred new location
- Public process may be required to facilitate

Opportunities



- Preservation of existing facility and addition of smaller facility (skatepark or bike park)
- Preserve existing facility and opportunity to mitigate lengthy service disruptions to the community
- Opportunity to change the facility type while supporting the Town of Aurora Parks and Recreation Master Plan Update (2016).
- Opportunity to delay work on site and leverage other funding avenues to achieve the full buildout

Threats



- Availability of qualified contractors to complete remedial works
- Availability of qualified contractors to complete new facility build-out
- Increasing construction and material costs
- Increased risk exposure to the Town being in receipt of Greenview Environmental Management report dated September 30, 2018 recommending replacement of the existing facility.
- Report presented to council identified the facility as a safety risk to users if not mitigated (OPS19-016 Dated June 18, 2019)

- Approved capital budget (2019) will not be indexed and may not have the same buying power for future remedial works and new facility
- Detailed monitoring required, possible that new safety concerns or facility issues emerge and are not identified causing increased risk to the Town
- Conditions of separate facility are not currently known, unfavourable conditions (ie. poor soils or utilities) could constrain the approved budget and reduce the amount available for construction thus decreasing the size of the facility
- Difficulties accessing and obtaining public consensus on a location; potential political involvements
- Potential for change in current political ideas (new council members)

Anticipated Costs:

Hard Costs: Remediation Works: \$ 260,000.00 - \$ 450,000.00 (ex. HST, 2024 build assumed)

Remaining Build-out Budget: \$85,000.00 - \$195,000.00 (ex. HST)

Soft Costs: \$ 10,500.00 (ex. HST) (Study)

- \$ Town Resources / Project Management
- \$ Preparation of Tender Documentation and Construction Administration of Remedial works
- \$ Preparation of Conceptual Design, Design Development and Construction Documents for new build out
- \$ Background Studies and Investigations (Geotechnical, Survey and SUE)

Required Additional Investigations:

- Geotechnical Investigations
- Ontario Land Survey
- Subsurface Utility Investigations
- Public Engagement / Study of Other Potential Sites
- Skatepark specific remediation audit and plan completed by Newline Skateparks (January 2022). This investigation elaborates on the report prepared by Greenview Environmental Management (September 30, 2018) and identifies priority levels and methods for remediation.

3.0 Reduce Size of Proposed Skatepark

Full removal of existing skatepark and reconstruction of a smaller version to fit the budget.

Strengths:

- Full removal of existing failing facility to address concerns identified in the Greenview Environmental Management Plan (September 30, 2018)
- Mitigation of liability borne by the Town associated with the existing facility
- Original project budget of \$600,000.00 can remain (including hard and soft costs) for initial investment
- Mitigate ongoing remedial works including staffing efforts and monitoring

<u>Weaknesses</u>

- Proposed facility will be smaller in size than the existing facility which has set a service level precedent, this may lead to issues with political and user groups
- Additional park facility items should be considered for removal to maximize the usable skatepark area (shade sails, furnishings, lighting, plantings and water fill station)
- Additional soft costs required reduce the available for construction amount
- Additional time required to complete design works, community engagement and construction documentation

Opportunities











- Complete a facility redesign to engage the local community; and/or
- Complete modifications to the currently designed facility to form part of either a phased approach or as a standalone facility

Threats

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- Availability of qualified contractors to complete new facility build-out
- Increasing construction and material costs; less buying power
- Public opinion on receiving a smaller skatepark than exists today; reduction in service level
- Market uncertainty
- Potential for change in current political ideas (new council members)

Anticipated Costs:



<u>Hard Costs</u>: \$ 495,000.00 (ex. HST, 2024 build) <u>Soft Costs</u>: \$ Town Resources / Project Management

\$ Revisions to Construction and Tender Documents

Required Additional Investigations:

Not applicable

4.0 Phase the Reconstruction

Two (2) phase approach to reconstruction. This would allow budget to be spread out over time.

Strengths:



- Full removal of existing failing facility to address concerns identified in the Greenview Environmental Management Plan (September 30, 2018)
- Mitigation of liability borne by the Town associated with the existing facility
- Original project budget of \$600,000.00 can remain (including hard and soft costs) for initial investment
- Endorsed skatepark redevelopment plan will ultimately be achieved including additional amenities (shade sails, water fill station, lighting, furnishings and plantings)
- Mitigate ongoing remedial works including staffing efforts and monitoring
- Possibility for this to be a politically acceptable approach

Weaknesses



- Proposed interim facility will be smaller in size than the existing facility which has set a service level precedent; user group backlash
- Additional park facility items may be considered for future phases to maximize the usable skatepark area in phase one (shade sails, furnishings, lighting, planting and water fill station)
- Additional soft costs required reduce the available for construction amount
- Additional time required to complete design works, (user group engagement if required) and construction documentation
- Lost economies in the construction of a smaller facility and 'throw away' works from any interim conditions

Opportunities

- Opportunity to delay work on site and leverage other funding avenues to achieve the full program
- Opportunity to implement new infrastructure to improve and extend service levels of current facility

Threats

- Future capital budget not guaranteed to be approved to complete build out of future phases and infrastructure

- Market uncertainty
- Increasing construction and material costs
- Potential for change in current political ideas (new council members)

Anticipated Costs:

<u>Hard Costs</u>: Phase 1 \$ 495,000.00 (ex. HST, 2024 build)

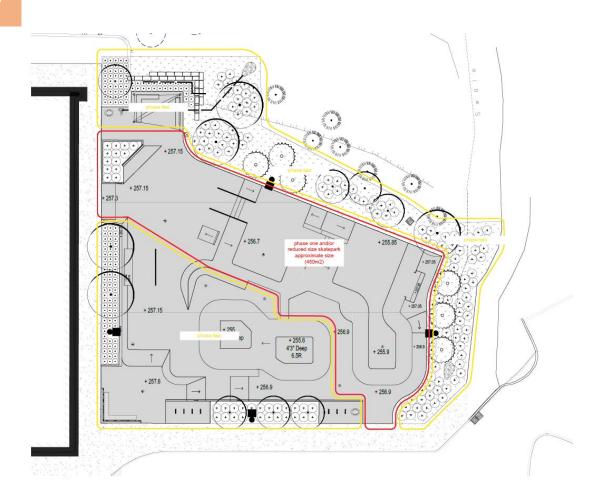
Phase 2 \$ 805,000.00 (ex. HST, Year TBD)

Soft Costs: \$ Town Resources / Project Management

\$ Revisions to Construction Documents

Required Additional Investigations

Not applicable



\$

5.0 Status Quo

Strengths:

- Town currently fully understands the costs associated with inspections and remedial works completed by Town staff
- Minimal to no service disruption
- May be seen as favourable to political groups

- No issues in Greenview Environmental Management Plan (September 30, 2018) report will be addressed
- Town of Aurora maintains increased liability operating failing facility
- Existing design flaws and maintenance issues not addressed
- Unknown remaining useful life cycle / unknown degradation hard to determine
- Ongoing remedial works including staffing efforts and monitoring
- May not be seen as favourable to user groups

Opportunities

- Opportunity to delay work on site and leverage other funding avenues to achieve the full program
- Dedicated per annum budget can be established to continue the current review program



Threats

- Future repair requirements may exceed Town capabilities resulting in closures
- Increased risk exposure to the Town being in receipt of Greenview Environmental Management report dated September 30, 2018 recommending replacement of the existing facility.
- Report presented to council identified the facility as a safety risk to users if not mitigated (OPS19-016 Dated June 18, 2019)
- Approved capital budget (2019) will not be indexed and may not have the same buying power for future replacement



Anticipated Costs:

Hard Costs: \$ 30,000.00 - \$60,000.00 (ex. HST 2023 dollars per year)

Soft Costs: \$ Regular Town Staff Inspections



Not applicable



6.0 Full Replacement

as previously recommended

Strengths:

S

- Full removal of existing failing facility to address concerns identified in the Greenview Environmental Management Plan (September 30, 2018)
- Mitigation of liability borne by the Town associated with the existing facility
- Endorsed skatepark redevelopment plan will ultimately be achieved including additional amenities (shade sails, water fill station, lighting, furnishings and plantings)
- Detailed design has been completed for this facility and is tender ready

V

Weaknesses

- Public and political perception in replacing a five year old facility
- Full season service disruption
- Requires additional capital budget to yield the approved buildout (approx. \$565,000.00 additional in 2021 dollars)



Opportunities

- Opportunity to delay work on site and leverage other funding avenues to achieve the full program
- Opportunity to implement new infrastructure/design to improve and extend service levels of current facility



Threats

- Approved capital budget (2019) will not be indexed and may not have the same buying power for future replacement
- Availability of qualified contractors to complete new facility build-out
- Increasing construction and material costs
- Market uncertainty



Anticipated Costs:

Hard Costs: \$1,150,000.00 - \$1,350,000.00 (ex HST. 2024 build) Increase expected to be 3-5% per year, originally estimated at

\$960,000.00 (2020 ex. HST) <u>Soft Costs</u>: \$15,000.00 (ex. Hst)



• • •

Not applicable

SWOT Analysis Summary

	Skatepark Options						
	Remediation Works	Remediation and Build-Out	Reduce Size of Proposed Skatepark	Phase Reconstruction	Status Quo	Full Replacement	
<u>Priority</u>	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	
Mitigate Capital Cost							
Mitigate Operating Cost							
User Group Satisfaction							
Political Satisfaction							
Risk to Town of Aurora							
Functionality							

Green = Positive Influence / Satisfaction
Orange = Medium Influence / Satisfaction
Red = Negative Influence / Satisfaction

Recommendations

In consideration of the Strengths, Weaknesses, Opportunities, Threats, Costs and Additional required investigations of the six (6) options on how to proceed with the Aurora Leisure Complex skatepark, Landscape Planning Limited recommends the full removal and replacement of the existing facility in line with item number six (6).

Attachment 3

Town of Aurora

Capital Projects

Project
Department
Version

72281 AFLC - Skate Park Reconstruction (Conditionally Approved 2022)

Operational Services

Draft 1

Year

2022

		Finan	cial Inforr	nation				
	Buc	lget			10-Year	Plan		
	Previously Approved Budget	Capital Budget Authority	Budget Change	Actuals to Dec 31/2020	2021 Forecast	2022	2023	2024-2031
Expenditures								
Estimated Expenditures								
CONTRACTS	675,000	1,195,001	520,001	120,536	100,000	454,465	520,000	
	675,000	1,195,001	520,001	120,536	100,000	454,465	520,000	
Expenditures Total	675,000	1,195,001	520,001	120,536	100,000	454,465	520,000	
Funding								
Infrastructure Sustainability Reserves								
PARKS R&R RESERVE CONT'N	600,000		(600,000)	45,535	100,000	454,465	520,000	
BLDG, FURN & FIX R&R RESERVE	75,000		(75,000)	75,000				
	675,000		(675,000)	120,535	100,000	454,465	520,000	
Funding Total	675,000		(675,000)	120,535	100,000	454,465	520,000	

TARGET START DATE AND END DATE: Use format Q4 2017 - Q1 2018

Ongoing. 2023 Budget Authority conditionally approved. Staff to submit report to Council. Construction/ Repair 2022. (2022 Budget request of \$520K not approved, staff reporting back with further option in 2022).

Provide a brief overview of the project and include the key goals, objectives and performance measures.

The skate park was constructed in 2013, after the first winter the surface started to crack, every year since the cracking has increased with areas of concrete delaminating, specifically where water pools on the flat areas. In 2018 an engineering consultant found that the drainage under the park and rebar within the concrete was insufficient and not to specification. Consultant concluded the replacement of the facility, including the establishment of drainage solutions would address all deficiencies, with an estimated cost of \$400,000 - \$600,000. In June 2019, Council approved Report No. OPS19-016 to lift the conditional approval of Capital Project No. 72281 AFLC Skate Park reconstruction for \$600,000. Following approval staff toured some recent skate parks constructed by other municipalities to look at new design elements, potential improvements to the AFLC facility and engage the users through a survey. Information was included in the RFP to retain a consultant to design and prepare tender documents for construction. The estimated costs provided by the consultant for the construction exceeded the budget funding allotted to the project and in 2020 staff requested an additional \$540K as part of 2021 budget. Council did not approved budget and asked that staff report back on alternate locations for reconstruction and other options other than full reconstruction. Report will be presented back to Council in Q4 2021.

Provide the reasons the project should be approved and what will be the impact of the project to service levels.

Extreme winter frost and poor drainage will continue to impact the skate park and at some point if not corrected the skate park will have to be shut down due to safety reasons. Parks staff inspected the facility in May 2021, as expected the cracking, delaminating of the concrete surface and pooling of water continues, increasing the risk of injury to users. Mitigation of the deficiencies carry on through patching and grinding of the concrete deficiencies, utilizing various measures and methods to help alleviate the ongoing problems and reduce risk to users. The skate park condition continues to be inspected and monitored daily, April thru November by parks staff ensuring facility is safe for use as per the Park Maintenance Standard Service

Town of Aurora

Capital Projects

Project	72281 AFLC - Skate Park Reconstruction (Conditionally Approved 2022)						
Department	Operational Services						
Version	Draft 1	Year	2022				
Levels.							

Explain the benefits of the project which could include Citizen/Client, compliance, financial, internal, learning & growth or utility benefits.

The continued use of the skate park, longevity of the asset and reduced risk of injury due to spalling concrete and cracks currently associated with the amenity.

Please provide an explanation of what the outcomes would be if the project was not approved.

The Town has a duty to maintain the Skate Park. To date, the Town has not received any claims concerning the Skate Park. Condition of Skate park will continue to deteriorate and when risk cannot be managed park will need to be closed.



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Town of Aurora **General Committee Report**

No. OPS23-021

Subject: Winter Outdoor Rink Status Update

Prepared by: Sara Tienkamp, Director of Operations

Department: Operational Services

Date: October 3, 2023

Recommendation

1. That Report No. OPS23-021 be received; and

- 2. That staff continue to utilize rink kits for construction of outdoor ice rinks versus traditional natural ice; and
- 3. That a full size (NHL) rink kit system be included in the 2025 Capital Budget as a placeholder for an additional outdoor rink; and
- 4. That staff present to Council in 2024 a Business Plan that considers the costs and benefits of establishing a Refrigerated Boarded Outdoor Rink.

Executive Summary

Outdoor ice skating is a very popular activity in Canada, and some would say it makes up the fabric of what it means to be Canadian. This report provides information on Aurora's outdoor ice rinks, how they evolved to date and future opportunities to be explored:

- Natural ice rinks have been part of Aurora's winter experiences for decades.
- Changing climatic patterns present challenges for ice rink construction.
- Rink kits introduced to improve rink construction and length of time they are available to the residents during a winter season.
- Maintaining service levels of new rinks is more challenging and required additional equipment and staff time.
- Larger scale rinks a consideration for the future expansion of outdoor rink opportunities.

• Parks and Recreation Master Plan (PRMP) recommends preparing a business plan in consideration of a refrigerated outdoor rink.

Background

Natural ice rinks have been part of Aurora's winter experiences for decades.

Whether at Machell Park, Confederation Park, Town Park or in more recent years at Ada Johnson Park, ice skating on one of the Towns outdoor rinks is just part of growing up in up in Aurora.

Parks staff have been building and maintaining natural outdoor rinks since the 1960's with great success, expanding locations over the years with the help of many dedicated staff and volunteers.

Traditionally the natural ice rinks have been established by packing the snow cover (minimum 20 cm) with a roller and building a base by saturating the snow with water, allowing it to freeze for 24-48 hrs. This was followed by many successive overnight floods and scraping of ice by staff for a period of a week or more under ideal weather conditions, typically -10C or more. As a result, the residents have historically enjoyed both hockey and pleasure skating from Jan to March at four (4) park locations around Town.

Recently, due to ever changing weather patterns and the pandemic, the Town moved away from traditional natural ice construction in favour of a rink kit, inclusive of a liner and low boards to construct rinks. The Town currently has six (6) rink kits (18m x 30m) which have been in a variety of locations over the past couple of years.

Analysis

Changing climatic weather patterns present challenges for ice rink construction.

Winter weather in the Greater Toronto Area (GTA) has historically always involved some freeze/thaw periods as we sit in the Lower Great Lakes Region where weather is quite variable compared to northern regions of Ontario. It is typical for the GTA to receive a January thaw, in addition to long periods of below zero weather. More recently the weather patterns are more unpredictable and can include long stretches of mild above zero temperatures, rain, little to no snow cover or erratic up/down temperature swings. These patterns have significantly affected municipality's ability to create and sustain natural outdoor rinks for any amount of time.

Wilfrid Laurier University has been collecting data the past few years from a network of outdoor rink-makers from across Canada and the United States to study winter weather conditions and climate change.

Using daily, real-time information collected throughout the winter by the "Rink Sentinels" network, researchers found that the skating season in western Canada, especially in the northern Prairies, was long and cold, while rinks in eastern Canada and the United States didn't freeze until mid-January and many skating ponds remained unsafe for skating throughout most of the winter. Specifically, southwestern Ontario through to New Brunswick, rink start up was later than normal and interrupted multiple times by winter thaws, something Aurora has been experiencing the last few years.

Researchers predict longer-term trends to be more variable winter conditions and average temperatures that hover closer to the freezing point, especially the lower Great Lakes region. With winters that are generally shorter and milder, and with unpredictable and variable conditions, rink-making will be a bigger challenge as milder winters continue to trend in coming decades.

Rink kits introduced to improve rink construction and length of time they are available to the residents during a winter season.

Winter of 2020 was particularly mild, and things were compounded by the start for the pandemic in March, which shut down recreation activities completely.

Parks staff were unable to build any rinks for the winter of 2019-2020 and it certainly was not because of lack of effort, weather was just not co-operative due to the variable temperatures. This was the first time the Town did not have any operational outdoor skating rinks for the residents. In fact, weather in the previous few years had presented challenges for staff in maintaining rinks for any extended period and Parks were already turning their minds to alternative delivery methods, including ice cells, liner type rinks and a potential refrigerated outdoor rink.

In late Fall of 2020, with winter top-of-mind and pandemic restrictions in place, a decision was made to utilize pandemic Safe Restart Funding to purchase winter ice rink kits, in hopes the Town could deliver skating surfaces for residents and allow for outdoor recreation within the pandemic health guidelines. Staff acquired four (4) kits and worked to install them at Town Park and Ada Johnson Park. As a result, the Town was able to provide ice from mid-January to mid-March allowing residents to enjoy much needed recreational opportunities under pandemic restrictions.

An additional two (2) rinks were purchased for the winter of 2021-2022, allowing staff to locate rinks in other areas of Town. Rink locations in 2022-2023 were as follows:

- Town Park one (1) rink (pleasure skating)
- Machell Park two (2) rinks (one (1) hockey, one (1) pleasure skating)
- Confederation Park one (1) rink (pleasure skating)
- Ada Johnson Park two (2) rinks (one (1) hockey, one (1) pleasure skating)

The size of the rink kits purchased limits mixed use, such as hockey and pleasure skating on the same surface as the space cannot be delineated as effectively as our historical natural ice rinks which were significantly larger in size. This posed safety concerns for the users and as a result staff designed specific rinks for hockey only, where two (2) rinks were co-located. This has been somewhat successful but, as it is not monitored, there are many instances when patrons wishing to play hockey utilize both rinks, causing issues for the pleasure skaters.

Since rink kits have been acquired, they have proved valuable as staff have been able to create rinks and sustain them, even though winter conditions have continued to be unstable for natural rink constriction. The liner within the rink has allowed the water in the rink to be maintained during freeze/thaw cycles and while it may melt somewhat it is able to freeze again during the next cooling period. The base layer of a natural rink once lost, requires additional snow cover and significant manpower to gain the base back for rink establishment.

On average, staff were able to have rinks open for the season in early January and ice was sustained for approximately eight (8) weeks per winter season over the last few years. The 2022-2023 winter season allowed for ice to the end of March; however, a couple rain events shut down the rinks between January to March for a few days. In comparison, in the five (5) years leading up to 2020, natural ice was active for only approximately six (6) weeks.

Maintaining service levels for new rinks is more challenging as this type of rink requires additional equipment and staff time.

Winter rink kits are a system of reinforced extruded plastic boards that interconnect to form the perimeter of the rink, this is then lined with a poly liner and anchored in place.

Construction of one (1) of these rinks is efficient, on average it takes four (4) staff, eight (8) to twelve (12) hours to construct and fill rink with water (up to one (1) week before frozen and ready for use) versus natural ice which can take six (6) to eight (8) days for

Report No. OPS23-021

four (4) staff to construct before use. Maintenance, however, is greatly increased, and other factors require consideration for installation, compared to natural rinks. Table 1 details the requirements for the rink kits.

Table 1: Rink Kit

Rink Kits	Impacts/Cost Implications
Level surface with little to no cross slope	Grading has been necessary in some locations - \$10,000
No snow base required – beneficial as snowpack not necessary to construct rink	N/A
Fencing required – depth of water a concern for safety when not frozen	No cost as fencing already in operations supply; however, if program expanded additional fencing may be required
Equipment – small snow blowers and power brooms required, traditional method of clearing natural ice rinks with a tractor/truck and blade does not work with rink kits due to size and construction method	Four (4) blowers, two (2) power brooms and one (1) tailgate lift were purchased to allow for maintenance – approximately *\$35,000 spent since 2022
	*covered by pandemic funding and operating budget
Replacement rink liners, board replacements (liners damage easily and require regular replacement)	\$1,600/liner
	Approximately \$7,000-10,000/year in operating costs included in operating budget
Staffing levels required to meet the *service standard has increased significantly as clearing rinks is more labour intensive	Requires four (4) staff, two (2) crews to clear and inspect the six (6) rinks – approximately six (6) hours total
*Rinks cleared and inspected six (6) hours after snowfall or following parking lots cleared	Natural ice required one (1) staff for approximately four (4) hours to clear the four (4) previous rinks

Larger scale rinks a consideration for the future expansion of outdoor rink opportunities.

Skating and playing hockey are a right of passage in Canada but with that comes potential conflict when the activities are confined to a shared space. Residents are quite passionate about both activities and as such, opportunities for both activities need to be provided.

The original four (4) natural ice surfaces were very large (average of 2500 m2) and offered both pleasure and hockey, delineated only by directional signage offering the opportunity for each activity on opposite ends of the ice pads. This worked for the most part with minimal issues over the years; however, when the Town switched over to the rink kits, the surface area of the ice pads decreased significantly (540 m2), giving rise to conflict and safety concerns. As a result, staff dedicated two (2) of the six (6) ice pads for hockey; however, there remains a desire for additional hockey opportunities and a larger pad that can facilitate a larger game with more players.

Potential options and costs for a full-size NHL rink (30x60 m or 1800 m2):

- 1. Rink kits are supplied by the same manufacturer as the kits we currently own. The cost for an NHL size rink would be approximately \$42,000. It should be noted a rink this size would need a level surface for proper construction. It could be set up on an artificial turf, but this could create potential conflict with spring users for soccer etc., as the ice can take time to melt and there are no means to break it up within the rink, without potential significant damage to structure/turf. An alternative would be to grade an area for the rink specifically.
- 2. Gripblock (Attachment #1) is a block system that can be utilized to construct rinks. This technology can be stacked like Lego blocks and configured in many ways to suit the needs of a project. This system also has the added advantage of being useful for other purposes and could be an asset for Special Events staff and their initiatives. The cost for a rink this size would be approximately \$52,000.

Staff will continue to investigate these options, potential alternative uses, appropriate location, and partnership/sponsorship opportunities in consultation with Community Services, including a project as part of the 2025 Capital Budget.

Parks and Recreation Master Plan (PRMP) recommends preparing a business plan in consideration of a refrigerated outdoor rink.

The recently updated PRMP sets a high priority on preparing a business plan as outlined in Recommendation #27:

"Continue to maintain up to four (4) municipally operated outdoor ice-skating rinks in Town parks (plus the skating loop for Aurora Town Square) and support volunteer led rinks. Prepare a business plan to consider the costs and benefits of establishing refrigerated boarded ice rink to replace one or more natural rinks (consider locations, capital costs, operating requirements, community partnerships and more)."

In considering a refrigerated outdoor ice rink, site selection will be a critical factor as it needs to support amenities and infrastructure, typical of outdoor ice rinks, such as, washrooms/changerooms, lighting, refrigeration equipment storage, parking etc. This will require a large footprint, ideally operational efficiencies and cost savings could be achieved if a refrigerated outdoor ice rink was built in proximity to a recreation centre that currently has an existing ice surface, ice resurfacer and refrigeration plant. As part, of the Sports Field Development Strategy Update, staff are factoring in this potential future amenity into the assessment.

It is intended that staff present a comprehensive Business Plan to Council on a refrigerated ice rink in 2024.

Advisory Committee Review

Rink design and locations will be presented to the Parks and Recreation Advisory Committee and the Accessibility Advisory Committee when more detailed plans have been developed and budgets approved in the future.

Legal Considerations

The Town will be responsible for and have a duty to maintain any ice rinks that are opened by the Town and the Town could become liable for claims and injuries that result from the use of such ice rinks. Ice rinks provided by the Town need be properly maintained and monitored in accordance with the weather conditions and use patterns to mitigate the risk of injury and liability. Injuries and claim incidents resulting from use of Town ice rinks could affect the Town's insurance premium costs.

Financial Implications

The historical average operating cost per ice rink kit has been approximately \$10,000 for the operation of all four (4) rink kits. These associated funds are already included in the Town's existing approved operating budget.

8 of 9

If endorsed by Council, staff will include a placeholder in the Town's upcoming ten (10)-year capital plan for a full size (NHL) rink kit system. If the new kit system is approved by Council, future proposed operating and capital budgets will be updated accordingly for Council's review and approval at that time.

At present, all associated capital and operating requirements relating to the construction of a Refrigerated Boarded Outdoor Rink have not been included in the proposed budget; however, upon Council endorsement of the associated business case, the Town's proposed budget will be updated accordingly.

Communications Considerations

Communications will continue to inform residents of rink availability and use via all channels including online social media and newsletters.

Climate Change Considerations

The recommendations from have a minor impact on greenhouse gas emissions as the equipment used to transport and clear off the rinks emit emissions; however, when staff review the option for a refrigerated rink for the future, green infrastructure, soft landscape, building design and green procurement will be considered as they all play an important roll mitigating the impacts of a changing climate, from air quality, stormwater management to counteracting the effects of the heat island.

Link to Strategic Plan

Outdoor ice rink facilities support the Strategic Plan Goal of Supporting an Exceptional Quality of Life for All, by encouraging an active and healthy lifestyle.

Develop a long-term needs assessment for recreation programs, services, and operations to match the evolving needs of the growing and changing population.

October 3, 2023 9 of 9 Report No. OPS23-021

Alternative(s) to the Recommendation

1. Council to provided direction.

Conclusions

It is recommended that the Town continue to provide winter recreational opportunities to engage residents actively within the Town parks. Continuing to enhance and provide additional outdoor rink opportunities for pleasure skating and hockey is important as the community continues to grow and expand in future years.

Attachments

Attachment #1 - Gripblock Information

Previous Reports

None

Pre-submission Review

Agenda Management Team review on September 14, 2023.

Approvals

Approved by Sara Tienkamp, Director, Operational Services

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment 1 Page 76 of 257



Smart Construction Technology.

WHAT IS IT?

GRIPBlock is a reusable wooden block that can be used just like a giant **LEGO.**





A NEW KIND OF CLT

GRIPBlock combines the best attributes of modern building materials in a revolutionary, new format.

- **□** LIGHTER
- **□** EASIER TO BUILD



GRIP BLOCK

- **□** ALLOWS FOR FLEXIBLE DESIGNS
- **☐** FREE FORM WALLS AND ENCLOSURES
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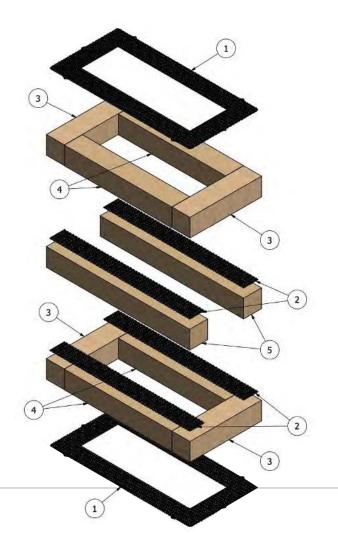


No Adhesives or VOCs • Responsibly Harvested • Sustainable Timber



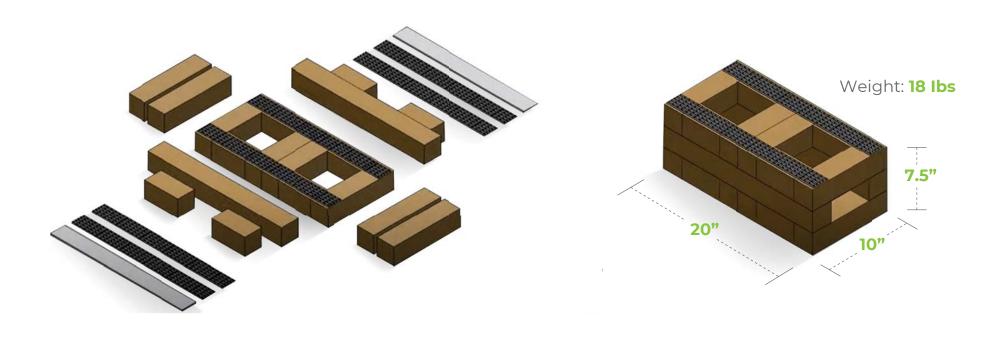
A LOOK INSIDE

A GRIPBlock is comprised of individual blocks, sandwiched between a metal Velcro, GRIPMetal.





A LOOK INSIDE







PAVILIONS



Our pavilions can be constructed both indoor and outdoors. They offer protection from the elements and an intimate gathering area for patrons to have a degree of separation from the rest of the environment.





Build Size







CHRISTMAS TREES



Be warned, GRIPBlock Christmas trees could potentially cause some delays as they're sure to catch Santa's eye as he does his rounds. Jokes aside, our trees are customizable, custom painted and are offered in both spherical and abstract build options. These have been featured at Christmas markets around the city, and our Christmas Holiday Market builds have won esteemed event awards as well.





Build Size 13.5'x13.5'x9



BARRIERS



GRIPBlock barriers offer a multitude of use-cases. They have been utilized to create separation in schools and office buildings, they also offer a weather-resistant means of separation in outdoor areas as well.





Build Size





ICE RINKS



Whether you're looking to have the go-to hangout spot in the neighbourhood, or aiming to gain a competitive edge in your skate training; GRIPBlock hockey rinks are the perfect solution.

Our rinks are fully customizable and can be built in nearly any backyard or outdoor space, all you have to do is add the ice, we'll take care of everything else.





Build Size





GRAFFITI WALLS



GRIPBlock graffiti walls provide a blank canvas to bring out any artists inner creativity. The images shown were part of an exhibit titled "Shalak Attack" which was featured at Rendezviews, Toronto's largest outdoor patio.





Build Size





MAZES



GRIPBlock mazes have become a destination for friends and families looking for a unique experience. We partnered with another organization to develop The Giant Maze (thegiantmaze.com), Canada's largest outdoor maze measuring over 14,000 sq. ft. in size.





Build Size 120'x6'



BENCHES



The perfect solution, for any indoor or outdoor space, our functional benches offer comfortable, customizable seating solutions for all areas.









CUSTOM LETTERS





VIP BOOTHS

VIP BOOTHS



GRIPBlock VIP booths offer the perfect solution in elevating your event or venue space. These customizable booths are great for any indoor or outdoor activation and we also give you the opportunity to paint them if needed.





Build Size





PLATFORMS



GRIPBlock platforms offer a secure, level platform that can be used in a variety of means. Whether it's levelling a space for an outdoor function or to build a stage within a facility, we can customize and design engineer-approved platforms to fit your needs.





Build Size

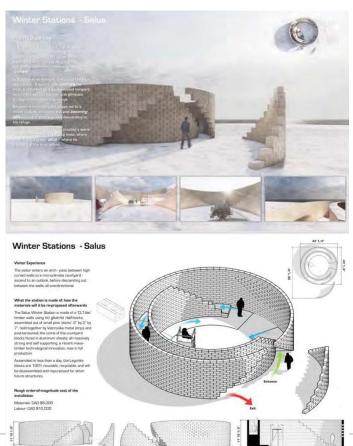






UNIQUE DESIGNS AROUND THE CITY





gripblock. Although we offer a selection of à la CUSTOM carte builds, we have built our business on designing, developing and creating custom builds to fit any client's needs. If you're looking for a custom solution, reach out to us via the following means: **Mark Lavelle General Manager** GRIPBlock P: 416.627.4632 E: mark.lavelle@nucap.com North American Headquarters: 3370 Pharmacy Avenue Toronto ON Canada M1W 3K4



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Town of Aurora **General Committee Report**No. CMS23-043

Subject: Sports Dome Operations Review

Prepared by: John Firman, Manager, Business Support

Department: Community Services

Date: October 3, 2023

Recommendation

1. That Report No. CMS23-043 be received; and

- 2. That the license agreement with the Aurora Youth Soccer Club be amended to replace the requirement to provide Audited Financial Statements with an alternative financial report being a Financial Review; and
- 3. That a 10% reduction to the Sports Dome rental fees for the Aurora Youth Soccer Club be approved, effective January 1, 2024.

Executive Summary

This report is to provide Council with an update on the operational and financial status of the Lind Realty Team Sports Dome (the "Dome") formerly known as the Aurora Sports Dome, and specifically provides updates and recommendations as follows:

- Dome opening was initially delayed due to the impacts of the COVID-19 pandemic.
- The shared operating procedures for the Dome are working well.
- The Auditor has recommended a lower cost alternative to Audited Financial Statements.
- Several capital improvements have been completed or are scheduled for completion.
- The financial outlook for the Dome is stronger than originally forecast.

- A comparison of other local sports domes reveals that Aurora rental rates are below the benchmark average, providing good value to the community.
- There is an opportunity to utilize surplus Dome operation revenue to fund other capital projects and support other operating programs.
- To compensate the Aurora Youth Soccer Club for the work involved in managing day-to-day Dome operations, staff recommend a 10% reduction in their Dome rental fees.

Background

Dome opening was initially delayed due to the impacts of the COVID-19 pandemic.

On January 6, 2021, Council approved report CMS21-002 directing staff to enter into an agreement to purchase the physical assets of the Dome. The purchase was completed on April 30, 2021.

On April 20, 2021, Council approved report CMS21-017 directing staff to enter into a license agreement with the Aurora Youth Soccer Club (the "AYSC") for the operation of the Dome. This agreement came into effect on September 1, 2021.

The Dome re-opened to the public in October of 2021 following the pandemic related closure but didn't return to normal pre-pandemic operating levels until the beginning of the 2022-23 indoor season. Staff had committed to reporting back to Council following the first year of operations to provide an update. 2022 was the first full fiscal year of normal operations, with the period of May 2022 to May 2023 being the first full year or normal seasonal operations.

Analysis

The shared operating procedures for the Dome are working well.

The joint operations of the Dome can be summarized as follows:

- AYSC manages all day-to-day operations, such as convening for permit holders, opening & closing, cleaning, customer service, and general day-to-day supervision.
- The Town manages all structural, mechanical and life safety operations, as well as all capital projects.

- The Town manages all permitting in accordance with Town policies and procedures.
- The AYSC obtains and pays for permits for all time used by the club, following the same procedures as all other user groups.

This joint operational structure provides for maximum efficiency and cost savings, having AYSC staff managing the daily operations at a lower cost than the Town, and allowing the Town to maximize financial savings by incorporating the Dome as an additional location within our existing maintenance contracts for mechanical, life safety, etc.

Town staff and AYSC staff meet on a regular basis to review and address any issues as they arise, and both parties agree that the existing joint operational management structure is working well, with no concerns. Staff have received numerous unsolicited comments from user groups recognizing improved cleanliness of the facility, improved customer service, improved overall satisfaction and improved affordability since the Town took over the Dome and the commencement of the agreement with the AYSC. As a result, staff do not recommend any changes to the license agreement relating to operational management.

The Auditor has recommended a lower cost alternative to Audited Financial Statements.

Given the simplicity of the financial reporting on AYSC's financial operations, the Auditor engaged by AYSC has indicated that Audited Financial Statements are not necessarily required by the town to obtain its necessary financial assurances. As an alternative, the Auditor has recommended that a Financial Review be completed on an annual basis. This alternative report will enable the necessary verification and oversight of the AYSC in a more timely and efficient manner resulting in estimated auditor savings of approximately \$5,000 for the town annually.

Staff recommend proceeding with this recommendation and amending the license agreement accordingly.

Several capital improvements have been completed or are scheduled for completion.

Several projects have been completed including replacement of the artificial turf field, safety improvements to the field infrastructure, new goals, new rooftop HVAC units, and the addition of air conditioning for the field bubble is planned to be in place in time for the commencement of next summer season.

All improvements will ultimately be funded by Dome revenue, with some initial projects having been funded from the original financing for the Dome's acquisition and Capital works.

The financial outlook for the Dome is stronger than originally forecast.

At the time of acquisition of the Dome physical assets, the pandemic had forced the closure of this and other facilities. Based on a review of the previous ownership's financial statements and given the economic uncertainty at the time, staff prepared a conservative financial analysis forecasting \$475,000 per year in gross revenue.

Dome permitting has rebounded quickly, returning to pre-pandemic volumes resulting in higher-than-expected revenue. Gross revenue for 2023 is currently forecast to be approximately \$700,000. It is also anticipated that with the addition of air conditioning, currently anticipated for Spring of 2024, we will experience an increase in summer rentals which will further increase revenue.

Being operational for the majority of 2022 and now having completed the 3rd Quarter of 2023, staff have obtained a good understanding of this facility's ongoing operating costs for utilities, maintenance, and daily operations. The AYSC has also operated within budget since the beginning of the partnership and have demonstrated a commitment to ongoing responsible financial management.

A comparison of other local sports domes reveals that Aurora rental rates are below the benchmark average, providing good value to the community.

One of the objectives when the Town acquired the Dome was to ensure not only fair allocation of field time, but also ensure reasonable rental rates would provide value and affordability to the community. To that end, rental rates for all users were reduced by 10% compared to the posted rates by the previous ownership, effective re-opening in October of 2022. Part of this operational review was to include consideration of future rental rates for the community.

Staff have conducted a review of local community sports domes and determined that Aurora rental rates are approximately 30% below the benchmark average during the regular indoor season and approximately 75% below the benchmark average during the summer. It should be noted that there are a wide range of pricing policies among the various sports domes, making an exact comparison difficult.

In order to maintain this value for the community the annual Fees & Charges Bylaw increases (2% in 2022 and 4.83% in 2023) were not applied to the Dome. Given that the

Dome rental rates are already well below benchmark average, staff are not recommending a further decrease in rates at this time. The Dome's rental rates would be subject to the standard rate increases as planned for 2024 and beyond. All proposed 2024-26 rate increases will be presented to Council for formal review and approval under a separate report to Council.

Given that summer is currently a slow rental period for the Dome, staff are not recommending an increase to the summer rates at this time, despite being significantly below the benchmark average. Staff will continue to review this on an annual basis and will factor in any necessary cost recovery of incremental operating costs resulting from the operation of the newly installed air conditioning at the Dome. Any future \rate adjustments will be made through the Town's usual annual Fees & Charges update.

There is an opportunity to utilize surplus Dome operation revenue to fund other capital projects and support other operating programs.

Since the Town's purchase of the Dome its annual debt repayment and direct operating costs are deducted from its revenue, with all surplus revenue transferred to the Dome's reserve account. This reserve is used to fund the Dome's ongoing infrastructure asset management capital costs and for the stabilization of its operating budget if necessary. Staff maintain an up-to-date Dome financial analysis spanning a 20 year time horizon which considers the effects of inflation, future asset management capital requirements and contingencies.

Based upon the Dome's current known projected asset management and other operating pressures, an annual surplus of \$300,000 or up to \$6,000,000 over 20 years, is predicted from the Dome's operations. This estimate already accounts for the implementation of the financial recommendations contained in this report. Any surplus reserves will be managed in accordance with the Town's Reserve Management Policy. Further, \$250,000 of the projected annual savings will be redirected in support of other Town operating programs.

To compensate the Aurora Youth Soccer Club for the work involved in managing day-today Dome operations, staff recommend a 10% reduction in their Dome rental fees.

In the initial agreement with AYSC their rental rates were set at 10% below the regular rate for other community groups. This was consistent with the agreement between the Town, AYSC, and the previous Dome ownership when the Dome was initially built. Therefore, this reduction resulted in no additional benefit to the AYSC that was not applied to all other user groups. The AYSC was also granted exclusive use of

approximately 560 sq. ft. of office/storage space within the Dome, which is similar or less than the free use of space offered to other Aurora based sport organizations such as Aurora Minor Hockey Association, Central York Girls Hockey Association, the Aurora Tennis Club, and others.

In initial discussions with the AYSC a larger discount had initially been requested to adequately compensate the club for the operational management responsibilities they assumed responsibility for. It was agreed that the discount would remain at the previously established 10%, and that any additional discount would be considered at the time of this operational review so that we could have a better understanding of the financial outlook.

During the operational review it was identified that the AYSC is managing multiple Dome-specific tasks that would otherwise fall to Town staff, for which the AYSC is not being directly compensated. These tasks include, but may not be limited to:

- Staff recruitment and training
- Staff scheduling and on-call coverage
- Customer service escalations
- Snow/ice removal from emergency exits
- · Sourcing and purchasing equipment, materials and supplies
- Budgeting and financial reporting
- Payroll
- Bookkeeping (Paid service not currently reimbursed by the Town.)

If not completed by the AYSC, the majority of these tasks would fall to the Manager, Business Support. The estimated value of this work is \$24,000 - \$26,000 per year, in other words, if the Manager's time was needed to attend to these matters, some current responsibilities would be interrupted or need to be delayed resulting in other matters taking longer to complete or deadlines being missed.

Whereas the office/storage space provided to the AYSC is consistent with or less than space offered to other clubs, and whereas the work performed by the AYSC would otherwise have to be completed by Town staff, it is reasonable that the AYSC be compensated for the work involved in managing the Dome on behalf of the Town. Staff therefore recommend that the agreement be amended provide the AYSC with a 10% discount from their current fees.

The estimated value of this decrease in fees is \$25,000 - \$30,000 per year. Although this decrease has already been included in the financial projections quoted in this report, the

AYSC is projecting a 10% increase in registrations next year and increased Dome permits, which would result in new revenue to help offset any fee reduction. This additional discount will help ensure soccer remains one of the most affordable sports for youth, while more adequately compensating the AYSC for their operational management responsibilities. This fee reduction has already been factored into the financial projections referenced earlier in this report.

Advisory Committee Review

The Parks and Recreation Advisory Committee did not have a meeting scheduled prior to the presentation of this report to General Committee.

Legal Considerations

If Council approves the recommendations in this report, the agreement will be amended to reflect the changes proposed in this report.

Financial Implications

Since its commencement of operation, the Dome has consistently met Council's goal of assuring its financially self sustained operation at no burden to the tax levy. Recent staff financial analysis for the Dome project that the Dome will continue to be financially self sustaining into the medium to long term and will in fact potentially generate excess revenue that can be re-directed toward other capital or operating program requirements.

All noted financial recommendations within this report will be included in the appropriate proposed capital or operating budget for Council's final review and approval.

Should Council approve the recommended Sports Dome rental fee changes, they will be included in the upcoming 2024-26 Rates & Fees bylaw for Council formal adoption.

Communications Considerations

No communication implications at this time.

Climate Change Considerations

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

Link to Strategic Plan

Additional revenue achieved through recreation facility sponsorship supports the Strategic Plan goal of *Supporting an exceptional quality of life for all* in its accomplishment in satisfying requirements in the following key objective within this goal statement: *Encouraging an active and healthy lifestyle.*

Alternative(s) to the Recommendation

- 1. Council can decline to reduce the AYSC rental rates.
- 2. Council can choose to reduce the AYSC rental rates by a different amount.
- 3. Council can choose to continue requiring Audited Financial Statements.
- 4. Council can provide further direction regarding the rental rates, disposition of surplus revenue, and the operating agreement.

Conclusions

That Council approve the recommendations within this report, amending the license agreement to allow for a Financial Review, in place of Audit Financial Statements providing the AYSC with a 10% reduction in recognition of their work operating the dome, and continuing with the existing operating model.

Attachments

None.

Previous Reports

CMS21-016, Aurora Sports Dome – Financing, Permit Fees, Reserve Account, and Capital Works, April 20, 2021

CMS21-017, Aurora Sports Dome – License Agreement, April 20, 2021

October 3, 2023 9 of 9 Report No. CMS23-043

Pre-submission Review

Agenda Management Team review on September 14, 2023

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer



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Town of Aurora **General Committee Report**No. OPS23-023

Subject: Dog Waste Pilot Project

Prepared by: Sara Tienkamp, Director of Operations

Department: Operational Services

Date: October 3, 2023

Recommendation

1. That Report No. OPS23-023 be received; and

- 2. That, based on the positive results of the pilot project for dog waste containers, that the new service level be adopted permanently in parks and trails; and
- 3. That the Operating Budget be increased accordingly to accommodate disposal costs of organic waste; and
- 4. That staff include dog waste containers in the 2024-2026 Capital Budget.

Executive Summary

This report provides Council with information associated with the one (1) year Dog Waste Container and Diversion Pilot Project implemented in June of 2022 within parks and trails:

- Aurora's dog waste collection and diversion pilot program in parks and trails has proven to be extremely successful in the community.
- Performance targets and evaluation of program results positive at end of pilot project.
- York Region will continue to accept waste from the dog waste receptacles through their green collection program.

Background

Improper disposal of dog waste is a problem for the public that use public spaces and for the staff that maintain the receptacles. In numerous park/trail locations 50-75% of

the waste in a receptacle is pet waste. Proper disposal is through the organic waste stream and residents are encouraged to dispose of pet waste through their residential "green bins"; however, it is not convenient for pet owners to carry waste back home and it is commonly disposed of in the nearest Town waste receptacle or tossed aside where it creates unpleasant odours, needs frequent removal, and is streamed to the landfill.

In April of 2021, Council endorsed the idea of a yearlong Dog Waste Diversion Pilot Project and in late fall, approved the associated budget to implement the program as part of the 2022 Capital and Operating budgets.

Analysis

Aurora's dog waste collection and diversion pilot program in parks and trails has proven to be extremely successful in the community.

Aurora's pilot project involved the installation of twelve (12) inground dog waste containers in June of 2022, including a study of the diversion of waste, audits, and public satisfaction survey. The project was very well received by the public/staff and produced the following results:

- Diversion of approximately ten (10) metric tonnes of pet waste between June 2022 and end of May 2023.
- Operational waste disposal costs for the pilot are approximately \$23,300.
- Overall, staff reported a significant improvement in the reduction of dog waste being deposited in regular waste receptacles in parks and greenspaces, where dog waste containers were installed.
- 88% of residents surveyed in parks and trails indicated they would wait for the next available dog waste container.
- 85% of residents also indicated there were too few containers and would like to see program expanded.
- Consensus by public that the containers are easy to identify, use, clean, convenient, and odour free.

Staff hope to expand the program through future budget approval as the project was well received by the public and endorsed by frontline staff.

Performance targets and evaluation of program results positive at end of pilot project.

Staff evaluated the performance of the containers against the targets indicated in Table 1 over a one (1) year period from June 1, 2022, to May 31, 2023, presented in Report No. OPS21-008. The program will be evaluated on the following criteria:

Table 1: Container Performance Measures and Targets

Performance Measure	Target	Outcome
Amount of dog waste diverted from landfill	30 tonnes per annum	Ten (10) tonnes per annum
Frequency of pet waste collection visits by operator	Average every six (6) weeks	Collection every six (6) weeks, with a few instances where containers required collection at week four (4) as they were at capacity
Reduction of pet waste in regular trash receptacles in parks/trails	75% reduction of inclusion of pet waste in regular trash receptacles at locations where dog waste containers located (exception of Canine Commons as green waste option exists)	Staff estimate through receptacle audits that there was a minimum of a 75% (in some locations it was closer to 90%) reduction of dog waste in regular trash receptacles
Pet owner engagement	200 pet owner online survey completions	Staff took an alternative approach to online survey and engaged the public in person, surveying the public in the parks network (182 pet owners were engaged)

The results indicate that the program was effective in reducing pet waste from regular waste receptacles. Collected dog waste was diverted from landfill for conversion to renewable energy and fertilizer and prevented these organics from entering landfills. Also, the in-ground containers minimized contact the public and staff had with pet waste as experienced with disposal in the traditional mixed waste receptacle. The inground units eliminated foul odours and provided ease of disposal for residents and more importantly significantly reduced the safety concerns for staff as they were no longer exposed to mass quantities of pet waste, loose dog waste and heavy cans of mixed waste in parks where inground units had been installed.

As such, staff are proposing that the Town move forward with implementing a permanent pet waste diversion container program in parks and trails.

York Region will continue to accept waste from the Town's dog waste program through their organic collection program.

The collection of the dog waste is contracted out through our current waste collection provider GFL, as it requires a large capacity truck with a crane arm to lift the waste from the inground containers.

Dog waste is considered as residential green bin waste and York Region is willing to continue to accept the waste at their transfer station located in Newmarket. There will continue to be no additional costs associated with the acceptance of the organics above the contracted tonnage fees.

Advisory Committee Review

The Community Advisory Committee previously provided support of dog waste diversion initiatives/containers and off leash park development through reports, CAC19-003 Future Off Leash Dog Park Locations, October 10, 2019

Legal Considerations

None.

Financial Implications

The annual maintenance costs for twelve (12) in-ground waste containers are estimated to be \$23,300 based upon data from the one (1) year pilot. Table 2 presents a more detailed break-down of this estimate.

Table 2: Estimated Yearly Operational Impacts

Service		Costs
Collection of units (every 4-6 weeks) by contractor		\$ 23,000
(approximately ten (10) tonnes total of organic waste)		
Compostable liners		\$300
	Total	\$23,300

It is recommended that this service enhancement continue on an ongoing basis. As a result, staff will include this incremental amount in the Town's proposed 2024-2026 Operating Budget for Council's formal review and approval.

In consideration of the pilot's success, staff further recommend that this service be expanded to include 45 additional in-ground waste containers for the Town's remaining parks and trails. The estimated capital cost to expand this service to include the additional 45 units would be \$342,000. A detailed breakdown of this estimate is presented in Table 3. Staff will present this proposal to Council for its consideration and approval as part of the 2024 -2026 Capital Budget expending these proposed funding requirements equally over future years.

Table 3: Estimated Capital Project Financial Impacts 2024-2026

Materials	Cost
Supply of 45 inground waste receptacles	\$ 270,000
Installation	72,000
Total	\$ 342,000

If we assume similar container operating costs to what were experienced with the pilot, the total estimated operating cost for the additional 45 containers may be as high as \$87,400 once they become fully operational; however, some economies of scale savings can be anticipated which will reduce this cost. The incremental operating costs for the additional containers will be inserted into the appropriate proposed operating budget for Council's review and approval.

Every effort will be taken to offset all capital and operational costs for this program; staff will investigate potential cost offsets through corporate sponsorship and pet license fees.

Communications Considerations

Should the program be expanded on permanent basis, Communications will implement an education campaign targeted to residents and visitors on the Stoop and Scoop bylaw and proper waste disposal. The campaign will be multifaceted, and include among others a media release, website content, social media, Noticeboard, Newsletters and park signage.

Climate Change Considerations

The recommendations from this report have resulted in the diversion of organic dog waste from the landfill. These large capacity containers are installed below ground where the depth allows for cooler conditions and no direct sunlight, eliminating odours, maximizing capacity, and reducing required frequency of service, reducing emissions. The waste is processed through an anaerobic bio-digester facility where it is safely converted into energy.

Link to Strategic Plan

The collection/diversion of organic waste supports the Strategic Plan goal of Supporting an exceptional quality of life for all through their accomplishment in satisfying requirements in the following key objectives within this goal statement:

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

Alternative(s) to the Recommendation

1. Council could decide not to expand the existing program.

Conclusions

Dedicated collection of dog waste ensures that it is diverted from landfill and flows through the correct stream of organic materials. The solution will help to collect dog waste correctly, which can then be converted to energy and fertilizer. Staff recommend that the in-ground dog waste program be expanded within the parks and trail systems, where feasible. The receptacles required will be phased in over a three (3)-year cycle of budget and will be presented to Council for consideration through the 2024-2026 Capital Budget.

Attachments

None.

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Previous Reports

OPS21-008 Dog Waste Container and Diversion Pilot Project, April 20, 2021 OPS20-007 Off-Leash Dog Park at Highland Gate, May 5, 2020 CAC19-003 Future Off-Leash Dog Park Locations, October 10, 2019

Pre-submission Review

Agenda Management Team review on September 14, 2023.

Approvals

Approved by Sara Tienkamp, Director, Operational Services

Approved by Doug Nadorozny, Chief Administrative Officer



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Town of Aurora **General Committee Report**No. PDS23-121

Subject: Additional Properties to Consider for Designation under Part IV of

the *Ontario Heritage Act*

Prepared by: Adam Robb, MPL, MCIP, RPP, CAHP, Senior Planner

Department: Planning and Development Services

Date: October 3, 2023

Recommendation

1. That Report No. PDS23-121 be received; and

- That staff consult with the owners of the 30 properties outlined in Attachment 1 to receive feedback on the consideration of the properties for designation under Part IV of the *Ontario Heritage Act*; and
- 3. That staff report back to Council on the feedback received from the owners prior to any further action being pursued, including the authorization and issuance of any potential Notices of Intention to Designate the properties.

Executive Summary

The purpose of this report is to inform Council of 30 currently listed properties that have been identified by staff and the Heritage Advisory Committee as warranting individual designation under Part IV of the *Ontario Heritage Act*. This report recommends initial consultation with the owners and reporting back to Council on the feedback received prior to any Notices of Intention to Designate being authorized and issued.

- MHBC Planning Inc. completed a Heritage Register Review for the Town in 2022.
- As a result of Provincial Bill 23, all listed properties in Ontario will be removed from municipal Heritage Registers on January 1, 2025, unless they are designated.
- Staff and the Heritage Advisory Committee reviewed the Town's remaining listed properties and identified 30 properties that meet the criteria for designation.

 Staff recommend consulting with the owners of the 30 properties and reporting back to Council prior to the authorization and issuance of any Notices of Intention to Designate the properties.

Background

MHBC Planning Inc. completed a Heritage Register Review for the Town in 2022

The Heritage Register Review project evaluated the 374 properties on the Town's Heritage Register to determine which properties should be prioritized for immediate designation, which properties should be removed, and which properties should remain listed. Alongside consultation with the Heritage Advisory Committee, 30 properties were deemed to be prioritized for designation (with these designations already pursued by the Town over the first half of 2023), 57 properties were removed from the Register, and 287 properties remained listed. The Heritage Register Review further recommended that in the course of time, warranting properties from the group of 287 properties remaining listed also be advanced towards designation. Complete information on the Heritage Register Review project was previously presented to Council through report PDS22-042.

The 30 subject properties being considered for designation now as part of this report were part of the group of 287 properties that were initially identified to remain listed by the Heritage Register Review exercise, however, they do qualify for designation based on having moderate to major heritage value. The respective property information sheets from the Heritage Register Review are included as Attachment 1 to this report for further reference and information. Additionally, since being identified to remain listed, recent provincial legislative changes through Bill 23 have also further necessitated the need to advance properties from listed to designated, as further outlined below.

As a result of Provincial Bill 23, all listed properties in Ontario will be removed from municipal Heritage Registers on January 1, 2025, unless they are designated

Bill 23 is omnibus provincial legislation, with updates made to the *Ontario Heritage Act* that will result in all currently listed heritage properties being automatically removed from the Register effective January 1, 2025. In turn, these properties cannot be relisted again for another five years, and any future re-listings will again be subject to a two-year window where they are removed should they not be designated within that time period.

Delisted properties are vulnerable to demolition, as owners would be entitled to apply for demolition permits at any time. The Province through Bill 23 is trying to limit the amount of time that properties are listed for and instead have municipalities maintain

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Heritage Registers that ultimately prioritize the designation of properties. Bill 23 was implemented in support of the Province's goal of building more homes, faster, and adding efficiencies to the planning review process.

Analysis

Staff and the Heritage Advisory Committee reviewed the Town's remaining listed properties and identified 30 properties that meet the criteria for designation

The Ontario Heritage Act provides criteria for determining cultural heritage value or interest through Ontario Regulation 9/06. This Regulation requires that a property must exhibit design/physical, historical/associative, or contextual value to warrant designation. There are three sub-criteria under each of these categories, with a property required to substantially meet two of the nine total criteria in order to qualify for designation. The criteria under Ontario Regulation 9/06 are:

Design or Physical Value	Property is a rare, unique, representative or early example of a style, expression, material or construction method.	
	2. Property displays a high degree of craftmanship or artistic merit.	
	Property demonstrates a high degree of technical or scientific achievement.	
Historical or Associative Value	Property has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to the community.	
	5. Property yields, or has the potential to yield, information that contributes to an understanding of a community or culture.	
	Property reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.	
Contextual Value	7. Property is important in defining, maintaining, or supporting the character of an area.	
	8. Property is physically, functionally, visually or historically linked to its surroundings.	
	9. Property is a landmark.	

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Staff and the Heritage Advisory Committee reviewed all the remaining 287 properties that are currently listed on the Town's Heritage Register against the criteria of *Ontario Regulation 9/06* and determined that the following 30 properties qualify for designation:

- 71 Connaught Avenue
- Kennedy Street West 7, 11, 15, 19, 21, 29
- Spruce Street 76, 77, 79, 80, 81, 83, 84 85, 87
- Temperance Street 126, 134, 137, 138, 139, 142, 143
- 59 Tyler Street
- Wellington Street East 9, 21
- 19, 35 and 37 Wellington Street West (one parcel)
- Yonge Street 15018, 15120, 15054

These properties largely merit heritage designation not only due to their physical and historical value, but also due to their contextual value, with the vast majority being located within the established 'Old Aurora', downtown, and Town Park neighbourhood areas and contributing to the character of these streetscapes.

Staff recommend consulting with the owners of the 30 properties and reporting back to Council prior to the authorization and issuance of any Notices of Intention to Designate the properties

There are no consultation requirements under the *Ontario Heritage Act* prior to issuing a Notice of Intention to Designate, however, staff are recommending initial consultation and engagement with the owners to allow opportunity for dialogue, information-sharing, and better understanding of the designation process.

Under the *Ontario Heritage Act, m*unicipalities have a limited 120 day timeline from the issuance of a Notice of Intention to Designate to pass a by-law and designate a property. With this timeline in place, initial consultation with owners in advance of the issuance of a Notice of Intention to Designate allows engagement to occur prior to the legislative clock starting. Then, should a Notice of Intention to Designate ultimately be issued, it also becomes less of a surprise on the homeowner and any questions can be answered proactively beforehand to make the designation process run smoother. Assuming consultation with the owners can occur through 2023 and early 2024, there are no concerns with then designating respective properties over 2024 and prior to the Bill 23 deadline of automatic removal on January 1, 2025.

Once a Notice of Intention to Designate is issued, owners are also entitled to formally object to the Notice within 30 days, and have this objection be presented to Council.

Council can consider the objection and either continue with the designation or withdraw the Notice of Intention to Designate. Council withdrawal automatically results in the property not being designated, and also being removed from the Heritage Register in line with the Bill 23 limitations on properties remaining as 'listed'. Once a designation by-law is passed, owners are also further entitled to appeal the decision within 30 days to the Ontario Land Tribunal.

Overall, heritage designation is largely intended to preserve built heritage and protect properties from demolition and unsympathetic alterations. Designation is not intended to overtly restrict complementary building additions, any interior work, or even the construction of accessory structures. Consultation with owners will also be able to answer any questions pertaining to re-sale value or insurance, with studies on heritage designation showing no negative impact to re-sale values (Shipley, "Heritage Designation and Property Values: Is there an Effect?") and insurance rates not being impacted, as in the event of an unforeseen loss of a building, designation does not require the homeowner to reconstruct or rebuild in the original like manner. There are no special insurance requirements beyond what is ordinarily covered in the event of loss or damage. Consultation with homeowners will be able to answer any related questions about the designation process and what it entails.

Advisory Committee Review

The 30 subject properties were reviewed and recommended for designation by the Town's Heritage Advisory Committee at the meeting held on July 31, 2023. The Heritage Advisory Committee was provided with the entire inventory of the 287 remaining listed heritage properties for review. Staff recommended 29 properties be pursued for designation, with the Heritage Advisory Committee in support and also adding one additional property being 71 Connaught Avenue to also be pursued for designation. 71 Connaught Avenue is associated with Norm and Ada Johnson, of which the Norm Johnson Hall of Education in the Aurora Sports Hall of Fame is named after, with Norm Johnson being a local educator, athlete and veteran. Further details on all 30 properties are also included in Attachment #1 of this report.

Legal Considerations

Changes to the *Ontario Heritage Act* per Bill 23 have significantly altered the permissions around municipal Heritage Registers and specifically the 'listed' status of properties. Under Bill 23, all listed properties will be automatically removed from the Heritage Register effective January 1, 2025 (two-year window from Bill amendments

coming into force). Additionally, listed properties cannot be added back onto the Register for a period of five years after being removed. Should a property be listed again at any point in the future, it would also be subject to removal from the Register within two years should it not become designated in that time. The province has clarified that delisted properties can still be designated within the 5-year prohibition period after being removed from the Heritage Register, however, once delisted, the property owners would be entitled to apply for and obtain demolition permits. Further, properties that are subject to a 'prescribed event', being once a planning application for a property is deemed complete, can only be designated if they listed first.

Should Council decide to proceed with the designation of any of the subject properties, a Notice of Intention to Designate (the "Notice") will be served on the respective property owners and the Ontario Heritage Trust and published in the local newspaper. Once the Town issues the Notice, the property is protected under the *Ontario Heritage Act* as designated. Any person may object to the Notice within 30 days of its publication.

If there are no objections within the 30 day period, the designation by-law for the subject property must be brought forward to Council for approval within 120 days after the initial date of publication of the Notice.

If there are objections, any person that objects to the proposed designation shall, within 30 days of the publication of the Notice, serve a notice of objection setting out the reason(s) for the objection and all relevant facts. Council shall consider the objection and decide whether or not to withdraw the Notice to designate the property, within 90 days after the end of the 30-day period.

If Council withdraws the Notice, then notice of the withdrawal must be given to the property owner, any person who objected, and the Ontario Heritage Trust and also be published in the local newspaper. If Council decides to not withdraw the Notice thereby continuing with the designation of the property, then the designation by-law for the subject property must be brought forward to Council for approval within 120 days after the date of publication of the Notice. Anyone may appeal the passing of the designating by-law to the Ontario Land Tribunal for a hearing.

If the by-law is not passed within 120 days of the Notice, then the Notice is deemed to be withdrawn and notice of the withdrawal must be given to the property owner, any person who objected and the Trust and published in the local newspaper.

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Financial Implications

None.

Communications Considerations

Staff are recommending to undertake initial consultation with each of the 30 respective homeowners prior to any formal Notices of Intention to Designate being authorized for issuance by Council. Staff will prepare letters to each homeowner and offer individual in-person, virtual, or telephone meetings, at the request and preference of the owner, to explain the designation process. The results of the consultation and feedback received by the homeowners will then be reported back to Council prior to any further action including the authorization and issuance of any Notices of Intention to Designate the properties occurring.

Climate Change Considerations

None.

Link to Strategic Plan

The conservation of heritage resources supports the Strategic Plan goal of Supporting an Exceptional Quality of Life for All through its accomplishment in satisfying requirements in the objective Celebrating and Promoting our Culture.

Alternatives to the Recommendation

- 1. That no properties be considered for designation at this time and no consultation with the owners on the designation of the properties be pursued.
- 2. That Council choose to add or remove any other properties for heritage designation consideration rather than the 30 identified in this report.
- 3. That Council authorize the issuance of the Notices of Intention to Designate the subject properties without any initial consultation with the owners.

Report No. PDS23-121

Conclusions

After review by staff and the Heritage Advisory Committee, 30 properties that are currently listed have been identified as meeting the required criteria for designation under the *Ontario Heritage Act*. Staff recommend initial consultation with the respective owners on the designation process and reporting back to Council on the feedback received prior to any formal Notices of Intention to Designate being authorized and issued for the subject properties.

Attachments

Attachment #1 – Heritage Property Information Sheets (30 Additional Properties to Consider for Designation)

Previous Reports

A Memorandum was presented to the Heritage Advisory Committee on July 31, 2023.

Pre-submission Review

Agenda Management Team review on September 14, 2023

Approvals

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer

AURORA HERITAGE REGISTER REVIEW PROPERTY EVALUATION SHEET - DRAFT

Attachment 1



General Information

Address: 7 Kennedy Street West Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 5 Plan 131

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Intersecting gable roofs, open gable on front elevation. Front porch with wooden columns. Brick voussoirs and stone sills. Second storey sunroom addition.

Date Identified/Listed: 1988

Date/Era Constructed: c.1915 Date Range: 1

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Excellent Condition Notes:

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Distinctive grouping of Edwardian buildings along the south side of Kennedy Street West. Constructed by Benjamin Stephenson. Property sold to Janet Rogers (widow) 1915. Property sold to Thomas Cairns (1926). Sold to Frederick C. Davis in 1943 (for Joseph Thomas Elwood Davis).

Contextual Value: Moderate

Contextual Value Description:

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No Is a Landmark: No
Maintains the Character of the Area: Yes
Supports the Character of the Area: No
Is Important in its Physical Link to its Surroundings: No
Is Important in its Functional Link to its Surroundings: No
Is Important in its Visual Link to its Surroundings: Yes
Is Important in its Historical Link to its Surroundings: No

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 11 Kennedy Street West Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 4 Plan 131

Property Description

Heritage Attributes: Dwelling and Outbuilding

Heritage Attributes Notes: Intersecting rooflines, open gable on front elevation, front porch with wooden columns. Stone headers and sills. Detached garage.

Date Identified/Listed: 1988

Date/Era Constructed: c.1914

Architectural Style/Influence: Edwardian

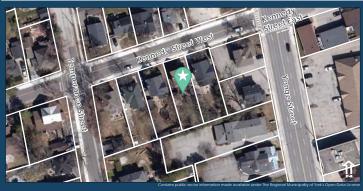
Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No
Significant Theme:

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Former residence of George R. Legge (retired), and Mrs May Legge (1957). The Legge family owned the property from 1932 - 1972.

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No
Maintains the Character of the Area: Yes
Supports the Character of the Area: No
Is Important in its Physical Link to its Surroundings: No
Is Important in its Functional Link to its Surroundings: No
Is Important in its Visual Link to its Surroundings: Yes

Contextual Value Description: Distinctive grouping of Edwardian buildings along the south side of Kennedy Street West.

Is Important in its Historical Link to its Surroundings: No

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 15 Kennedy Street West Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 3 Plan 131

ot 3 Plan 131

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Open gabled roof, verandah, stone

headers and sills.

Date Identified/Listed: 1988

Date/Era Constructed: c.1913

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Former residence of Elvie Bishop retired teacher (1957)

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)

Defines the Character of the Area: No Is a Landmark: No

Maintains the Character of the Area: Yes

Supports the Character of the Area: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: Yes

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description: Distinctive grouping of Edwardian buildings along the south side of Kennedy Street West.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 19 Kennedy Street West Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 2 Plan 131

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Pyramid hip roof with hipped dormers, front porch with wood columns and railings. Stone sills and headers/lintel.

Date Identified/Listed: 1988

Date/Era Constructed: c.1913 Date Range: 1910

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Former residence of Mrs Gertrude Wilson (widow)

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)

Defines the Character of the Area: No

Maintains the Character of the Area: Yes

Supports the Character of the Area: No

Is Important in its Physical Link to its Surroundings: No

Is Important in its Frysical Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: Yes Is Important in its Historical Link to its Surroundings: No

Contextual Value Description: Distinctive grouping of Edwardian buildings along the south side of Kennedy Street West.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 21 Kennedy Street West Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 1 Plan 131

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Hipped roof. Brick voussoirs.

Date Identified/Listed: 1988

Date/Era Constructed: c.1913

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Fair Condition Notes:

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Former residence of Gertrude Bull (widow) 1957

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No
Maintains the Character of the Area: Yes
Supports the Character of the Area: No
Is Important in its Physical Link to its Surroundings: No
Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: Yes Is Important in its Historical Link to its Surroundings: No Contextual Value Description: Distinctive grouping of Edwardian

buildings along the south side of Kennedy Street West.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 29 Kennedy Street West Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 45 Plan 246

Property Description

Heritage Attributes: Dwelling and Outbuilding

Heritage Attributes Notes: Intersecting gabled roof, front porch with wood posts. Stone sills and lintels, fanlight on front open gable. Octagonal window opening. "The Fry Smith House".

Date Identified/Listed: 1988

Date/Era Constructed: c.1915 Date Range: 1910

Architectural Style/Influence: Edwardian

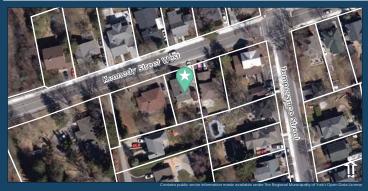
Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Charles Fry (King City insurance agent) purchased 2.4 hectares of land, sub-divided and constructed residences. 1927 dwelling rented to tenants, 1928 sold to Cyrus Dunham. Maud Dunham and William McCarl sold the property in 1950. Former residence of Donald Smith (baker - Scanlon) and Florence Smith (1957)

Contextual Value: Moderate

Supports the Character of the Area: Yes

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)

Defines the Character of the Area: No

Maintains the Character of the Area: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 76 Spruce Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 37 Plan 5

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Hip roof with front gable.

Date Identified/Listed: 1988

Date/Era Constructed: c. 1915

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description: Representative of Edwardian

style.

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: The dwelling was built in 1915, significantly after Doan registered the subdivision in 1865.

Contextual Value: Moderate

Neighbourhood Group: Spruce Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

ls a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

Is a Landmark: No

AURORA HERITAGE REGISTER REVIEW

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 77 Spruce Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 4 Plan 67

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Hip roof, dormer.

Date Identified/Listed: 1988

Date/Era Constructed: c. 1912

Architectural Style/Influence: Edwardian

Mature Tree(s): Yes

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description:

Contextual Value: Moderate

Neighbourhood Group: Spruce Street

Defines the Character of the Area: No Is

Maintains the Character of the Area: No

Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No

Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 79 Spruce Street Property Number (PIN): Current Owner:

Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 3 Plan 67

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Hip roof, Dormer. Similar style to 87, 85, 83, and 81 Spruce.

Date Identified/Listed: 1988

Date/Era Constructed: c.1911

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent

Condition Notes: Exterior addition, front porch enclosed.

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No Significant Activity: No Significant Person: Yes Significant Event: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No Significant Theme: Yes

Significant Theme Description: Associated with Michael Shulman a prominent house builder in Aurora who built 5 ornamental concrete brick houses on the street.

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria

Historical/Associative Value Description: Michael Shulman is known for constructing this house in 1911. Shulman is suspected to have built 37 houses throughout Aurora which contributed to the growth of the town in the early 20th century.

Contextual Value: Moderate

Neighbourhood Group: Spruce Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

Is a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description: The 5 houses that Shulman built are of similar scale and style, made of ornamental concrete brick. Collectively these houses contribute to the character of the area.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 80 Spruce Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 35 Plan 5

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Dormer, hip roof, covered porch/portico.

Date Identified/Listed: 1988

Date/Era Constructed: c. 1915 Date Range: 1910

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent

Condition Notes: Rear addition, updated windows

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Contributes to the Understanding of the Community/Culture: No Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Dwelling built in 1915, significantly after Doan registered the subdivision in 1865.

Contextual Value: Minimal

Neighbourhood Group: Spruce Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

ls a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 81 Spruce Street Property Number (PIN): Current Owner:

Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 2 Plan 67

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Hip roof, Dormer. Similar style to 87, 85, 83, 79 Spruce.

Date Identified/Listed: 1988

Date/Era Constructed: c.1911

Architectural Style/Influence: Edwardian

Mature Tree(s): Yes

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent **Condition Notes:**

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: Yes Contributes to the Understanding of the Community/Culture: No Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: Yes

Significant Theme Description: Associated with Michael Shulman a prominent house builder in Aurora who built 5 ornamental concrete brick houses on the street.

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria

Historical/Associative Value Description: Michael Shulman is known for constructing this house in 1911. Shulman is suspected to have built 37 houses throughout Aurora which contributed to the growth of the town in the early 20th century.

Contextual Value: Moderate

Neighbourhood Group: Spruce Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

Is a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description: The 5 houses that Shulman built are of similar scale and style, made of ornamental concrete brick. Collectively these houses contribute to the character of the area.

Date: April 25, 2022

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 83 Spruce Street Property Number (PIN): **Current Owner:**

Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 1 Plan 67

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Hip roof, Dormer. Similar style to 79, 81, 85, 87 Spruce.

Date Identified/Listed: 1988

Date/Era Constructed: c.1911

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent

Condition Notes: Note that this house has retained its integrity to a greater degree given that it has not been painted.

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No Significant Activity: No Significant Person: Yes Significant Event: No

Contributes to the Understanding of the Community/Culture: No Reflects Work/Ideas of a Person Significant to the Community: No Significant Theme: Yes

Significant Theme Description: Associated with Michael Shulman a prominent house builder in Aurora who built 5 ornamental concrete brick houses on the street.

Historical/Associative Value Description: Michael Shulman is known for constructing this house in 1911. Shulman is suspected to have built 37 houses throughout Aurora which contributed to the growth of the town in the early 20th century.

Contextual Value: Moderate

Neighbourhood Group: Spruce Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

Is a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description: The 5 houses that Shulman built are of similar scale and style, made of ornamental concrete brick. Collectively these houses contribute to the character of the area.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 84 Spruce Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 36 Plan 5

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Dormer, hip roof, covered verandah

Date Identified/Listed:

Date/Era Constructed: c. 1915 Date Range: 1910

Architectural Style/Influence: Edwardian

Mature Tree(s): Yes

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description: Representative of Foursquare

style

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Dwelling was built in 1915, significantly after Doan registered the subdivision in 1865.

Contextual Value: Minimal

Neighbourhood Group: Spruce Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

ls a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 85 Spruce Street Property Number (PIN): Current Owner:

Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 1 Plan 67

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Hip roof, Dormer. Similar style to 79, 81, 83, 87 Spruce.

Date Identified/Listed: 1988

Date/Era Constructed: c. 1911

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes High Degree of Craftsmanship/Artistic Merit: No

High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: Yes Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: Yes

Significant Theme Description: Associated with Michael Shulman a prominent house builder in Aurora who built 5 ornamental concrete brick houses on the street.

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Michael Shulman is known for constructing this house in 1911. Shulman is suspected to have built 37 houses throughout Aurora which contributed to the growth of the town in the early 20th century.

Contextual Value: Moderate

Neighbourhood Group: Spruce Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

ls a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description: The 5 houses that Shulman built are of similar scale and style, made of ornamental concrete brick. Collectively these houses contribute to the character of the area.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 87 Spruce Street Property Number (PIN): Current Owner:

Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 1 Plan 67

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Dormer, hip roof, front porch likely

enclosed in 20th century.

Date Identified/Listed: 1995

Date/Era Constructed: c. 1911

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Poor

Risk Notes:

Condition: Fair

Condition Notes: The original concrete block facade has been covered with siding.

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: Yes Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: Yes

Significant Theme Description: Associated with Michael Shulman who was a prominent builder, who built 5 ornamental concrete brick houses on the street.

Historical/Associative Value Description:

Contextual Value: Moderate

Neighbourhood Group: Spruce Street Defines the Character of the Area: No

Maintains the Character of the Area: No Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description: The 5 houses that Shulman built are of similar scale and style, made of ornamental concrete brick.

Is a Landmark: No

Collectively these houses contribute to the character of the area.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 126 Temperance Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 46 Plan 246

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Cuvilnear porch/verandah with wood columns. Semicircular Bay window with ribbon windows. Original window openings.

Date Identified/Listed: 1995

Date/Era Constructed: c.1914 Date Range: 1

Architectural Style/Influence: Edwardian

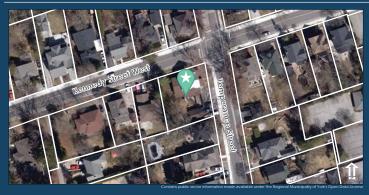
Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1920s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Significant Person: Yes
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No
Significant Theme: No

Significant Theme Description: Building constructed in the early 20th century. Comparison with 1970 aerial detail reveals that some parts of the building may be later additions (see comparison between 1970 and 2020 aerial).

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Associated with Thomas Swindle (owned the property from 1948 to 1973), leader in community recreational activities, for whom "Tom's Park" in northwest Aurora was named.

Contextual Value: Moderate

Contextual Value Description:

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No
Maintains the Character of the Area: No
Supports the Character of the Area: Yes
Is Important in its Physical Link to its Surroundings: No
Is Important in its Functional Link to its Surroundings: No
Is Important in its Visual Link to its Surroundings: No
Is Important in its Historical Link to its Surroundings: No

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 134 Temperance Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 44 Plan 246

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Four Square, front porch with wood classical columns. Stone sills. Large hippped centred bay sunroom. Wood dentiling details along porch roofline.

Date Identified/Listed: 1988

Date/Era Constructed: N/A Date Range: Early 20th Century

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Fair Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: Early 20th Century Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description: Enclosed second storey verandah/sun porch.

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Former residence of Hugh McCrimmon (biologist) and Irene McCrimmon (1957)

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)

Defines the Character of the Area: No

Maintains the Character of the Area: No

Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No

Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 137 Temperance Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 60 Plan 246

Property Description

Heritage Attributes: Dwelling and Outbuilding

Heritage Attributes Notes: Front porch with wood columns. Open gable intersecting with hipped roof. Stone lintels and sills.

Date Identified/Listed: 1988

Date/Era Constructed: c.1908

Architectural Style/Influence: Combination

Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1900s Design/Physical Value Description: Note: LACAC notes describe construction date as 1908 (1988 document) and 1922 (1995 document) see attached. Needs further confirmation.

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description:

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No Is a Landmark: No
Maintains the Character of the Area: No
Supports the Character of the Area: Yes
Is Important in its Physical Link to its Surroundings: No

Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 138 Temperance Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 43 Plan 246

Property Description

Heritage Attributes: Dwelling and Outbuilding

Heritage Attributes Notes: Large front porch with brick columns. Stone lintels and sills. Two storey read addition. Open gables intersecting hipped roof. Small stained glass window on front elevation.

Date Identified/Listed: 1995

Date/Era Constructed: N/A

Date Range: 20th Century

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 20th Century Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No
Significant Theme:

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Former residence of Charles A. Fry, Insurance agent (1957)

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No
Maintains the Character of the Area: No
Supports the Character of the Area: Yes
Is Important in its Physical Link to its Surroundings: No

Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 139 Temperance Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 62 Plan 246

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Medium pitched open gable roof. Low pitched open gable porch roof. Front porch with brick columns and wood column supports. Stone foundation.

Date Identified/Listed: 1988

Date/Era Constructed: c.1910

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Fair
Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description: Representative example of an

Edwardian dwelling.

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Former residence of Murray Duncan (bus driver) and Ronald Duncan (hospital employee) - 1957

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No
Maintains the Character of the Area: No

Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: No
Is Important in its Historical Link to its Surroundings: No

Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 142 Temperance Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 42 Plan 246

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Front porch with brick columns and wood porch supports. Bay windows on second storey. Stone lintels and sills.

Date Identified/Listed: 1988

Date/Era Constructed: c.1915 Date Rar

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Fair Condition Notes:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: No Significant Person: No

Contributes to the Understanding of the Community/Culture: No Reflects Work/Ideas of a Person Significant to the Community: No Significant Thomas Yes

Significant Theme: Yes

Significant Theme Description: Located along Temperance, part of the Kennedy Street neighbourhood. Associated with lots subdivided by Jarvis post 1835 and the mix of urban residential and industrial land uses.

Historical/Associative Value Description: Former residence of Arthur L. and Olda Coon (retired) - 1957

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No Is a Landmark: No

Maintains the Character of the Area: No Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 143 Temperance Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 63 Plan 246

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Open gabled roof. Front porch with brick columns and wood porch supports. Painted stone lintels/ headers and sills.

Date Identified/Listed: 1988

Date/Era Constructed: N/A Date Range: 1910

Architectural Style/Influence: Edwardian

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes High Degree of Craftsmanship/Artistic Merit: No

High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Minimal

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description:

Contextual Value: Moderate

Neighbourhood Group: Kennedy St (Lot 79 Con 1 West of Yonge St)
Defines the Character of the Area: No Is a Landmark: No
Maintains the Character of the Area: No
Supports the Character of the Area: Yes
Is Important in its Physical Link to its Surroundings: No
Is Important in its Functional Link to its Surroundings: No
Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 59 Tyler Street Property Number (PIN): Current Owner:

Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 27 Plan 9

Property Description

Heritage Attributes: Building

Heritage Attributes Notes: Intersecting hipped roof, centred entry. Brick voussoirs.

Date Identified/Listed: 1988

Date/Era Constructed: c.1874

Architectural Style/Influence: Regency

Mature Tree(s): No

Risk: No Integrity: Excellent

Risk Notes:

Condition: Fair **Condition Notes:**

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Major

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1870s Design/Physical Value Description: Well preserved example of a

Regency era cottage.

Historical/Associative Value: Major

Significant Organization/Institution: No Significant Activity: No Significant Person: Yes Significant Event: No Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No Significant Theme: Yes

Significant Theme Description: Associated with the Alexandra Park subdivision (Plan 30) and residential lots created by A. A. Conover circa 1912, and the buildings constructed between 1912 and the mid. 20th century;

Also assocaited with early Plan 9 "Lynn's Plan", pre-confederation.

Historical/Associative Value Description: Property likely included a frame dwelling as early as 1850s. Land was owned by members of the Machell family, and used by Edwin Machell. After the death of Edwin Machell, the land was owned by Walter Machell (c. 1879) who tore down the wood frame structure and constructed the existing building using bricks from his brickyard. Site of a brickworks established by Walter Machell c. 1874. Indirectly associated with Richard Machell.

Contextual Value: Moderate

Neighbourhood Group: Tyler Street (Lot 80 Con 1 West of Yonge St) Defines the Character of the Area: No Is a Landmark: No

Maintains the Character of the Area: No Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: Yes

Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: Yes

Contextual Value Description: Located adjacent to the creek and

riverbed which provided clay for brick making.

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 9 Wellington Street East Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: Yes

Legal Description: Lot 145 Plan 246

Property Description

Heritage Attributes: Commercial Building

Heritage Attributes Notes: Brick Victorian building with parapet wall. Dentil brick mouldings along roofline that wraps along the east and west elevation. Cornicing dividing lower storefront from upper storey. Semi-circular arched voussoirs are located on the upper window openings.

Date Identified/Listed: 1986

Date/Era Constructed: c.1885 Date Range: 1880

Architectural Style/Influence: Late Victorian

Mature Tree(s): No

Risk: Yes Integrity: Fair

Risk Notes: Within the Aurora Promenade Secondary Plan Area

Condition: Poor

Condition Notes: The integrity remains, however, the building appears to have been ill-maintained over the years causing spalling bricks and cracks in mortar which would require repair. Brick has been painted which is deteriorating in areas. Windows and doors have been replaced (i.e. original shop-front windows and door)

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No
Unique: No
High Degree of Craftsmanship/Artistic Merit: No
Representative: Yes

High Degree of Technical/Scientific Achievement: No

Date Range: 1880s Design/Physical Value Description: Commercial Victorian building with front facade parapet wall and dentil brick mouldings along roofline. Semi-circular arched voussoirs remain on upper window openings. Cornicing dividing store front and upper level. Note: building roof severely damaged by fire in June 2021 (parapet

Historical/Associative Value: *Moderate*

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: Yes Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No Significant Theme: Yes

Significant Theme Description: Associated with theme of commercial development in the downtown Commercial core of Aurora and buildings constructed in the mid. to late 19th century;

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: The building had been used as butcher shop for a century. The Knowles Family in particular owned the building for over 90 years. Butcher shop owners include: Knowles, Perkins, Caldwell and Tayson. Building constructed by W. J. Knowles for his business W.J. Knowles & Son Fresh and Salt Meats which was established in 1881. W.J. Knowles served as a Councillor for the Town from 1890-1897, 1899-1903, 1905-1906 and Reeve between 1907-1919 and mayor.

Contextual Value: Moderate

Neighbourhood Group: Downtown Aurora (Yonge Street)

Defines the Character of the Area: No Is a Landmark: No Maintains the Character of the Area: No

Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 21 Wellington Street East Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 148, Plan 246

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: 1925 Georgian Revival or Classical Revival

Date Identified/Listed: 1986

Date/Era Constructed: c. 1925 Date Range: 1920

Architectural Style/Influence: Period Revival

Mature Tree(s): No

Risk: Yes Integrity: Excellent

Risk Notes: Within the Aurora Promenade Secondary Plan Area

Condition: Excellent Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1920s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Significant Person: Yes
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No
Significant Theme: Yes

Significant Theme Description: Associated with the construction of grand estate homes along Wellington Street in the 19th century;

Photo Documentation



Recommendation

Major Value - Major Value (and/or) at Risk, Proritize for Part IV Designation Historical/Associative Value Description: Constructed by Page & Warrington of Toronto (distinguished architects). Constructed for medical doctor, Clifford Devins; Associatd with Devins, former Mayor and Town Councillor (also see: Devins Orchard).

Contextual Value: Moderate

Neighbourhood Group: Wellington Street Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes

ls a Landmark: No

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: Yes

Is Important in its Historical Link to its Surroundings: No Contextual Value Description: The house is part of a group of three

similar Georgian houses that sit in a row;

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 19, 35 and 37 Wellington Street West Heritage Status: Listed Property Number (PIN): Designation By-law: Current Owner: Wood Plaque: No

Legal Description: Plan 9

Property Description

Heritage Attributes: Building

Heritage Attributes Notes: Industrial building complex now used commercially. Various sections of the building, some of the Victorian era and others 20th century. Victorian sections include decorative brickwork (dentilling) some original window openings, brick voussoirs. Rear outbuilding cinder block. c.1859 agricultural foundry?

Date Identified/Listed: 1988

Date/Era Constructed: (various)

Date Range: N/A

Architectural Style/Influence: Combination

Mature Tree(s): No

Risk: Yes Integrity: Fair

Risk Notes: Within the Aurora Promenade Secondary Plan Area

Condition: Fair

Condition Notes: Property includes additions. However, building and property includes remains of original buildings. Many parts of the 19th century portions have been painted. Condition seems fair but largely not able to be assessed from the public realm.

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: N/A Design/Physical Value Description:

Historical/Associative Value: Major

Significant Organization/Institution: No Significant Activity: Yes Significant Event: No Significant Person: Yes

Contributes to the Understanding of the Community/Culture: No Reflects Work/Ideas of a Person Significant to the Community: No Significant Theme: Yes

Significant Theme Description: Associated with the industrial/commercial hub of 19th century Aurora and Wellington Street, East of Yonge.

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description:

Contextual Value: Moderate

Maintains the Character of the Area: Yes Supports the Character of the Area: No

Is Important in its Physical Link to its Surroundings: Yes Is Important in its Functional Link to its Surroundings: Yes

Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: Yes

Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 15018 Yonge Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 6 Plan 131

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Former dwelling used as commercial

building. Semicircular Bay. Brick voussoirs.

Date Identified/Listed: 1988

Date/Era Constructed: c.1915 Date Range: 1910

Architectural Style/Influence: Queen Anne

Mature Tree(s): No

Risk: Yes Integrity: Fair

Risk Notes: Within the Aurora Promenade Secondary Plan Area

Condition: Excellent

Condition Notes: Cobbleatone wall in poor condition with

unsympathetic repairs.

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1910s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No Significant Activity: No Significant Event: No Significant Person: Yes Contributes to the Understanding of the Community/Culture: No

Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Noted as being constructed by Benjamin Stephenson (Edwardian), who may have resided next door (to the south at 15010 Yonge).

Is a Landmark: No

Contextual Value: Moderate

Neighbourhood Group: Downtown Aurora (Yonge Street)

Defines the Character of the Area: No Maintains the Character of the Area: No

Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No

Is Important in its Physical Link to its Surroundings. No

Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No

Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 15120 Yonge Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 3 Plan 9

Property Description

Heritage Attributes: Commercial Building Heritage Attributes Notes: The Atkinson House

Date Identified/Listed: 1988

Date/Era Constructed: c.1880 Date Range: 1880

Architectural Style/Influence: Altered (unknown)

Mature Tree(s): No

Risk: Yes Integrity: Poor

Risk Notes: Within the Aurora Promenade Secondary Plan Area

Condition: Fair Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Minimal

Rare: No Early (pre-1867): No Unique: No Representative: No

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1880s Design/Physical Value Description: Note that there are references to the construction of the building c.1850. Considerable alterations to building - roof raised, removal of original window and door openings, or alteration of materials and features.

Historical/Associative Value: Major

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No
Significant Theme: Yes

Significant Theme Description: Associated with theme of commercial development in the downtown Commercial core of Aurora and buildings constructed in the mid. to late 19th century;

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: May have originally been constructed for industrial/commercial use and converted back and forth through the years. W. Atkinson served as member of Council 1875. FIP 1913 indicates property included a Blacksmith Shop

Contextual Value: Moderate

Neighbourhood Group: Tyler Street (Lot 80 Con 1 West of Yonge St)
Defines the Character of the Area: No
Maintains the Character of the Area: No
Supports the Character of the Area: Yes
Is Important in its Physical Link to its Surroundings: No
Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: No Is Important in its Historical Link to its Surroundings: No Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 15054 Yonge Street Property Number (PIN): Current Owner: Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 57 Plan 246

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: The Lundy House (H.D. Lundy, Mayor 1889, 1990)

Pedimented centred porch, low pitched open gabled roof with decorative bargeboard and box ends. Bay window.

Date Identified/Listed: 1977

Date/Era Constructed: c.1866 Date Range: 1860s

Architectural Style/Influence: Combination

Mature Tree(s): No

Risk: Yes Integrity: Poor

Risk Notes: Within the Aurora Promenade Secondary Plan Area

Condition: Fair
Condition Notes:

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Minimal

Rare: No Early (pre-1867): No Unique: No Representative: No

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1860s Design/Physical Value Description: Integrity has been compromised - architectural design difficult to confirm. 1988 LACAC notes suggests

"Ontario House"

Historical/Associative Value: Major

Significant Organization/Institution: No
Significant Event: No
Significant Event: No
Significant Person: Yes
Contributes to the Understanding of the Community/Culture: No
Reflects Work/Ideas of a Person Significant to the Community: No
Significant Theme: No

Significant Theme Description:

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria Historical/Associative Value Description: Associated with H.D. Lundy, Mayor (1889, 1890)

Contextual Value: Moderate

Neighbourhood Group: Downtown Aurora (Yonge Street)

Defines the Character of the Area: No Is a Landmark: No Maintains the Character of the Area: No

Supports the Character of the Area: Yes

Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No

Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description:

PROPERTY EVALUATION SHEET - DRAFT



General Information

Address: 71 Connaught Avenue Property Number (PIN): **Current Owner:**

Heritage Status: Listed Designation By-law: Wood Plaque: No

Legal Description: Lot 89 Plan 120

Property Description

Heritage Attributes: Dwelling

Heritage Attributes Notes: Note: Contemporary windows, original windows removed. Existing windows in a similar style as Craftsman/ Arts & Crafts.

Date Identified/Listed: 1988

Date/Era Constructed: c.1925

Architectural Style/Influence: Arts and Crafts

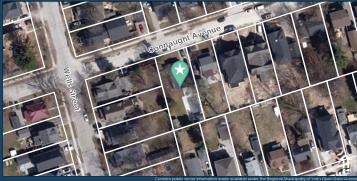
Mature Tree(s): No

Risk: No Integrity: Fair

Risk Notes:

Condition: Fair **Condition Notes:**

Map



Ontario Regulation 9/06 Assessment

Design/Physical Value: Moderate

Rare: No Early (pre-1867): No Unique: No Representative: Yes

High Degree of Craftsmanship/Artistic Merit: No High Degree of Technical/Scientific Achievement: No

Date Range: 1920s Design/Physical Value Description:

Historical/Associative Value: Moderate

Significant Organization/Institution: No Significant Activity: No Significant Person: No Significant Event: No Contributes to the Understanding of the Community/Culture: No Reflects Work/Ideas of a Person Significant to the Community: No

Significant Theme: Yes

Significant Theme Description: Associated with the second wave of development of the Southeast Old Aurora neighbourhood and the former "Rosemount" community (i.e. south of Harrison Avenue) and buildings constructed in this era;

Photo Documentation



Recommendation

Moderate Value - Remain on the Register, Meets the Criteria

Historical/Associative Value Description: Former home of Ada and Norman Johnson (school principal) (1957). Prominent Citizens, Norm is a member of the Aurora Hall of Fame. Ada was one of the first female doctors.

Is a Landmark: No

Contextual Value: Moderate

Neighbourhood Group: Southeast Old Aurora Defines the Character of the Area: No Maintains the Character of the Area: No Supports the Character of the Area: Yes Is Important in its Physical Link to its Surroundings: No Is Important in its Functional Link to its Surroundings: No Is Important in its Visual Link to its Surroundings: No

Is Important in its Historical Link to its Surroundings: No

Contextual Value Description:



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

Town of Aurora **General Committee Report**No. PDS23-126

Subject: Strategies for Minimizing Negative Impacts of Residential Infill

Construction

Prepared by: Wm. Jean – Manager Building Division/CBO

Department: Planning and Development Services

Date: October 3, 2023

Recommendation

1. That Report No. PDS23-126 be received for information.

Executive Summary

The purpose of this report is in response to Council's request 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 for new building construction in established residential areas.

This report provides information and strategies regarding nuisance issues on infill residential properties.

- Residential infill development is building activity in established residential neighbourhoods.
- Residential infill development may create nuisance issues and existing legislation on the issues needs to be reviewed.
- Dust from construction can cause a nuisance to the neighbourhood.
- A Departmental procedure has been established to deal with vibration issues for both Planning Act developments and non Planning Act developments.

- Strategies have been established for minimizing negative impacts of residential construction.
- A Pre-Screening Questionnaire for construction or demolition has been created.
- Creation of a Residential Infill Website
- Improve communication with residents with the implementation of a Residential Infill Construction Site Public Notice.
- Review the current Enforcement and Penalties practices.

Background

On May 25, 2021, Council directed staff to review our existing by-laws and provide a report to Council on possible improvements, including penalties, which would benefit affected residents for construction of new builds in older residential areas due to nuisance issues during construction such as noise, vibrations, and dust.

Analysis

Residential infill development is building activity in established residential neighbourhoods.

Residential infill housing for the purposes of this report consists of the following scenarios:

- construction of a new house on a vacant lot
- demolition of an existing house and construction of a new house on an existing lot
- demolition where there is no proposed construction of a replacement new house
- the construction of an addition or additions to an existing house where the combined total area of the additions is 100 square metres or more

Residential infill development is an important process which allows the built environment of the Town's existing neighbourhoods to continually evolve. The Town, its residents and builders are all partners in this on-going process. When demolition and construction activity increases, the potential for negative impacts associated with the process increases as well. This is especially the case in existing neighbourhoods. A

survey was performed seeking information from a number of Ontario municipalities on their practices. The results on listed in Attachment 1.

Residential infill development may create nuisance issues and existing legislation on the issues needs to be reviewed.

The process of demolishing a house in existing neighbourhoods and constructing a new house creates challenges for both the neighbourhood and the builder. Residents who reside in close proximity to construction sites can be negatively impacted by nuisance issues such as noise, vibration, dust, debris, property standards and the parking of cars and construction vehicles on the street and on the right of way. Builders, when working in a very closed environment face these issues with how construction affects existing properties. This results in Town staff having to deal with complaints from the neighbourhood residents. With the increase in construction activity in established neighbourhoods, there is more impact. The Building Division is usually the first point of contact when construction site issues arise. The Building Inspector will normally discuss the issue with the builder to gain voluntary compliance. However, if enforcement is necessary, the matter is referred to the appropriate Division to resolve the matter.

Dust from construction can cause a nuisance to the neighbourhood.

Dust from construction activity is generally caused by cutting stone, rock, concrete, tile and insulation. Also, significant volumes of dust are created during demolition and excavation. These activities happen not only on residential infill projects, but also for a simple landscaping project to install tiling or concrete on a driveway or walkway.

Nuisance dust, created by residential construction activities, is currently unregulated in the Town. Several Provincial Ministries are responsible for dust-related issues and concerns. Through the *Environmental Protection Act*, the Ministry of the Environment and Climate Change (MOECC) regulates contaminants released to the natural environment by industrial and commercial facilities. These facilities must apply for an environmental approval through the MOECC. Facilities that have air emissions, including particles emitted into air such as dust, must comply with Ontario's Local Air Quality Regulation (O.Reg 419/05). This regulation does not apply to residential construction activities. The local Board of Health may investigate general dust complaints if a complainant indicates a possible health hazard. Public Health Inspectors then investigate the complaint to determine if a health hazard exists. Under the Health Protection and Promotion Act, they may also notify the MOECC of the complaint and investigate if there are environmental concerns. The *Occupational Health and Safety*

Act regulates dust if it is a hazard to workers and requires that either dust be adequately controlled or that workers are given personal protective equipment. The *Environmental Protection Act* regulates dust produced in facilities and generally does not address construction dust.

There are no general regulations regarding construction dust in the Town's Property Standards Bylaw for projects, such as some home construction, home renovations, and landscaping work that usually produce dust at low levels. The following are the number of dust related complaints for the past five years.

Table 1: Construction Dust Complaint Data from Town of Aurora By-law Enforcement Division

	2017	2018	2019	2020	2021	2022	Total
Construction dust-related complaints	4	2	2	4	8	12	32

A survey was conducted with 22 Ontario municipalities to determine their practices on dust mitigation measures. This survey is attached to this report as Attachment 1. The approach taken to regulate dust from residential buildings varies for each municipality examined.

Due to the low number of dust complaints, it is recommended that the current complaint process be maintained.

A Department procedure has been established to deal with vibration issues for both Planning Act developments and non Planning Act developments.

Vibrations emanate from two general types of development: i) development that is permitted under the Planning Act (e.g., residential subdivisions and any other large developments, and ii) non-Planning Act development (e.g., driveway repaving, parking lot paving).

The Town currently does not have a Vibration Policy to address vibration issues from Planning Act developments or non-Planning developments such as additions or new construction in residential areas.

Development Applications through the Planning Act

In general, vibration issues are a civil matter between the complainant and the person(s) allegedly causing the vibration issue. The Town's Building Bylaw currently has a clause where the Chief Building Official may require a Vibration Study prior to the issuance of a building if he/she deems the construction method may cause vibration issues on neighbouring lands. Further, it is proposed that the Town establish a Vibration Departmental Practice for Planning Act developments (Attachment 3). This will be included in the Town's Site Plan Control Application Guide. It will involve the activities that can cause vibrations, the impacts that vibrations can have, the challenges of regulating vibrations, and the range of sensitivity to vibration that people can experience. The Practice will set out vibration limits depending on the types of structures that may be impacted by the anticipated vibrations. This requirement will be included in Site Plan Control and Development Agreements.

Under this Practice, proponents of development applications are required to provide a "Vibration Impact Assessment," prepared by a Professional Engineer. Based on the construction methods that would be employed, this assessment would estimate the vibrations that would be caused. The assessment would demonstrate what vibrations might be expected within a "zone of influence."

The Practice would set limits on vibration as set out in the below Table, which vary depending on whether the vibrations caused were expected to impact buildings which are considered more sensitive to vibration impacts. These values are recommended limits normally used in Canada in assessing the limit when a building is affected by vibrations. There are no specific standards for vibrations in Canada. These vibration limits are taken from the City of Toronto Vibration Control Bylaw.

- 1. For dwellings with concrete foundations, wood framed, drywall finish or equivalent, the maximum Peak Particle Velocity (PPV) is 5 mm/sec.
- 2. For structures that are particularly sensitive to vibrations due to their age or construction technique the maximum Peak Particle Velocity (PPV) is 3 mm/sec.

Peak Particle Velocity (PPV) is the favoured method to determine if vibration due to construction will cause damage to a building. To provide a perspective on these values, the following are vibration levels and their effects:

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Vibration Level	Effect
0.14 mm/s	Vibration might be just perceptive in the most sensitive situations for most vibration frequencies associated with construction. At lower frequencies, people are less sensitive to vibrations.
0.3 mm/s	Vibration might be just perceptive in residential environments.
1.0 mm/s	It is likely that vibration of this level in residential environments will cause complaint but can be tolerated if prior warning and explanation has been given to residents.
10 mm/s	Vibration is likely to be intolerable for any more than a very brief exposure to this level.

Based on this data, it is noted that at a PPV of 0.3 mm/s, people will perceive vibrations. However, it would take a vibration energy of 17 times or 5 mm/s to potentially cause any damage to a building.

Construction Applications not requiring Planning Approvals

The following outlines three options for consideration to address vibration from construction not requiring Planning approval.

Take no action and continue to monitor vibration complaints.

Due to the low number of vibration complaints received for non-Planning Act developments, no further action may be necessary from the Town at this time. Information from the Bylaw Enforcement Division has indicated that over the past 2 years there has been only three (3) vibration complaints. Staff would take an educational approach to vibration complaints to achieve voluntary compliance with contractors or property owners directly. In the event that damage is sustained to an adjacent property due to vibration, property owners would need to pursue the matter through the courts.

2. The Town's Noise By-law to be amended to include vibration control.

Many municipalities have vibration control incorporated into their Noise By-law. The City of Toronto has established a Vibration Control Bylaw under the Toronto Municipal Code,

which requires a Vibration Control Form as part of the building permit application package. The Vibration Control Form is primarily for building and structures from construction and demolition and does not address vibration impacts from non-Planning Act development (e.g. driveway or parking lot paving).

The Region of York municipalities were surveyed to determine on how they deal with vibration issues from construction activities on non-Planning Act developments within their communities. All York municipalities regulate sound, vibration, or nuisance that cause disturbance to residents directly through their Noise By-laws except for the Town of Newmarket and the Town of Aurora.

The definition of "sound" within the by-law is, "the sensation produced by stimulation of the organs of hearing by vibrations transmitted through the air or other medium." In order to properly enforce vibration under the Noise By-law, an amendment to the definition of "sound" will be required. In addition to this amendment, new regulations will need to be proposed to meet the compliance objectives of the By-law.

Under this option, Council would also have an opportunity to increase regulations specifically pertaining to vibration. This could include by-law provisions which requires vibration to be monitored on large sites that employ construction methods which can result in vibrations being transmitted to neighbouring properties. Other vibration-producing activities (e.g. pile driving) on smaller residential sites could also be clearly established within the regulations of the by-law. Should Option 3 be pursued, an updated Noise By-law would be prepared and presented to Council at a future date.

However, due to the low number of vibration complaints received for non-Planning Act developments, it is recommended that the status quo be continued, and no further action is necessary from the Town at this time. Town staff would continue to monitor complaints received in relation to vibration for non-Planning Act developments. Staff would take an educational approach to vibration complaints to achieve voluntary compliance with contractors or property owners directly. In the event that damage is sustained to an adjacent property due to vibration, property owners would need to pursue the matter through the courts. Research was done by reviewing the best practices of other municipalities and it should be noted that the procedures to be implemented are the same as currently used by the Town of Newmarket.

Strategies have been established for minimizing negative impacts of residential construction.

The following will be a number of recommendations for a comprehensive interdivisional strategy to address the issues associated with the construction and demolition of residential buildings in existing neighbourhoods. These proposed recommendations procedures will minimize nuisance issues such as garbage, dust and impacts on the street.

The overall objective is to minimize the impact of residential infill construction activity by implementing new procedures and policies. The goal is also to improve communication with residents.

Research was done by reviewing the best practices of other municipalities and it should be noted that the procedures to be implemented are the same as currently used by the City of Toronto.

A Pre-Screening Questionnaire for construction or demolition has been created

In 2019, after consultations between the Building Division and Operations Division, a Pre-Screening Questionnaire was created (Attachment 2 to this report). This is to ensure that permit holders who may wish to use the Town's Right of Way obtain the necessary Road Occupancy Permit from Operations to utilize Town lands during construction and to post securities in the event damage is done to Town lands. Since the implementation of this questionnaire, the number of incidents regarding damaged Town lands have significantly decreased.

Creation of a Residential Infill website

To provide information and to further communicate with the Public, an online source for residential infill will be created in the Building Division website. On this site, residents can get details of the proposed construction, as well as, providing information on the Town's Residential Infill property.

Improve communication with residents with the implementation of a Residential Infill Construction Site Public Notice

Currently, the building permit placard is the only on-site communications tool to provide the public with basic information about a residential infill project. Builders often post their company name and information on-site; however, there is nothing to provide the public with guidance on how they can obtain further information (such as the permit

search website) on the Town approvals related to the project. As a result, the public does not have immediate information which can help them understand the construction project and resolve issues should they arise.

The objective of the proposed residential infill construction site public notice is to provide the public with a gateway to "real time" information concerning the Town's approvals and enforcement activities.

The Building Code requires only that the permit be posted on site. It does not authorize the inclusion of additional information on the permit placard. There is a positive obligation on the Chief Building Official to issue the permit if all applicable law as defined by the Building Code has been met. A municipal by-law cannot interfere with this process, or conflict with the requirements of the *Building Code Act* or the Building Code. In keeping with the first principles of the infill initiative, the proposed requirements for the public notice to be posted as a construction site are intended to be run parallel with the permit process as a separate and distinct municipal requirement. The proposed Infill Notice will not in any way, nor is it intended to, regulate construction; rather, it has the purpose of disseminating key information regarding the project to the public.

A number of North American cities already require that construction sites contain notices, signs, or placards providing the public with information about the construction or demolition occurring on-site. The objectives of the proposed Infill Notice are consistent with the other jurisdictions; namely, to help foster clarity about the rules and support good construction practices for infill construction and disseminate information to the public. The content of the proposed public notice, including builder contact information and a rendering of the proposed construction, is also consistent with the requirements of other jurisdictions. It is recommended that the Building By-law be amended to reflect this new procedure.

Information contained on the proposed notice would include project-specific information such as:

- Site address
- Builder's company name
- Builder's working telephone number and email address
- Building permit number and date of issuance
- · Building general contact information

The notice would also contain information on areas such as tree protection, parking, dust, litter, and noise. Implementation of the Infill Notice will result in each residential

infill construction site containing information on the specific hours when the operation of equipment generating noise in residential areas is permitted. It has been designed to not only assist in communication with residents, but as an instrument to communicate construction practices, so that the project has a minimal impact on neighbours.

Part of the infill strategy is improved communication with the residents. The following actions will facilitate easy and understandable public access to information including:

The public notice shall be posted on-site where there is a permit to construct or demolish a building which meets the residential infill criteria. The proposed requirements set out that applicants for residential infill projects must submit project-specific information to the Building Division. The Division will then provide the applicants with a document (either electronic or non-electronic) containing the specific design and information for the public notice related to the infill project. The applicant will then be responsible for manufacturing, installing, and maintaining the public notice on-site in accordance with the provisions of the Building By-law.

Review the current Enforcement and Penalties practices

The Building Division is frequently the first point of contact for the public when a construction site issue arises. When a Building inspector addresses the issue onsite, compliance is often achieved following a verbal warning. Where subsequent enforcement is required for a nuisance-related issue, the Building Inspector refers the matter to the appropriate division to handle the matter, usually By-law Enforcement. Enforcement of orders, however, may be time consuming and sometimes relies on the court system to achieve compliance. For some issues, where the offence is continuing and more immediate enforcement is required, orders are not always the most effective tool. A potential strategy would be the greater use of tickets as an enforcement tool. Divisions of the Town such as By-law Enforcement, currently, use tickets issued by Provincial Offences Officers to enforce by-law infractions (e.g. parking) because they can be issued on the spot, with immediate impact. Increased use of tickets may be part of developing the proposed strategy for a more effective tool to gain compliance. However, based on the number of complaints received in the past, it is the recommendation that the status quo in enforcement be maintained.

Advisory Committee Review

Not Applicable.

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Legal Considerations

Pursuant to sections 128 and 129 of the Municipal Act, municipalities have authority to regulate and prohibit matters relating to noise, odour, vibration and public nuisances. The Town currently has a Noise By-law, which was recently updated, dealing with noise regulation. The Town's Occupancy and Encroachment of Highways By-law has prohibitions relating to fouling of highways. The Town does not currently have by-laws or other regulations dealing with matters of vibration or public nuisances. As discussed in the report, certain matters relating to dust and health hazards are regulated by the MOECC, MOL and the local Board of Health.

Financial Implications

Should Council recommend that staff increase enforcement as per Option 2 in this report, there will be incremental cost requirements to the Town including one-time costs for the purchase of necessary vibration monitoring equipment and ongoing operating costs for the training and certification of staff. If approved, these incremental costs will be included in the appropriate proposed capital or operating budget for Council's review and approval.

With regards to the Construction Site Public Notice, no fee is required. As these costs are expected to be minimal, the Building Division would absorb and manage any associated costs of providing this Notice to the applicant.

Communications Considerations

The Town will inform residents about the information contained in this report by posting it to the Town's website. If Council approves the recommendations in this report, the Building Division will work with the Communications team to create a Residential Infill webpage on aurora.ca, as well as the Residential Infill Construction Site Public Notice.

Strategies in this report if approved by Council will be posted on the Building Division's website.

Climate Change Considerations

While the intent of this report is to minimize affects of noise and vibration on adjacent properties due to construction and the recommendations contained herein do not directly affect carbon dioxide emissions, buildings and their construction together do

account for 36 percent of global energy use and 39 percent of energy-related carbon dioxide emissions annually, according to the United Nations Environment Program. The recommendations in this report do not impact the Town's ability to adapt to a changing climate.

Link to Strategic Plan

The recommendations support the Strategic Goal of Supporting Exceptional Quality of Life

Alternative(s) to the Recommendation

1. Council to provide direction.

Conclusions

With regards to dust, noise and vibration issues it is recommended that the current practices be maintained for these types of complaints due to the low amount received.

To address the issues of impact of nuisance issues on properties in proximity to established neighbourhoods, staff is recommending that a number of recommendations be put in place to ensure existing residents are minimally impacted and informed during infill residential construction.

Attachments

Attachment 1 - Survey of municipalities on Nuisance issues

Attachment 2 - Pre-Screening Questionnaire for Construction or Demolition

Attachment 3 – Departmental Practice – Vibration Assessment for Planning Developments

Previous Reports

N/A

Report No. PDS23-126

Pre-submission Review

Agenda Management Team review on September 14, 2022

Approvals

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment 1					
Survey of					
Municipalities -					
Nuisance Issues					
Municipality	Are there any demolition mitigation control requirements beyond what the BCA/OBC requests	If you seek any further Information about building material content, dust mitigation/ dust management plan etc., from the applicant and if so, under what authority?,	If there is anything else you do, e.g. notify neighbours prior to demolitions of large sites, get property standards involved	If you have a process to address demolition, who else do you involve? Health Department etc.	Other Comments
Ajax	No	No	No	We have a Utility Clearances form that we collect that confirms removal of the utility's meter/equipment	
Barrie	No	No	No	We do have a few internal sign offs we get (water , tax, heritage) prior to issuing the permit	
Belleville	No	No	No	issuing the permit	
Brampton	No				
Brantford	No				As such we do have issues/complaints regarding dust etc. which we refer to the ministry level.
Burlington	No	No	No		Hoping to revise our Building Bylaw to remove wording in relation to dust/debris and the need to contact MOE (MECP).
Caledon (via Dufferin)	No				The only issue from my past in Caledon was concerns of construction debris like Styrofoam floating in and around neighbourhoods where a demolition occurred. We contacted the MOL to investigate the site and they had the contractor clean up the debris.
Dufferin County	No				We have not had to deal with this concern being mostly rural.
Guelph	Not with regards to dust. We have a demolition control bylaw under the Planning Act requiring Council Approval (delegated to the GM of Planning) for the demolition of residential buildings.	No	No	Nothing with regards to dust. Prior to permit issuance we have a utility sign off sheet that needs to be submitted from Gas, Hydro and Water. Just confirming that they are aware and their services are set to be disconnected or already disconnected and in some cases removed. For properties identified as being of Heritage concern or Tree Removal By-law concern there are processes added for them to close, prior to permit issuance as well.	Complainants about dust, etc from the demolition site itself are advised to contact the MOL/MOE. Mud and dust on streets is handled by our Engineering / Public Works
Halton Hills	No	No. However, we do advise the applicant about contractors' obligation regarding removal or disposal of any hazardous materials	No	We ask for Heritage approval (Appl. Law) and also have internal Clearance requirement (re: hydro, gas, water sign offs).	
Kitchener	No			we require service disconnection acknowledgment from the various utility agencies	There is a disconnect on these demos similar to the disconnect on dealing with unsafe building that is listed under heritage.
London	No	No	No	No	

			1	1	1
Mississauga		the City (through the demo BP process) ensures that 'large' demo projects, which are subject to P.Eng. general review, will incorporate dust control measures in their demo plan. Some engineering demo plans already include information on dust control, however for those that don't, we ensure that something in this regard is included.		PEO Demolition guidelines included	potential liability concerns. If we ask for something we have to make sure we make it clear what our level of review and responsibility is going to be, i.e. are we only accepting the dust control plan and not approving it (in other words we are not reviewing it), are we doing a cursory review (of what items), do we forward the plan to another agency for approval (Health Unit), etc.
Newmarket	No	we do not even want to see non-applicable items like designated substance reports, vibration assessments or demolition management plans. Once you start accepting these there may be an implied liability on enforcement for which you have minimal (if any) protection under 31(1) of the BCA. As previously mentioned, other than in a few instances, the OBC does not regulate how work is performed.		We use a number of forms to mitigate our involvement in non OBC items and to ensure we process Demolition Permits within our mandated turnaround times (we address heritage review internally). Our Pre-screening Questionnaire form is used to assist Public Works (Operations) and Engineering Services with the enforcement of issues such as road occupancy, fill, etc. We advise both the applicant and these Departments to work together but don't require their approvals prior to the issuance of Demolition Permits. Where water/sewer service disconnects are involved we pick those up through Operations on our utility Acknowledgment Form. All Permits cov including H & S and environmental.	
Norfolk County Oshawa	No No	No No	No No		We had GM demolish their old factories on several blocks in our downtown several years ago. They setup air monitoring sensors around the site and put out flyers to all of the neighbourhoods. Any issues were handled by specially-assigned GM staff.
Peterborough	the only thing we do in addition to OBC permit requirements is a utility disconnect sign- off, which is a demo permit submission requirement in our Building Bylaw.				We have been reviewing environmental concerns on dust as well, our issues stem from the demolition of several old industrial smoke stacks in the city near residential areas, and we still have about 20 remaining. MECP will respond to dust/particulate complaints from a demolition but we have not yet established any practice. We also recommend project proponents contact MECP/MOL
Pickering	For demolition of buildings that do not have site plan control, we may request additional documentation as enabled through the Building Code Act.			any substantial demolition activity in Pickering is usually connected to a site plan application, which precedes our receipt of a permit application. Matters concerning a number of items, including fencing and construction management, are further reviewed through the site plan approval (SPA) process. We typically require a construction management plan, which establishes operating hours, controls to limit noise and vibration, traffic management and proper management of air, dust, sediment control and waste management.	

Richmond Hill	No	No. However, we do	No	We only have internal clearance	Ī
RIGHHOID AIN	NO	advise the applicant to Consult with MOL/MOE regarding removal or disposal of any hazardous material and dust control		we only have internal clearance requirement (Tax & Water and Heritage sign off). We notify the owner to contact Alectra & Enbridge (as applicable) separately for any disconnections and Works department for water meter removal	
Sault Ste Marie	Yes. (pest control certificate) Do you have a by-law that you use to collect a pest control certificate? No, and I don't seem have anything even in our Building By-law or Office Procedures/ Policies. Fencing is also required in the Building By-Law	For buildings under 600m2 – just a pest control certificate. For buildings greater than 600m2 as per art. 1.2.2.3 Div. C, Part 3(and also in our building bylaw), we request a submission from a Professional Engineer regarding the demolition methodology.	through review of the methodology we ensure contact/ arrangements have been made to our public water works for which hydrants will be used for dust control and the need for backflow prevention. Public works for any sidewalk and road closures. No public/neighbour notice. Property Standards only if the property is not left in a clean and level condition. Is there a process that determines when site watering must be used? It's usually in the P.	Not a formal process	any high risk demos, we would request the applicant to obtain P-Eng. review prior.
Toronto (via Caledon)					From Mike Sraga: introduced a Dust By-law to address airborne dust from residential construction projects. This was a direction from Council due to the fact there was a significant amount of in-fill residential projects that created dust from mostly concrete cutting of masonry or hardscape materials (some hi-end neighbourhoods had a significant amount of projects with lots of natural stone or concrete elements on the façade's that created large dust blooms and coated their neighbours expensive cars or patio furniture in a film of dust). While the impetus was concrete cutting, it was written in such a manner that could be applicable to demolition work. Also, we purposely did not want to attempt to regulate construction projects such as hi-rise condo's, commercial or institutional projects so we only focused on residential low-rise projects.

			·	
Welland	as part of the recent	No. However, we do		
	update to the Building	advise the applicant to		
	Bylaw , we included a	Consult with MOL/MOE		
	section on	regarding removal or		
	Environmental	disposal of any		
	Impacts which	hazardous material and		
	addresses such things	dust control		
	as vibration, dust			
	control measures and			
	presence of hazardous			
	materials with			
	recommendations to			
	contact the MOECP.			
	Thus far we have not			
	received any pushback			
	from developers			
	demolishing and			
	remediating existing			
	brownfield sites			
	similar to those in the			
	north end of Hamilton.			
Whitchurch Stouffville				
Whitchurch Stourrville			warning labels on	
			the permit refer to	
			MECP for	
			environmental	
			pollutants and	
			decommissioning	
			of unused wells,	
			and TSSA for	
			decommissioning	
			of buried fuel tanks	



Town of Aurora, Operational Services 229 Industrial Parkway North Aurora, ON L4G 4C4 (905) 727-3123 ext. 3443 Fax: (905) 727-7616

Pre-Screening Questionnaire t	for Construction or Demolition		
Project Address	Date		
Owner	Applicant		
Current Address	Work Proposed		
Estimated Start and Completion Date	Phone Number		
E-mail			
 at (905) 727-3123 ext. 4373 Road Occupancy Permit: A contractor intending Aurora property (boulevards, etc.) in order to faci contractor proposing to excavate within the Town Occupancy Permit. Applications are available onl 	or a minor variance to widen your project (backhoe, forklift, etc.)? r services (water and/or sewer)? tic system? nicipal water main and/or sanitary e size of your water service)? a copy of this questionnaire will be sent to the you may need to obtain additional approvals from with the respective departments to secure any ar project, the additional approvals could include the ired to change the grade on private property. For tion Permits, please contact the Engineering Division g to transport heavy equipment across Town of litate construction on private property and a r's right-of-way is required to obtain a Road		
Signature	Date		



Attachment 3

BUILDING ADMINISTRATION POLICIES/PROCEDURES

SUBJECT: Vibration Assessment for Planning Developments	
AUTHORITY:	REVISION NO.:
REFERENCES:	
PREPARED BY: Bill Jean	APPROVED BY: Marco Ramunno

PURPOSE: To establish a policy respecting a Vibration Assessment for Planning Application

Developments

BACKGROUND:

The Town of Aurora recognizes the need for a Vibration Assessment Policy. This is to minimize the impact of construction vibration on adjacent properties. This would include the early identification of any vibration issues caused by the construction and identify the controlling of vibration in a manner that reflects the types of properties that are impacted, as well as, providing communication with the neighbours.

POLICY:

Vibration testing and monitoring will be required for any developments that includes the following construction activities:

- 1. Deep foundations
- 2. Drilled caissons or piles
- 3. Large scale soil compaction
- 4. Blasting
- 5. Any other construction activity where vibrations may negatively impact neighbouring buildings

Peak Particle Velocity (PPV) is the generally acceptable descriptor for evaluating vibration effects on buildings. The following are the general acceptable vibration limits measured at the foundation for buildings and structures within the zone of influence established.

1. Dwellings with concrete foundations, wood framed, drywall finish – Maximum Acceptable Peak Particle Velocity (PPV) – 5 mm/sec.

2. Structures that are sensitive to vibration due to age or construction techniques - Maximum Acceptable Peak Particle Velocity (PPV) - 3 mm/sec

Procedure

- 1. A geotechnical report is required which assesses the soil and ground water information for the proposed site.
- 2. The applicant's Geotechnical Engineer will review and comment on the need for pre-condition surveys and vibration monitoring during construction. In the event the construction activities may have a potential to cause vibration, the report will include a minimum zone of vibration influence of 30 metres of the site's property line, identifying all properties within this zone.
- 3. The report will identify any risk structures within the zone of influence that may be susceptible to vibration issues. The report will make recommendations on whether vibration monitoring is required or recommended based on the review of the structures on the property.
- 4. Where vibrations are expected on neighbouring properties, all properties within the zone will be contacted by the developer requesting the owner permit a pre-construction survey to be performed.
- 5. Residents within the zone of influence will be provided notice prior to any activities occurring that may cause vibrations.
- Prior to the commencement of construction activity that may cause vibrations, the applicant will
 provide a Notice to the Town and owners and occupants of properties within the zone of
 influence of the scheduled construction activity.

The Notice will include the following:

- A) Address of the proposed construction.
- B) Contact Information
- C) An explanation of the proposed construction activity and its potential to produce vibrations.
- D) The statement of the levels of construction vibration that are prohibited.
- E) Any other pertinent information related to the project as deemed necessary by the Consultant or Town.
- 7. If a complaint is received the applicant/development shall immediately cause a Professional Engineer to perform a vibration assessment measurement at the location of the complainant.
- 8. The Professional Engineer shall provide a copy of the results of the measurements to the complainant and the Town.
- 9. The Professional Engineer shall provide his/her assessment and any recommendations.
- 10. If the resulting measurements exceed the permitted vibration limits in this policy, construction will cease until such time as mitigation measures are implemented.



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Town of Aurora **General Committee Report**No. CMS23-038

Subject: Aurora Town Square Business Plan

Prepared by: Phil Rose, Manager of Cultural Services

Department: Community Services

Date: September 25, 2023

Recommendation

1. That Report No. CMS23-038 be received; and

2. That the 2024-2026 Aurora Town Square Business Plan be approved, and that its financial implications be inserted into the draft operating budget for Council's review and approval.

Executive Summary

This report provides an overview of the 2024-2026 Aurora Town Square Business Plan, including detailed financial information.

- The Aurora Town Square Business Plan outlines how this dynamic community space will operate over its first three years of operation.
- Section 1 provides an overview of Aurora Town Square's Mission and Vision, Strategic Context, Program Overview, Background, Context and the need for Aurora Town Square.
- Section 2 examines Aurora's changing demographics, culture-related Census data, and identifies Aurora Town Square's target audience and competitors.
- Section 3 includes the Aurora Town Square organizational chart and summarizes
 Town staff roles and responsibilities.
- Section 4 provides more detailed information about programs and services the Town will offer at Aurora Town Square, including the Grand Opening.

- Section 5 includes information about the Aurora Town Square Marketing Plan, which guides the execution of marketing and communications activities that demonstrate Aurora Town Square's long-term value for arts and cultural experiences, as well as community connection in Aurora.
- The Operational Plan forms Section 6 and outlines the key strategies and activities necessary for the successful day-to-day functioning of Aurora Town Square.
- Section 7 provides revenue and expenditure projections for 2024, 2025 and 2026, and compares the original Municipal Services Board operating budget with the Hybrid Governance Model operating budget.
- Section 8 pinpoints several potential risks that may negatively impact Aurora Town Square and how they can be proactively mitigated.
- Section 9 highlights several evaluation and benchmarking metrics that will be used to sustain or improve Aurora Town Square's performance.

Background

On July 11, 2023, Council passed a resolution stating, "that the Aurora Town Square operating plan be brought before Council prior to budget 2024 deliberations, including the Aurora Cultural Centre's (ACC) programming and staffing plan." Since July, staff have worked to create the attached Aurora Town Square Business Plan for Council's review. The ACC's programming and staffing plan will be covered in a separate report.

Analysis

The Aurora Town Square Business Plan outlines how this dynamic community space will operate over its first three years of operation.

Not only does the Business Plan serve as a roadmap for Town Square during its start up period, it also:

- Reiterates the importance of Town Square to Aurora and how such a facility will meet the needs of the community.
- Identifies how the new spaces that comprise Town Square will be utilized, for what purpose, and by whom.

- Outlines how Town Square will be managed effectively, including financial considerations.
- Recognizes potential risks and establishes a mitigation strategy for each.
- Highlights how the success of Town Square will be measured, evaluated, and reported on over time.

Section 1 provides an overview of Aurora Town Square's Mission and Vision, Strategic Context, Program Overview, Background, Context and the need for Aurora Town Square.

This section highlights the need, purpose and role of Town Square in general terms. It positions Town Square within the strategic planning framework of the municipality by identifying how Town Square supports various strategic documents, such as the Corporate Strategic Plan and Economic Development Strategic Plan.

Section 1 also provides a summary of the types of programs that will be offered at Town Square by the Town, Aurora Cultural Centre (ACC) and Aurora Public Library (APL). Finally, this section offers a brief history of various cultural gathering spaces and programming venues within Aurora and concludes with an outline of how the cultural needs of Aurora's growing population will be served by Town Square.

Section 2 examines Aurora's changing demographics, culture-related Census data, and identifies Town Square's target audience and competitors.

Understanding that Aurora has a growing, aging and diversifying population is key to determining the types of experiences to offer at Town Square. Census data will also help shape how staff market and communicate to our audiences. Section 2 provides an overview of this data and argues that the ongoing monitoring and analysis of our audience will be important to ensuring the program and performance schedule continues to meet with the needs of our evolving community.

Section 3 includes the Aurora Town Square organizational chart and summarizes Town staff roles and responsibilities.

Town Square requires an adaptive operating structure that reflects its multi-functional capacity and diverse programming roster. Section 3 provides an organizational chart that shows Town Square staff, but also identifies the various other Town divisions that will support Town Square operations.

The organizational chart does not include ACC staff; however, the Town anticipates that both Front of House and Technical Production responsibilities will become part of the ACC's portfolio with Council approval.

Section 4 provides more detailed information about programs and services the Town will offer at Aurora Town Square, including the Grand Opening.

Town Square will be the headquarters for the Town's heritage services offered by the Aurora Museum & Archives (the Museum). Museum staff will assist the public with research and image requests, and donation inquiries. Staff will also manage for the collection of over 30,000 items out of the new collections space, continue to document Aurora's past and present using various media, launch new educational programs, and present exciting exhibition opportunities.

The various features of Town Square will also allow for several Town programs to find a home in the new spaces. Some will be brand new, and some will be relocated from other Town facilities. A variety of Town Special Events are also being considered to run out of Town Square, such as the Mayor's Levee, Performing Arts Festival, Aurora Christmas Market, and more.

The Town's goal for each program, event and performance at Town Square is to balance cost recovery through earned revenue generation with accessibility and affordability. The Town Square Fees and Charges Schedule is attached to the Business Plan.

Section 5 includes information about the Aurora Town Square Marketing Plan, which guides the execution of marketing and communications activities that demonstrate Aurora Town Square's long-term value for arts and cultural experiences, as well as community connection in Aurora.

The strategy outlines all marketing communications tactics and promotional activities, including: the 2023 Social Media Strategy; partnerships and collaborations; community engagement initiatives; the launch of the Town Square microsite; the Town Square monthly e-newsletter; media relations; and all print and digital marketing materials, videos, and ads that lead into The Square's first full year of programming.

The Town Square Marketing and Communications Strategy aims to create excitement about the opportunities for residents, community members, and local businesses.

The Operational Plan forms Section 6 and outlines the key strategies and activities necessary for the successful day-to-day functioning of Aurora Town Square.

This section describes each area of expertise that is required to operate Town Square successfully, including:

- Facility Maintenance
- IT Services
- Programming
- · Collections and Exhibitions Management
- · Customer and Visitor Services
- Marketing and Communications
- Technical Production Services
- Audience Management

It also outlines the Town's responsibility for delivering each area of expertise. Finally, it argues that the ACC is best suited to provide Technical Production and Front of House services at Town Square, and what the staffing model would look like.

Section 7 provides revenue and expenditure projections for 2024, 2025 and 2026, and compares the original Municipal Services Board operating budget with the Hybrid Governance Model operating budget.

The original 2019 Business Plan and financial strategy was based on a Municipal Services Board Governance Model and estimated that net annual operating costs for Town Square would be \$720,000. This amount was approved by Council and phased in over three years (2019, 2020 and 2021) to ensure Town Square would be funded prior to opening and to minimize the tax impact.

The Town's total annual incremental net operating requirements for the Municipal-Not-for-Profit Governance Model is now estimated to be \$1,070,000, an increase of \$350,000 over the 2019 estimate. To address the additional budget pressure, staff recommend that a similar multiyear funding strategy be used again (i.e., phased into the operating budget over a three-year period), so that the new pressure is fully funded by the tax levy by 2026. In the interim, any budget shortfalls should be funded from past unused Town Square operating funding that is being held within the tax rate stabilization reserve.

The new net operating requirement of \$1,070,000 will allow the Town to provide the following services at Town Square:

- Facility Maintenance
- IT Service Delivery
- Customer Service
- Bookings and Rentals
- Box Office Administration
- Program Registration
- Heritage Services and Museum Management
- Café and Concession Services
- Programming, including community events

Audience Services and Technical Production are currently outside the Town's scope. These services can be provided by the ACC at an additional cost beyond their base allocation. The ACC has identified additional staff and budget requirements to provide these services as outlined in Attachment 3 of the Business Plan.

If not provided by the ACC, the Town could supply these additional services beyond their current scope using contracted services, volunteers and existing staff. In both cases, the costs for providing these services can be partially recouped through earned revenue.

When creating the revised Town Square operating budget, several factors contributed to the increased annual incremental net operating requirements, including the following:

- The original net annual operating costs of \$720,000 were not subject to an
 inflationary increase since their inclusion in the operating budget in 2019. As a
 result, this amount has foregone approximately \$75,500 in inflationary increases
 from 2019 to 2023.
- The 2019 financial strategy and operating cost estimates did not account for the 10,000+ sq. ft. (or 12% more space) subsequently added to the project that contributed to higher annual facility maintenance costs of approximately \$160,000, not including the additional staff salaries required to operate the expanded facility.
- The adoption of the Municipal-Not-for-Profit Hybrid Governance Model meant that the Town's projected income would be lower as revenue will now be shared by the Town and ACC.

Like the 2019 financial projections, the revised 2024-2026 budget takes into consideration that it will take approximately three to five years to ramp up and

maximize the opportunities that exist for additional revenue generation and added cultural and community activities within the expanded facility.

Section 8 pinpoints several potential risks that that may negatively impact Aurora Town Square and how they can be proactively mitigated.

Some of the risks identified in Section 8 are related to:

- Marketing and Promotion
- · Market and Demand
- Operational Considerations
- Technological Considerations
- Health and Safety
- Reputation and Public Relations
- Environmental and Sustainability
- Economic and Financial
- Parking Supply
- Partner Relations

This section also provides at least one Mitigation Strategy for each risk identified.

Section 9 highlights several evaluation and benchmarking metrics that will be used to sustain or improve Aurora Town Square's performance.

The final section of the business plan argues that robust measurement practices will provide valuable insights into the long-term growth and success of Town Square. This section offers the following measurements and tracking methods for Town Square:

- · Customer satisfaction with the quality of Town Square programs
- Customer satisfaction with the diversity of program offerings
- Customer satisfaction with Box Office, Facility Maintenance, Customer Service, Programming, and Heritage Services
- Community satisfaction with donation inquiries and Museum research requests
- # of participants in Town programs at Town Square
- Community engagement (volunteering)
- Earned Revenue (programs and rentals)

These metrics may evolve over time and will eventually include measurements related to the implementation of the Cultural Action Plan and Public Art Plan. By consistently implementing improvement strategies based on thorough evaluation, Town Square will

be in a position to deliver quality and dynamic programs and events that cater to the community and provide a vibrant and creative experience to attendees and participants.

Advisory Committee Review

None.

Legal Considerations

None.

Financial Implications

Should Council approve the attached multi-year business plan, its financial implications will be inserted into future proposed operating budgets for Council's review and approval. Any resultant incremental funding requirements will be addressed through a similar multiyear funding strategy to what has been used in the past.

Communications Considerations

The 2023-2024 Town Square Marketing and Communications Strategy is the foundation upon which all current and future marketing efforts will be built. It leverages Town Square branding that was implemented in 2021, ensures alignment across Town of Aurora and Town Square communications, and creates long-lasting recognition amongst all target audiences. Through the Marketing and Communications Strategy – which includes a variety of communications tools, channels and tactics – the Town will inform the public about its own special events, rental opportunities, and the various the initiatives of our cultural partners.

Climate Change Considerations

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

Link to Strategic Plan

Aurora Town Square supports the following Strategic Plan goals and key objectives:

Report No. CMS23-038

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

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encourage an active and healthy lifestyle
- Strengthening the fabric of our community

Enabling a diverse, creative, and resilient economy in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

 Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business

Alternative(s) to the Recommendation

1. Council can provide further direction.

Conclusions

This report summarizes each section of the 2024-2026 Aurora Town Square Business Plan and recommends that any financial implications associated with the Business Plan be inserted into the draft operating budget for Council's review and approval.

Attachments

Attachment 1 - 2024-2026 Aurora Town Square Business Plan including related Attachment 1, 2, and 3

Attachment 2 - Aurora Town Square Business Plan Presentation

Previous Reports

CMS19-009, Library Square Proposed Operating Plan, March 21, 2019

FS19-012, Library Square - Financial Strategy, March 21, 2019

CMS20-008, Library Square Governance Review, March 3, 2020

CMS20-012, Library Square Governance Review, June 16, 2020

CMS20-026, Library Square Governance Review, November 3, 2020

CMS21-022, Library Square Governance Update, June 15, 2021

CMS21-029, Aurora Town Square Governance Update, September 21, 2021

CMS22-009, Aurora Town Square Update – Agreements and IT Services, March 1, 2022

CMS22-010, Aurora Town Square Governance – Town Staffing Update 1 – March 1, 2022

CMS22-019, Aurora Town Square Space Usage and Room Permitting Policy, April 5, 2022

CMS22-029, Aurora Town Square Governance – Town Staffing Update 2, June 21, 2022 Finance Advisory Committee Memo, Aurora Town Square Budget Update, June 13, 2023 CMS23-031, Aurora Town Square Update, July 4, 2023

Pre-submission Review

Agenda Management Team review on August 31, 2023

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer





Business Plan 2024-2026



Aurora Town Square Business Plan, 2024-2026

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Attachment 1 - Proposed Town Square Fees and Charges Schedule

Attachment 2 - Testimonials

Attachment 3 – 2024-2026 Financial Projections

Land Acknowledgement

The Town of Aurora acknowledges that the Anishinaabe lands on which we live and work are the traditional and treaty territories of the Chippewas of Georgina Island, as well as many other Nations whose presence here continues to this day.

As the closest First Nation community to Aurora, we recognize the special relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands, and as a municipality we join them in these responsibilities.

We further acknowledge that Aurora is part of the treaty lands of the Mississaugas and Chippewas, recognized through Treaty #13 as well as the Williams Treaties of 1923.

A shared understanding of the rich cultural heritage that has existed for centuries, and how our collective past brought us to where we are today, will help us walk together into a better future.

1. Executive Summary

The Aurora Town Square (Town Square) Business Plan provides an overview of how this dynamic community space will operate over its first three years. Moreover, it

- Reiterates the importance of Town Square to Aurora and how such a facility will meet the needs of the community
- Identifies how the new spaces that comprise Town Square will be utilized, for what purpose, and by whom.
- Outlines how Town Square will be managed effectively, including financial considerations
- Recognizes potential risks and establishes a mitigation strategy for each.
- Highlights how the success of Town Square will be measured, evaluated, and reported on over time

1.1 Overview of Aurora Town Square's Mission and Vision

Town Square is a visionary project poised to transform the cultural landscape of our community. It brings together many integral elements of Aurora's fabric, including arts, heritage, entertainment, economic development, innovation, cultural tourism, and more. The success of sophisticated and inclusive community spaces like Town Square has been demonstrated in countless other towns and cities across the globe. Through the creation of Town Square, Aurora has chosen to leverage its assets to actively support a vibrant downtown, build a strong and vital cultural sector, and expand partnerships that contribute to a greater quality of life for everyone.

The Town Square Business Plan outlines a comprehensive strategy for bringing this exceptional facility to life and for sustaining its success over the first three years of operation and beyond.

1.2 Shared Vision, Mission, Values and Guiding Principles

Town of Aurora and Aurora Cultural Centre staff worked collaboratively to develop the following Vision, Mission, Values and Guiding Principles for Aurora Town Square.

1.2.1 Shared Vision

Aurora Town Square is not just a building - it is a cultural nexus where creativity, talent, and innovation converge to create unforgettable experiences. Our vision is to establish Aurora Town Square as a leading destination where artists, educators, researchers, audiences, and enthusiasts come together to celebrate the magic of arts, culture, and

community. We will cultivate an environment that transcends boundaries and genres, evokes emotions, inspires change, and promotes learning.

1.2.2 Shared Mission

Within a well-managed, high integrity environment that is fiscally responsible, Aurora Town Square supports the community to:

- Create meaningful, quality experiences that inspire the community
- Inspire community connection through shared experiences and cultural exchange to create a place of belonging
- Encourage community reflective/grassroots participation that embraces the tapestry of voices, lived experience, histories, and stories to foster diverse opportunities

1.2.3 Shared Core Values and Guiding Principles

The top values are:

- Excellence
- Collaboration
- Embracing Diversity and Equity
- Respect
- Accountability

These five core values will be used to build an operational strategy to work together and better serve the public. We will expect current and new team members to live these values as they do their work at Aurora Town Square.

Excellence means:

- Performances are on time, to the best of the artist's ability, supported by quality customer service, production and audience management
- Arts programming strives to be powerful and moving
- Educational programs provide learning that is deep and resonates with the consumer
- There are authentic and sustainable partnerships between partners in the Hybrid Governance Model

Measuring success:

- The community recognizes the value of what they experience through survey results, showing sustained/long-term excitement and return visits
- The venues are booked and busy
- Programming is well attended and consistently successful
- Rental clients are satisfied
- Conflicts are minimal between partners, solved with all interests being considered

Table 1. Aurora Town Square Guiding Principles 1

Excellence is delivered through	Guiding Principles
Customer Service	Clients are treated with utmost respect, with clear information and helpful suggestions in a timely manner. Staff reach out to make sure every customer experience is a great one. The hybrid team recognizes the needs of other team members and facilitates requests in a timely and respectful manner.
Facility and Property Management	The facility is safe, clean and free of debris. Sidewalks are shovelled and deiced in the winter and landscaping is maintained in the summer. Parking lot is free of debris and snow. Accessible parking signs are clear, obvious and accessible parking spots are prioritized for maintenance. Mechanical, operational and security systems are maintained. There are timely responses to emergency situations. All repairs and maintenance are scheduled to best suit the activity in the building.
Programming and Events	Programmers care deeply about finding the highest quality artist and/or arts educator to deliver the programming at the level articulated for the program (community, emerging, established). Rental clients are offered coaching and mentorship to produce the highest quality experience in the most efficient way.

Collaboration means:

- Working with others to achieve a shared goal and/or vision
- Recognizing and utilizing the differing skills, knowledge, specializations, and lived experience from members of the collaborative team
- A successful collaboration results in a cohesive vision, story, and expression of the project

Measuring success:

- Expectations and roles are clear, and results are achieved
- Collaborators feel heard, respected and are proud of the results
- Community stakeholders are satisfied with the outcomes

Table 2. Aurora Town Square Guiding Principles 2

Collaboration is delivered through	Guiding Principles
Relationship Building	Staff develop and nurture long-term
	positive relationships with each other,
	with partners in governance, and with
	community stakeholders. Staff come to
	collaborators with an unbiased, open
	mind, use clear communication, show
	mutual respect, and remain curious to
	seek clarification and understanding of
	shared interests.
Community	Reach out to create relationships
	throughout the community with a
	diversity of voices and encourage
	partnerships that foster new
	programming outcomes with the
	community.
Diversity	Unique and different voices are sought
	and invited to participate in
	collaborations. When a voice is missing,
	the collaborators seek a partner or
	pathway to fill the void before continuing
	the project.

Embracing Diversity and Equity means:

- The physical space is accessible for a diversity of abilities
- A variety of programming options and offerings are available
- Programming reflects the diversity of the communities we serve

Measuring success:

- The community reflects that Aurora Town Square is a safe, welcoming, and inclusive space
- Societal issues are welcome, reflected, and discussed in programming
- Representation is welcome and obvious
- All those who enter the facility feel safe and welcome

Table 3. Aurora Town Square Guiding Principles 3

Embracing diversity and equity is delivered through	Guiding Principles
Policies	Policies are welcoming and inclusive, representing the diversity needed to provide access to the venues. Operational policies are open for consideration if new information presents itself.
Programming	Programmers curate bravely to encourage dialogue in the community. Dialogue is encouraged and respected as it evolves. Bringing in voices to speak for themselves when delivering cultural or ethnic programs.
Recruitment	Recruitment practices result in a diversity of employees from different lived experiences, backgrounds, abilities, ages, and genders.

Respect means:

- Creating an environment that builds a deep sense of belonging for clients, participants and staff
- Sensitivity to cultural appropriation

Measuring success:

- Cohesive working environment with few misunderstandings
- Clients report feeling a sense of belonging in the space
- · Participants return for additional programming
- · Staff are satisfied and engaged

Table 4. Aurora Town Square Guiding Principles 4

Respect is delivered through	Guiding Principles
Effective and Open Communication	Using and building listening skills to encourage active listening. De-centering oneself from the discussion and using plain language/plain speak. Staying curious and asking questions to seek understanding.
Trust, Respect, Mindfulness and Empathy in Action	Finding ways to reflect this value for each other as we work together, for organizational values, strategy, approach, and goals where they differ, for the environment to ensure we are respectfully choosing eco-friendly options, for the clients and community as they interact with either team to provide consistent excellent customer service.
Programming	Finding representative voices with diverse perspectives. Being aware of, and sensitive to, definitions of cultural or ethnic appropriation.

Accountability means:

- Fiscal responsibility
- Maintaining integrity and being transparent
- Responding to environmental needs
- Providing access

Measuring success:

- Stakeholders feel satisfied with reporting frequency, results, and transparency
- External bodies recognize the integrity of the organizations
- Efficiency is monitored, reassessed, and adjusted as needed
- Financial accountability through reporting to stakeholders

Table 5. Aurora Town Square Guiding Principles 5

Accountability is delivered through	Guiding Principles
Integrity and Transparency	Exercising good governance and integrity
	to achieve goals and vision including
	being fiscally responsible, accountable,
	and transparent.
Environmental Sensitivity	Adopting green practices where possible
	and being sensitive to the need to protect
	the environment. Connect culture to the
	environment through programming and
	seek to teach, inspire and evolve the
	conversation in the community.
Accessibility	Maximize access through program
	affordability, adapting physical access,
	programming for differing abilities, and
	showing a sensitivity to cultural
	requirements.

1.3 Strategic Context

Town Square supports the Town's Strategic Plan by contributing to an exceptional quality of life for residents and visitors alike. As a strategic investment in sustainable infrastructure, Town Square celebrates and promotes culture, encourages an active healthy lifestyle, strengthens the fabric of our communities by building on established partnerships, and promotes economic opportunities and resiliency while positioning Aurora as a desirable place to do business.

Town Square also supports the following corporate strategic documents:

Economic Development Strategic Plan

- Section 4.3., Theme # 3 Downtown Aurora as a Destination & Focal Point for the Community
- Section 4.4., Theme # 4 Improving the Quality of Life through Heritage, Arts,
 Culture, Tourism and Community Engagement

Aurora Promenade Concept Plan

 Strategy 3 - Strengthen the Cultural Precinct by leveraging the concentration of cultural assets and by creating additional facilities and enhanced public spaces.

Cultural Plan

- Strategic Direction 2: Expand Culture's Role in Economic Development
- Strategic Direction 3: Build a Strong and Vital Cultural Sector

1.4 Program Overview

The following table provides an overview of the types of programs to be offered by the Town, including the Museum & Archives, as well as the Town's partners, the Aurora Cultural Centre and Aurora Public Library.

Table 6. Aurora Town Square Programming Overview

Organization	Primary Area of Focus	Description
Aurora Cultural Centre	Performing Arts (Music, Theatre, Dance, family programming etc.) Visual/Fine Arts (Gallery Exhibitions/Tours, Painting & Drawing and Photography Classes, etc.) Curriculum-based/Curriculum-enhanced arts programming Crafts (Textiles, Glass, Jewellery Classes) Camps Community Events	The ACC develops accessible/community-focused programs geared to beginners, right up to pre-professionals and professionals. They have extensive experience hosting professional live performances and professional visual arts programs and exhibitions. They also develop year-round education programs that complement their performing arts and visual arts streams. Serves an audience from 18 months to adults.
Aurora Public Library	Adult Learning Literary Arts (Fiction, Non-fiction, Poetry, Storytelling) Electronic Arts (New Media, Digital & Animation)	The APL offers nearly 1,900 programs annually that focus on providing individuals with skills to navigate everyday life. APL staff are generalists, and their goal is to enhance the experience of residents in a way that is complementary/adjunct to

	STEAM (Science, Technology, Engineering, Arts and Math) Crafts Community Events	more advanced programs offered by other stakeholders (i.e., to create excitement for ongoing learning). Many of their programs are not designed for a specific skill level but are meant to be more experiential in nature and open to people of all skill levels and life experiences. All ages learning.
Town of Aurora, Aurora Museum & Archives	Heritage (Natural, Built, Material, Folkloric Arts, Artifact-based) Community Events Curriculum-based Education Programs	The AMA provides programs for generalists to scholars. Their goal is to tell the stories of our communities through exhibitions, research, lectures/talks and tours. Staff have also recently undertaken film and theatre programs/ initiatives. The AMA views the entire town as a museum, not just a collection of artifacts within four walls; activating outdoor spaces has become an increasing area of focus (e.g., Pet Cemetery)
Town of Aurora, Recreation Services	Entry-level to intermediate arts programming based on demand and instructor availability Health and Wellness Civic Arts (e.g., Public Art) Community Events	Town staff are also generalists that provide entry-level/grassroots programming, or programs that allow individuals to pursue their hobby. The focus is on accessibility and low cost, although they work on a cost-recovery basis. When developing programs, Town staff

Camps	examine trends and seek community feedback. The
	Town provides many basic
	or "learn to" programs,
	such as Learn to Draw,
	Learn to Play an
	Instrument, etc. Fitness,
	health and wellness
	programming is a growing
	field. Recreation Services
	staff are currently
	evaluating which programs
	might transition to Aurora
	Town Square once
	operational.

In addition to the programs identified above, numerous other service providers, including the Town's Cultural Partners, will offer a range of programs at Town Square. Such program opportunities will include film screenings, lectures, theatre productions, concerts, specialized workshops and programs for all ages, community events, gatherings and celebrations.

1.5 Background and Context

Historically, various locations across Aurora have been used for community assembly, performances, and as cultural spaces, including:

- Mechanics' Hall, built in 1870, hosted lectures, social gatherings, performances, music festivals and community classes.
- The Armoury, built in 1874, has served as a venue for live music, dances, parties, performances, and exhibition space. Currently operated by Niagara College, the Armoury has transformed into a catering venue and culinary training facility, however it continues to serve as a place for music, dances, parties and performances hosted by a range of user groups.
- Although now gone, the second floor of the old Town Hall (1876- 1956) was a large public auditorium that hosted a variety of events and programs.
- Beginning in 1877, the second floor of 15224 Yonge Street (known as the Faughner Block) was used as a music hall as well as a reading room.
- The Aurora Historical Society, established in 1963, operated a community museum in the former Town waterworks building.

- The Aurora Community Centre, built in 1967, hosted sporting events as well as several music performances and regular community events.
- Since 1973, Theatre Aurora, a not-for-profit community theatre, has been leasing the Town owned Factory Theatre for live theatrical productions.
- In 1978, the 22 Church Street School became a cultural and recreation centre. It
 was home to the Aurora Historical Society, Friendship Circle, Boy Scouts, Big
 Brothers, the Pottery Guild, and now houses the Aurora Museum & Archives and
 the Aurora Cultural Centre.
- Since 1992, the Aurora Historical Society has been operating a museum out of Hillary House after first acquiring the property from the Hillary family in 1981.
- In 2001, the Aurora Public Library moved into a new building and their old location on Victoria Street, as well as the former Senior's Centre/Fire Hall, were demolished.
- In 2003, the Aurora Historical Society signed an agreement for use of 22 Church Street and embarked on a comprehensive renovation project. The project costs were eventually taken over by the Town and the Aurora Cultural Centre was granted use of the building to deliver cultural programs on behalf of the municipality under a Provision of Cultural Services Agreement.
- In 2015, the Aurora Museum & Archives opened in 22 Church Street School, offering heritage services, including temporary historical exhibitions, out of the second floor Aurora Room.

1.6 Demand for Aurora Town Square

As Aurora's population grows, so too has interest and participation in arts and cultural events. The findings of the 2018 Culture Track: Canada study reveals a deep appreciation for culture among Canadians, suggesting an inherent recognition of its societal value^[1]. The research shows that Canadian audiences partake in cultural activities because they provide them with a sense of belonging, encourage understanding and compassion, and expose them to new ideas and experiences. The study also demonstrates that modern audiences prioritize relevance over traditional categorizations. Notably, the study underscores that lack of relevance is a substantial obstacle to cultural engagement.

The findings also reveal a shifting landscape when it comes to charitable giving. The percentage of respondents contributing to cultural organizations demonstrated a consistent upward trajectory, rising from 33 per cent in 2011 to 35 per cent in 2014, and to 41 per cent in 2017. This data highlights the growing commitment of audiences to support cultural initiatives that resonate with their values and interests.

Aurora's population growth, as well as a steady increase in cultural programming locally, has not been met with a corresponding expansion of suitable facilities to accommodate this growth and diversification. Town Square presents a unique opportunity to meet the broadening cultural tastes and burgeoning appetite for cultural offerings within Aurora and York Region. Town Square is also well situated to leverage the public's favourable perception of culture and the evolving cultural landscape to drive meaningful change within Aurora and beyond.

Council's approval in 2019 to forge ahead with the construction of Town Square signalled the Town's belief in the importance of culture to economic development, community revitalization, and quality of life.

[1] 2018 Culture Track: Canada Study

2. Market Analysis

The following section assesses Town Square's target market and audience in relation to local and regional competitors.

2.1 Audience Demographics

Aurora has a diverse and growing population of 62,057 as of 2021, which represents a change of 11.9 per cent from 2016. When compared to provincial and national growth rates (5.8 per cent and 5.2 per cent respectively from 2016 to 2021), Aurora is growing at over twice the pace. The Town covers an area of 50 square kilometers and has a population density of 1,241 people per square km. In 2021, there were 21,506 private dwellings occupied in Aurora, which represents a change of 14.1 per cent from 2016. [1]

The average age of the population in Aurora is 40.9, with the 45-54 age bracket representing 15.6 per cent of the population. According to the 2021 Census, 61.5 per cent of the Aurora population are non-immigrants, while 36.8 per cent are immigrants. In Aurora, most residents speak English as their first language. However, Mandarin, Yue (Cantonese), Iranian Persian Languages, Russian, and Spanish were indicated as non-official languages spoken at home by the largest number of people in 2021. In terms of education, 50.3 per cent of people aged 25 to 64 have a bachelor's degree or higher, compared to 36.8 per cent in Ontario and 32.9 per cent in Canada^[2]. Income levels for Aurora residents are among the highest in the nation, with a median after-tax household income of \$102,000 in 2020^[3].

Based on 2016 Census data, culture accounts for \$2,086 per capita in Aurora, and \$1,775 per capita nationally, as of 2019. Census 2016 also shows that there are more

than 1,425 culture related occupations in Aurora, and that workers in these occupations earned an average salary of \$57,400, while the average salary in Canada for these same culture related occupations was \$47,402.

Table 7. 2016 and 2020 Census Quick Stats

<u>Census 2016</u>	<u>Census 2021</u>
 Total population - 55,445 Men - 26,945 Women - 28,500 Average age - 39.6 Average household size - 2.9 61% married or living common-law Average employment income for full-year/full-time employees in 2015 - \$89,330 96% English first language 27% visible minority 84% own their homes 62% have a postsecondary certificate, degree, or diploma 94% employed/ 5.9% unemployed 	 Total population - 62,057 Men - 30,115 Women - 31,940 Average age - 40.9 Average household size - 2.9 61% married or living common-law Average employment income for full-year/full-time employees in 2020 - \$107,400 95% English first language 39% visible minority 81% own their homes 65% have a postsecondary certificate, degree, or diploma 88% employed/ 12% unemployment rate

^[1] Focus on Geography Series, 2021 Census of Population Aurora, Town

2.2 Geography

Aurora is in the central part of York Region, about 40 km north of Toronto. It is bordered by Newmarket to the north, King to the west, Richmond Hill to the south, and Whitchurch-Stouffville to the east. It is part of the Oak Ridges Moraine, a geological feature that forms the watershed between Lake Ontario and Lake Simcoe, and an ecologically important landform that provides habitat for many species of plants and animals.

2.3 Target Audiences

The marketing and communications activities of Town Square will enhance multidirectional engagement and optimize exposure with the following target audiences.

2.3.1 Primary:

Residents

Families (age ranges 25-34 and 35-44) – the average age in Aurora is
 40.9, with an average household size of 2.9. This segment represents a cornerstone of the community and holds enormous potential for long-term

^[2] Focus on Geography Series, 2021 Census of Population Aurora, Town

^[3] Census Profile, 2021 Census of Population

- engagement when it comes to education, arts, culture, and community connection.
- Active Retirees (55+ years old) Aurora has a growing population of active retirees who are looking for ways to stay engaged, socialize, and continue learning. Engaging this subset also contributes to the intergenerational dynamics within the community.
- **Downtown Aurora Businesses** on Yonge St. between Wellington and Golf Links.
- Project Partners Aurora Cultural Centre, Aurora Museum & Archives, and Aurora Public Library.
- Cultural Partners Aurora Farmers' Market, Aurora Historical Society, Aurora Seniors Association, Aurora Sports Hall of Fame, Pine Tree Potters Guild, Society of York Region Artists, and Theatre Aurora.
- Arts, Culture, and Heritage Groups Aurora Community Band and the Borealis Big Band, Aurora Film Circuit, Marquee Theatrical Productions, Music Aurora, Aurora Philosophy Institute, York Region Arts Council, etc.
- Mayor Mrakas & Town Council

2.3.2 Secondary:

- York Region Communities residents from neighbouring municipalities –
 Newmarket, East Gwillimbury, Georgina, King City, Markham, Richmond Hill, and Stouffville.
- Aurora Businesses particularly local businesses in the performing arts, fine arts, literary arts, food, and entertainment industries.
- Town of Aurora Staff creating engaged and informed employee ambassadors with a deeper understanding of the long-term vision for Town Square.

2.3.3 Tertiary:

- **Residents** younger residents between the ages of 18-24 with interests in entertainment, food, and shopping.
- **Local Schools** near Town Square: Dr G.W. Williams Secondary School, St. Maximillian Kolbe Catholic High School, etc.
- Nearby and Niche arts and culture enthusiasts that live approximately 1 hour or less from Town Square (Toronto, Simcoe County, etc.).
- Potential Sponsors larger local businesses in the area, meeting and event space opportunities, promoting their products and services, vendor opportunities, etc.
- Other Cultural Organizations and Groups religious, music, dance, etc. from Aurora and York Region.

2.4 Competitor Analysis

When assessing our performance against comparable entities, it is important to measure inwards and monitor Town Square's progress along with the Town of Aurora. Simultaneously, we must gauge our standing relative to our defined competitors, as their dynamics impact our positioning. This provides valuable context for our measurement and evaluation, reinforcing realistic milestones and growth from Town Square's opening year in 2024 through to 2026.

2.4.1 Nearby Municipalities

The Regional Municipality of York consists of nine municipalities, including the Town of Aurora.

- City of Richmond Hill the City of Richmond Hill is in York Region and is home to more than 200,000 residents. Their Mission is, "The City of Richmond Hill Council and staff are committed to providing exceptional public service to our community."^[1]
- City of Markham more than 353,000 people call Markham home. So do hundreds of corporate head offices and more than one thousand high tech and life science companies.
- Town of Stouffville Stouffville is a vibrant town on the outskirts of Canada's largest city, Toronto, with beautiful landscapes, bustling communities and friendly neighbours.[3]
- King Township King City is home to the Municipal Centre, and has an exceptional education sector, which includes Seneca College King Campus, Country Day School, Villanova College and the Kingsbridge Hotel and Conference Centre. [4]
- Town of Newmarket a Provincial Urban Growth Centre, located in York Region, just north of Toronto. With a population of approximately 91,000 people, Newmarket is home to over 41,000 local jobs, dozens of great restaurants, a regional healthcare facility and much more.^[5]
- Town of East Gwillimbury located in the northern part of York Region, just 30 minutes north of Toronto. The municipality is a balanced community made up of several growing urban areas and villages including Holland Landing, Queensville, Mount Albert, River Drive Park, and Sharon.

^[1] City of Richmond Hill website

^[2] City of Markham website

^[3] Town of Stouffville website

^[4] King City website

2.4.2 Performing Arts, Culture, and Heritage

- Flato Markham Theatre one of Canada's premier theatre houses serving the GTA and Markham residents. With over 300 live performances each year, the Theatre presents a performance calendar that showcases the cultural diversity of the community.
- Main Street Newmarket in 2016, Newmarket's Historic Downtown Newmarket was named the "people's choice" best street in Canada in the Great Places in Canada contest held by the Canadian Planners Institute.
- Main Street Unionville Main Street Unionville is home to a variety of boutique shops, local food, and historic buildings.
- New Roads Performing Arts Centre (Town of Newmarket) the Newmarket
 Theatre is now the NewRoads Performing Arts Centre complete with an
 updated theatre interior and a highly anticipated multi-purpose, redesigned lobby
 space that is available as its own entity for special event rentals.
- Peel Art Gallery Museum & Archives (PAMA) PAMA is an accessible, safe space for the diverse communities of the Region of Peel (Brampton, Caledon and Mississauga) to come together and celebrate arts and culture.
- Richmond Hill Centre for the Performing Arts (RHCPA) located in the heart of the historic downtown, (RHCPA) is a 4,000 square metre, 631 seat, state of the art cultural facility that offers a full season of professional entertainment celebrating the many cultures of York Region.
- 19 on the Park located in Stouffville, 19 on the Park is a multi-purpose municipal venue that hosts concerts, live theatre shows, fundraisers, programming, weddings and private events.
- SaugaLIVE a place to connect you to live events, entertainment and experiences happening at five venues in Mississauga.
- King Heritage and Cultural Centre home to the King Township Historical Society, the Township of King's museum and archival collections, a long-term museum exhibition, and four historic buildings.
- Whitchurch-Stouffville Museum & Community Centre home to over 18,000 artifacts; provides programs and services related to local history, culture and heritage.

^[5] Town of Newmarket website

^[6] East Gwillimbury website

2.5 Measurement

Robust measurement practices provide valuable insights into the long-term growth and success of Town Square. Monitoring and analyzing attendance data, participant feedback, and utilization rates supports strategic decision-making for resource allocation, along with meeting evolving community needs. Data-driven evaluation highlights trend identification and provides a comprehensive framework for informed decision-making.

3. Organizational Structure and Overview of Roles and Responsibilities

Town Square requires an adaptive operating structure that reflects its multi-functional capacity and diverse programming roster. It will allow for the expansion of performing, visual arts, recreation and community programming, and heritage services offered by the Aurora Cultural Centre, the Town and its partners. It will also function as a cultural services hub to community groups, a real estate and facility management entity, and an advocate for culture in general.

To minimize salary expenses during the start-up period, the Town will be strategic when determining which positions are needed immediately, or within the first twelve months of operations, and which ones can be onboarded as demand for space and programming increases between year two and three.

The following organizational chart identifies all Town staff that support Town Square operations, whether directly or indirectly:

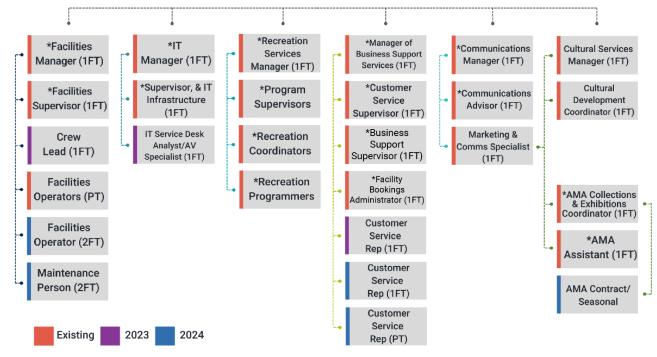


Figure 1. Aurora Town Square Organizational Chart including job titles from supporting Town Divisions

*These Town staff will support Aurora Town Square within their existing portfolios and budget allocations

Organizational Chart Notes:

- Crew Lead position approved by Council, June 28, 2022. Start date was March 2023.
- 2 Facility Operators plus 2 Maintenance Persons recommended for recruitment in early 2024.
- IT Service Desk Analyst/AV Specialist inherited from APL. Council approval received July 2023. Anticipated start date Fall 2023.
- Recreation Services will relocate some existing programs to Town Square, although which ones is yet to be determined.
- 1 Customer Service Representative approved by Council, June 28, 2022. Anticipated start date late 2023-early 2024.
- 1 additional Customer Service Representative plus PT Customer Service Representatives recommended for recruitment in early 2024.
- Marketing & Communications Specialist approved by Council in March 2022 and started November 2022.
- Cultural Development Coordinator recruited in July 2022. Funded from the existing Museum budget.
- Additional program staff to be recruited in future years based on demand for new programs.

- Based on proven need, business cases for the following additional staff may be brought forward in future years:
 - Venue Manager
 - o Program Instructors
 - Cultural Services Programmer
 - Contract and seasonal support staff

In addition to the staff listed above, the Town and ACC manage robust volunteer programs and will continue to provide meaningful volunteer opportunities to support and complement the work of staff at Town Square.

The above organizational chart also does not include ACC staff; however, both Audience Services and Technical Production responsibilities may become part of the ACC's portfolio with Council approval. The ACC has demonstrated expertise in delivering quality performing arts programming to the community over an extended period. To expand the ACC's existing Audience Services and Technical Production responsibilities to include all Performance Hall activations, the ACC has proposed the following additional staff be recruited to deliver these services:

- 1 Development Associate (FT)
- 1 Production Manager/Technical Director (FT)
- 1 Audience Services Supervisor (FT)
- 1 Technicians (FT)
- Technicians (PT)
- Front of House Coordinators (PT)
- 1 Finance Assistant (PT)

Note: one Technical Production Specialist was approved by Council on June 28, 2022.

Alternatively, if Audience Services and Technical Production services fell under the Town's portfolio, a different staffing model would be used. In addition to the already-approved Technical Production Specialist, the Town would rely predominantly on contracted services, existing staff, and volunteers to deliver these services, at least during the initial 2-3 years of operation, or until there is demonstrated demand to recruit additional staff.

Whether the ACC or the Town provides these services, the Audience Services and Technical Production salaries will be partially offset by earned revenue from staff/cost recoveries incurred by Performance Hall user groups.

4. Detailed Program and Service Descriptions

4.1 Heritage Services

Town Square will be the headquarters for heritage services offered by the Town of Aurora, through the Aurora Museum & Archives (the Museum). The Museum is guided by the strategic plan, The Next Level: Growing a Robust and Relevant Community Museum, which was endorsed in principle by Council on March 30, 2021.

Presently, the Museum collection consists of over 30,000 items, a number that grows each year as members of the public reach out to find a safe place for their cherished items that connect to Aurora's history. Heritage services offered by the Museum include research requests, image requests, donation inquiries, collections care, ongoing documentation, educational programs, and curatorial activities. These services can be categorized as being initiated by the public or initiated by Museum staff.

4.1.1 Services Initiated by the Public

Research requests, image requests, and donation inquiries are heritage services initiated by members of the public. The topic of research and image requests varies, and can include inquiries related to genealogy, property, businesses, object context, landscape use, Indigenous presence, historic business owners, and much more. The Museum maintains extensive research files; however, rarely are two inquiries the exact same and each requires dedicated staff time.

Image requests are made by residents, business owners, political figures, researchers, family descendants, and other institutions. Whether the purpose is to enhance household décor, design a calendar, or feature a historic Aurora scene in a local business, there is increasing demand for access to the Museum's archival photographs.

The Museum is regularly approached by members of the public with donation inquiries and actively accepts items that help to tell the story of Aurora. The Collection Storage Area at Town Square has been designed with growth in mind. Over the past year, the Museum has accepted a range of donations, including: a collection of 30 photos from the 1950 Aurora Horse Show, a 1917 leather sewing machine used at Sisman Shoe Factory, original watercolours showing post-WWII Aurora streetscapes, a pocket watch awarded to the 1913 Metropolitan Hockey League champions, and an Aurora Canada's Birthday Town outfit worn during the first July 1st parade in 1969. The community has come to trust that the Museum is the safest place for their cherished items related to Aurora's history.

4.1.2 Services Initiated by Museum Staff

Collections care, ongoing documentation, educational programs, and curatorial activities are heritage services that are primarily initiated by Museum staff. A large proportion of staff time is focused on collections care. When a new donation is accepted, each part of the donation needs to be moved through the accession process, digitized, properly housed, examined through a preventative conservation lens, and if it is slated for exhibition, have a proper mounting solution designed and implemented. In the new Collection Storage Area at Town Square, collection care activities will be more visible to the public than ever before due to the visible storage feature.

Staff regularly meet with members of the community to document memories and stories related to Aurora. This service can be initiated by members of the public, or Museum staff, depending on the topic. This engagement allows for nuanced reflections to make their way into the historic record. While this activity is often included as part of producing a larger exhibition or project, there are times when it is a stand-alone occurrence. Some examples include an elderly Auroran coming in to share stories about a long-forgotten airfield, a former resident reminiscing about growing up in their grandparents Yonge Street hotel, or someone sharing a story about the Aurora Horse Show. Providing space for community members to reflect on their Aurora memories helps to broaden our understanding of the historical narrative.

A significant feature of Town Square programming will be education programs for the local school community. These programs will support the Ontario curriculum and as mentioned will be facilitated in partnership with the Aurora Museum & Archives.

Themes explored will include parts of Aurora's history such as forms of communication, technology, growth of business and economy, among other key areas. These topics will be tied to relevant curriculum points as well as be reinforced with interactive and exciting programs and activities.

Additional education program subject matter will include diversity, public art and modern-day issues relevant to students, such as bullying and social media. These themes will be explored through various collaborative and engaging activities. With the addition of the Performance Hall and Performing Arts Dance Studio, students will be able to explore learning opportunities through theatre and music. Further, with Town Square located in the downtown core, there are rich historical and cultural features accessible as content for education programs. Students will have the opportunity to embark on a public art walking tour to view the Community Builds Community Diversity and Inclusion Mural located on the Lind Realty Team building at 15105 Yonge Street, the

"Lean on Me" Downtown Street Mural by Vicki Carruthers, the Little Free Art Gallery and the York Region Arts Council Bee and Firefly sculptures by Indigenous artist Donald Chrétien located at Aurora Town Park. As is the case with all education programs, this tour will be reinforced with lessons on public art and its ability to connect a community and celebrate all who are a part of it.

Education programs will also present the opportunity to partner with local community organizations to provide fulsome and enriched programming while also providing opportunities to those organizations to showcase their knowledge, skills, and programming possibilities.

These programs will focus on providing an interactive and engaging learning experience for children at home in Aurora, while instilling a knowledge and understanding of the arts, history and culture, in their own community.

Town Square presents exciting exhibition opportunities that will be featured in the Aurora Room and the newly constructed exhibition infrastructure in the addition. The activation of these spaces is made possible through curatorial services and collections care activities completed by staff.

The Aurora Room will house a long-term exhibition with connections to the curriculum to complement the education programs in development. The curatorial direction for the space is to explore the passage of time through a thematic approach that blends historic and contemporary elements. The display will feature artifacts, textiles, and archival material from the past up to the present.

The Aurora Room will also feature a mural by an Indigenous Artist, which will help ensure that Indigenous histories, worldviews, and ways of knowing are included in spaces where the history and ongoing narrative of Aurora is being presented.

The new addition contains four museum quality display cases and picture hanging rail throughout. This infrastructure will be used to showcase archival materials, objects, textiles, photographs, and stories connected to Aurora.

Staff are focused on broadening their understanding of the historical record while completing exhibition and interpretive plans for the available spaces mentioned above. Some guiding principles during the planning process include, truth and reconciliation, diversity (cultural, gender, socioeconomic, belief systems, generational and physical), and change and continuity.

4.2 Grand Opening

Aurora Town Square's Grand Opening will provide weeks of programming for people of all ages and backgrounds. Kicking off with a VIP evening of live entertainment provided by the Norman Dance Company, accompanied by a "taste of the downtown", attendees will enjoy delicious food prepared by some of Aurora's downtown restaurants. This will provide significant cultural entertainment and support local businesses, an important mandate for Town Square.

Grand Opening festivities will also include a variety of both indoor and outdoor entertainment and events. It will build excitement in the community by offering visitors the opportunity to learn about the building's design, functionality and programming opportunities. All programs planned for the Grand Opening will provide a window into future experiences at Town Square, such as mini hands-on workshops offered by the Aurora Cultural Centre, the Town, and others.

Local community organizations and Cultural Partners, such as Pinetree Potters' Guild and Marquee Theatrical Productions will provide a sneak peek of some of the exciting programming they will be providing at Town Square. Marquee will put on an exciting Pantomime show, which will be the first of many shows they plan to stage at Town Square. Community members will also have a chance to view and try out pottery making with the Pine Tree Potters' Guild and learn more about the important work they do in the community.

Local musical talent, both beloved and up-and-coming, will grace the Performance Hall stage with a series of live concerts. This contributes to Town Square's important objectives of supporting local talent, artists and businesses. Attendees will get a glimpse at the new Candlelight Concert Series with a duo of concerts offered by the Aurora Community Band. The York Chamber Ensemble will also perform a classical music concert, the first of many to take place at Town Square.

Celebrations will also include an indoor Farmers' Market, bringing the artisans and local vendors to the community during the "off season", demonstrating the programming potential of Town Square.

Indigenous artists and performers will be a significant piece of the Grand Opening, ensuring that programming is diverse, inclusive, and reflects all members of the Aurora community, a crucial goal for Town Square. A new mural painted by an Indigenous artist will be unveiled in the Museum's exhibition space. The mural reflects the Museum's commitment to broaden its understanding of the historical record by creating space for

different forms of knowledge and storytelling. Visitors will also have a chance to explore the new Museum collection storage area and learn about how this new climate-controlled space will ensure the long-term vitality of Aurora's material culture.

Programming will include a multitude of additional experiences, such as film screenings and talks hosted by the Aurora Film Circuit, poetry and spoken word events presented by local youth, as well as literary and experiential programming by Aurora Public Library.

As a key partner in Town Square, the ACC will provide exciting visual and performing arts experiences throughout the Grand Opening. For example, the Town, ACC and Oddside Arts (formerly Black Speculative Arts Movement) are working together to create a series of interactive banners to be displayed throughout Town Square. The banners will feature an augmented reality component to engage viewers. To design the panels, a select group of local high school art students will collaborate with Oddside Arts and the ACC's Gallery Manager during a virtual workshop held in late Fall 2023. The project will be a valuable learning experience for participating students, growing the capacity of our local arts community.

To ensure that the community can participate in as many Grand Opening activities as possible, and instill excitement for continued participation, all Grand Opening events and programs will be offered at low or no cost.

4.3 Programs & Performances

As co-located organizations, the Town, ACC and APL will work collaboratively to ensure the public receives a range of complementary programs geared to various skill levels and life experiences.

ACC will continue to provide the following types of programs:

- Performing Arts (Music, Theatre, etc.)
- Visual/Fine Arts (Gallery Exhibitions/Tours, Painting & Drawing and Photography Classes, etc.)
- Curriculum-based/Curriculum-enhanced arts programming
- Crafts (Textiles, Glass, Jewlery Classes)
- Camps
- Community Events

Whereas the ACC previously hosted performing arts and visual arts programs in Brevik Hall and the basement Activity Room respectively, these programs will be relocated to the new Performance Hall and Visual Arts Studio, which are custom-built spaces with larger capacities and greater amenities.

The ACC develops accessible/community-focused programs geared to beginners, right up to pre-professionals and professionals. They serve an audience from 18 months (about 1 and a half years) to adults and have extensive experience hosting professional live performances and professional visual arts programs and exhibitions. They also develop year-round education programs that complement their performing arts and visual arts streams.

APL will continue to provide the following types of programs in their home space, but may relocate or expand certain programs to Town Square:

- Adult Learning
- Literary Arts (Fiction, Non-fiction, Poetry, Storytelling)
- Electronic Arts (New Media, Digital & Animation)
- STEAM (Science, Technology, Engineering, Arts and Math)
- Crafts
- Community Events

APL offers nearly 1,900 programs annually that focus on providing individuals with skills to navigate everyday life. APL's goal is to enhance the experience of residents of all ages in a way that is complementary/adjunct to more advanced programs offered by other stakeholders (i.e., to create excitement for ongoing learning). Many of their programs are not designed for a specific skill level but are meant to be more experiential in nature and open to people of all skill levels and life experiences.

In addition to the Town, ACC and APL, numerous other service providers, including the Town's Cultural Partners, will offer a range of programs in the new spaces. These programs will include film screenings, lectures, theatre productions, concerts, specialized workshops, community events and more.

The versatility of Town Square will allow for various Town programs to find a home in a space that supports their intention and specialization. Town Recreation dance, music and theatre programs will be offered in the Performing Arts Dance Studio where participants will enjoy sprung floors, ballet barres and mirrored walls.

Town Square will present opportunities for the Town to work with local organizations and businesses to provide exciting and enriching experiences. These programs will include "date nights" featuring special programming and dining opportunities, with the

added feature of onsite activities to keep children safe and engaged in other areas of the facility.

Additional Town workshops will connect the community to fun and exciting arts and culture activities that will also touch on important global factors such as sustainability and environmentally friendly practices. Participants of all ages will be invited to try out current craft and DIY trends, learn about environmental sustainability while upcycle crafting and learning about how to use creativity as a form of self-care. These will be just the start of special Town-run workshops with so many more possibilities in the coming years.

The Performance Hall will be the perfect setting for an array of new and exciting experiences for the Aurora community. The 250-seat black-box Performance Hall is equipped with LED stage lighting systems, audio induction loop, retractable seating and reconfigurable acoustics, making it ideal for a wide range of uses. It will host live music, comedy, film screenings, speaker series, conferences, receptions, dance recitals, theatre and community events year-round with some themes matching holidays and significant times of year, such as Black History Month in February, Indigenous Peoples Month in June and holiday time in December.

Live programming will also include candlelight concerts by the Aurora Community Band, tribute acts and York Chamber Ensemble concerts. Adding to this schedule will be a variety of theatrical and dance experiences including plays, pantomime, live poetry, spoken word, and cultural dance. Enhanced experiences such as dinner theatre and burlesque brunches will also be offered, to appeal to a greater audience and provide more diverse experiences. The Performance Hall and Outdoor Square will provide the ideal atmosphere to introduce activities like silent disco, where participants are provided with headphones to enjoy their very own dance party.

Audience members and program participants will embark on an entertaining journey when they attend a live performance, show or event at Town Square. The strong array of cultural programming will provide community members an opportunity to both broaden their horizons and develop connections with each other, and the material they are engaging with.

Recreation and Culture programs will take place seasonally at Town Square and will continue to follow the Town's established seasonal schedule. Programs will take place in Fall, Winter and Spring sessions with summer camps being offered in July and August when children are on summer break.

The fall session will begin mid-September and run through to mid-December. The winter session will run from early January through to the end of March and Spring will begin mid-April and wrap up at the end of June.

Education programs will run throughout the school year during the school day from late September to June.

4.4 Special Events

A variety of Town Special Events are being considered for Town Square. Evolving discussions are taking place while staff evaluate various options as there could be different opportunities available. The following list identifies the events that could be hosted at Town Square:

- Mayor's Levee January
- Black History Month February
- Arctic Adventure Hybrid with Town Park Family Day Weekend, February
- Aurora Art Show & Sale First weekend of May
- Aurora Performing Arts Festival June
- National Indigenous History Month June
- National Indigenous Peoples Day June 21
- Culture Days Mid-September to Mid-October
- National Day for Truth & Reconciliation September 30
- Aurora's Christmas Market December
- Menorah Lighting Ceremony Hanukkah December/January
- Family First Night Hybrid with AFLC December 31

4.5 Pricing and Fee Structure

The Town's goal for each program and performance at Town Square is to balance cost recovery through earned revenue generation with accessibility and affordability. The Town Square Fees and Charges Schedule (Attachment 1) has been developed in consultation with internal staff and external partners, such as the ACC. It ensures that a range of user groups can access each of the spaces that comprise Town Square without negatively impacting their capacity to deliver services to the community.

5. Marketing and Communications

Town Square is the largest capital project ever undertaken by the Town of Aurora. It is a key part of the Town's downtown revitalization, complementing Aurora's small-town charm with big-city amenities. Town Square will help foster Aurora as an innovative and

sustainable community, benefit local businesses, and support future investment, advancing the Town as a destination for locals and visitors alike.

As the project nears the end of construction and approaches its opening in 2024, marketing and communications efforts – that are rooted in Town Square's Business Plan objectives – are well-underway.

5.1 Marketing and Communications Strategy

The Town Square Marketing and Communications Strategy aims to create excitement about the opportunities at Town Square for residents, community members, and local businesses, positioning the Town as a destination with modern amenities and small-town charm. Long-term supporters of Town Square will emerge from the target audiences identified in the Marketing and Communications Strategy, creating a lasting foundation for successful programs, events, and experiences.

The Marketing and Communications Strategy positions Town Square as a well-managed, large-scale project, while establishing the credibility and trust necessary to sustain excitement through the final phases of construction. It guides the execution of engaging marketing and communications activities that demonstrate Town Square's long-term value for arts and cultural experiences, as well as community connection in Aurora. Moreover, it addresses residents' need for accurate information – building anticipation and facilitating a communication continuum.

The strategy outlines all marketing communications tactics and promotional activities, including: the 2023 Social Media Strategy; partnerships and collaborations; community engagement initiatives (outlined below); the launch of the Town Square microsite; the Town Square monthly e-newsletter; media relations; and all print and digital marketing materials, videos, and ads that lead into Town Square's first full year of programming.

The Town Square Marketing and Communications Strategy is the foundation upon which all current and future marketing efforts will be built. It leverages Town Square branding that was implemented in 2021, ensures alignment across Town of Aurora and Town Square communications, and creates long-lasting recognition amongst all target audiences.

5.2 Grand Opening Strategy

A complementary Grand Opening Strategy will be created as part of the Town Square Marketing and Communications Strategy. The Grand Opening Strategy will highlight this pivotal time in Aurora's history through a blend of traditional and digital mediums,

ensuring widespread visibility and engagement across target audiences. The Grand Opening Strategy aims to not only set the tone for the opening of Town Square, but how the community will feel about it for years to come.

5.3 Social Media Strategy

The Social Media Strategy was developed as part of the Marketing and Communications Strategy to guide the implementation and growth of Town Square's social media channels – Facebook, Instagram, and X (formerly Twitter).

Through Town Square's communication channels – including social media – target audiences will gain a greater understanding about the important role that Town Square plays in Aurora's downtown revitalization, providing cultural opportunities to community members, and improving the overall quality of life in Aurora.

With changing algorithms and saturated platforms, starting new social media channels inevitably poses challenges. A profound understanding of audience behavior patterns and where our channels fit into the mix is imperative for Town Square's platforms to remain relevant, grow, and meet our social media objectives. The Socia Media Strategy's dual focus on paid and organic content ensures a holistic approach to audience engagement. Paid content serves as a targeted means to reach specific demographics and amplify the reach of organic posts.

5.4 Partnerships and Collaborations

Fostering partnerships and collaborations yield results that are mutually beneficial and often exceed individual marketing and communications efforts and capacities. They amplify reach, connect resources, and enhance credibility, ultimately cultivating a stronger, more engaged community for all.

5.4.1 Advantages:

- Reach and Exposure by partnering, individual networks and audiences are expanded. This synergy enhances brand visibility and attracts diverse audiences for each partner. Additionally, partnering with organizations that share target audiences can lead to highly targeted efforts with greater engagement rates.
- Expertise and Resources marketing tactics are strengthened by new perspectives and specialized skills of partners and collaborators.
- Shared Costs and Efficiencies joint efforts can lead to shared expenses, extending the reach of each partner's budget, in addition to increasing efficiency across partnering teams.

- **Credibility** reputable partners enhance credibility, which can expedite audience participation and shifts to neutral, and ideally positive, sentiment.
- **Community** partnerships and collaboration reinforce a commitment to the community and local growth.
- **Sustainability** collaborative relationships set the foundation for mutually sustained success.

5.4.2 Partners:

- Project Partners Town Square's partners the Aurora Cultural Centre, Aurora Museum & Archives, and Aurora Public Library – operate independently from Town Square. Each partner has a wealth of expertise and experience that collaboratively enhances opportunities for arts and culture in Aurora. As partners, we support one another and build on our individual capacities, by drawing upon each other's internal competencies. Together, we will provide the community with greater opportunities for arts, culture, and connection for generations to come.
- Celebrating Culture through Partnerships foster collaboration with the Town's Cultural Partners to amplify impact and deepen community engagement resulting in mutually beneficial results.
- **Downtown Revitalization** bolster the Town's downtown revitalization efforts through an action-oriented and community focused approach. Building relationships with local business owners in downtown Aurora encourages cross-promotion and future collaborations as opportunities arise. These relationships are the foundation of converting contacts to local ambassadors of Town Square.
- Local Ambassadors collaboration that nurtures a network of diverse, local ambassadors.

5.5 Community Engagement Initiatives

Robust community engagement efforts play a vital role in driving awareness, building excitement, and ensuring long-term sustainability. By consistently attending Town-led and Town-supported community events, we establish deeper connections with residents and members of the broader community, ultimately fostering excitement, transparency, and on-going credible communication.

 Creating Excitement and Anticipation – community events provide a platform to generate excitement and anticipation for Town Square's grand opening celebrations and beyond. Through community engagement initiatives, the Town Square team highlights the diverse range of programs, events, and unlimited opportunities the facility will offer upon completion. Branded swag distributed at

- community events acts as a tangible reminder of the project and supports positive sentiment following each interaction.
- Two-way Communication our engagement efforts present a unique opportunity for residents to ask questions, provide feedback, and voice concerns in-person. This open dialogue fosters transparency and trust between the project team and Aurora community. By actively listening and responding to comments, questions, and challenges, we demonstrate our commitment to creating a facility that meets the needs and desires of the residents it serves.
- Long-term Sustainability community initiatives set the tone for ongoing community engagement for years to come, propelling Town Square into a thriving community hub. Sustained interest translates into consistent patronage and generates revenue streams.

6. Operational Plan

The operational plan outlines the key strategies and activities necessary for the successful day-to-day functioning of Town Square, which aims to be a vibrant hub that fosters cultural engagement, community interaction, and artistic expression.

6.1 Facility Description

Parts of the following section provided by Thomas Nemeskeri, RAW Design, OAA, CPHD, MRAIC, CaGBC.

Town Square is representative of the built form evolution of the Town of Aurora, spanning three centuries. The Church Street School, built in 1885, is one of the finest examples of Victorian School architecture in Ontario and an excellent example of adaptive reuse of a significant heritage resource.

The 22 Church Street Addition, Bridge and Outdoor Square will be completed over a century and a half after the Church Street School, thus unifying the existing structures, and creating a major public destination in the heart of Aurora. It also continues the tradition of constructing, preserving, adapting and repurposing significant architectural works to meet the Town's ever-evolving needs.

Town Square encompasses approximately 100,000 square feet and includes a variety of key spaces, including:

 A 29,000 square foot outdoor public square, animated by a skating track in winter that transforms into a water feature in the spring/summer, an Amphitheatre and community event space, all under a catenary lighting system that will provide a constellation of lights during evening gatherings.

- An enclosed pedestrian bridge connecting APL with the Church Street School and new Aurora Museum and Cultural Centre addition.
- A 32,000 square-foot addition wrapped in a diaphanous bronze-coloured veil, to be called the Aurora Museum and Cultural Centre, that includes a triple-height glazed atrium that connects to the heritage School through which circulation takes place.
- The Museum and Cultural Centre also includes a performance hall with seating for up to 250, multi-purpose programming spaces, a visual arts studio, dance studio, café, and a climate-controlled museum storage space.
- Two additional programming rooms and a roof-top reading garden at APL.

Additional highlights include: a highly sustainable design, targeting a high standard through carefully integrated energy and water conservation systems within a high-performance building envelope; bird-friendly glazing; stormwater management to a 200-year standard through a well-planted permeable landscape, meadowscape green roofs, and water-recycling cisterns; LED stage lighting systems, retractable seating and reconfigurable acoustics; gender neutral facilities; fully-accessible public spaces and back-of-house amenities; and arts programming imbued with craftsmanship and attention to detail.

6.2 Facility Requirements

The following areas of expertise are required to operate Town Square successfully:

- Facility Maintenance
- IT Services
- Programming
- Collections and Exhibitions Management
- Customer and Visitor Services
- Marketing and Communications
- Technical Production Services
- Audience Management

The Town is responsibility for facility maintenance, IT service delivery, customer service, bookings and rentals, box office administration, program registration, heritage services and museum management, café and concession services, and some programming, including community events.

6.2.1 Facility Maintenance

Currently, the Facilities Division supports the APL, Victoria Hall, Church Street School, the Armoury and the commercial properties on Yonge Street. Town Square adds approximately 72,000 of additional square feet for staff to maintain.

The proposed operating hours for Town Square are:

- Monday Saturday 8:30am 9:00pm
- Sunday 8:30am 5:00pm
- Holidays 9:00am 2:00pm

Like the Town's recreation centres, the Town Square operating hours require seven days a week coverage. To do so, a fulltime Crew Leader, two fulltime Facility Operators, and two fulltime Maintenance Persons are required, complemented by part time maintenance staff when necessary.

Facility maintenance staff will ensure the building is clean and maintained in good repair, including interior and exterior architectural and structural features, parking area, skating loop, water features, the Amphitheatre, storm water drainage systems, plumbing, electrical, roofing, HVAC (Heating Ventilation and Air Conditioning), fire suppression and fire alarm equipment, elevating systems, and security systems.

Town Square will be operated in an environmentally responsible manner and adopt sustainable practices wherever possible. As part of the asset management program, staff will continuously assess the facility's state of repair to ensure its long-term sustainability.

Facility maintenance staff will also establish clear procedures and protocols for handling emergencies and evacuations, including fire drills.

To assist with booking and rentals, facility maintenance staff will provide labour support for setups and takedown of furniture and equipment required for all user groups throughout Town Square.

Some exterior grounds maintenance, including landscaping and snow removal, will be provided by the Town's Parks Division and contracted services respectively.

6.2.2 Information Technology (IT)

The Town's IT Division will support all Town and ACC staff working out of Town Square, and their portfolio will include:

- Maintenance and life-cycling of hardware/software
- Technical help desk support for hardware/connectivity issues
- Technical help desk support for software in Town's IT Business Unit
- Telephony equipment and support
- Cellular equipment and support (where required)
- Domain hosting for the Town Square microsite and e-commerce
- Architecting, installing, and administering both the wired and wireless networks
- Cybersecurity services and Active Directory account administration
- A/V equipment and support (excluding the Performance Hall)

6.2.3 Programming

Town Square will feature a well-rounded calendar of cultural programs and events, including art exhibitions, live performances, workshops, lectures, film screenings, and cultural festivals that cater to a wide range of interests. Programs will also include the development of education programs for local school groups that will be supported by the Museum. The Town's Cultural Development Coordinator will lead the development and implementation of Town programs at Town Square.

6.2.4 Collections and Exhibitions Management

Town Square will be home to the Aurora Collection and will serve as the primary venue for exhibitions. Collections management activities include accessioning, cataloguing, ongoing documentation, digitization, preventative conservation, and item specific storage and mounting solutions. The process of creating exhibitions includes creating an interpretive plan, research, developing didactics, writing, artifact selection, and exhibit installation. The Collections & Exhibitions Coordinator and Museum Assistant will be responsible for providing this subject matter expertise.

6.2.5 Customer and Visitor Services

Town Square will have a customer service counter like other recreation centres and Town Hall. Customer Service Representatives will provide similar services as they do at all Town locations, such as day-to-day support for public inquiries, program registrations, facility rental information, and all data entry for programs and events that take place at Town Square. This includes promotion and sales of third-party bookings such as ACC performances. Customer Service Representatives will also manage box office transactions, in person and online.

Two fulltime Customer Service Representatives, supplemented by parttime customer service staff will be required to cover all operating hours. Additional parttime support may be required for events and activities outside of normal customer service desk operating hours.

Town Customer Services staff will be responsible for:

- Box office administration using the Town's ticketing software
- Program registration using the Town's booking administration software
- Customer and referral services for the ACC's programs and services

6.2.6 Marketing and Communications

Town Square's marketing and communications efforts foster collaboration that enhances the collective capacity and supports the success of each partner in meeting their objectives. Marketing and communications activities align partner goals, target audiences, and key messaging, to enhance community recognition, awareness, and value proposition.

Partner Marketing and Communications Initiatives:

- Community-Driven Events and Cross-Promotion in organizing and promoting shared community events, we will showcase the synergy between Town Square and its partners. Co-hosting events that intertwine our offerings creates opportunities for residents and the Aurora community to learn more about enriching experiences available at Town Square. Events will provide additional opportunities to distribute partner focused marketing materials. Further, crosspromotion at community events that Town Square participates in maximizes exposure for our partners and emphasizes a sense of unity and shared purpose within the community.
- Marketing Collateral to enhance community engagement and awareness, partner marketing collateral will serve as tangible reminders of the unique experiences and opportunities to learn and immerse in arts, culture, and heritage at Town Square.
- Microsite a dedicated section on the Town Square microsite will house information about our partners. By integrating this partner information into Town Square's online presence, we ensure that the partnership remains at the forefront of communications efforts.
- **Social Media** monthly partner spotlight posts provide in-depth insights into their unique offerings and current initiatives, further strengthening the connection between Town Square and its partners.

 Newsletter – to amplify each partner's reach, we dedicate a recurring section in our monthly Town Square newsletter to highlight their current news, events, and initiatives.

The Marketing and Communications Specialist will lead all Town Square marketing and communications initiatives, supported by the Communications Division and Cultural Services Division.

6.2.7 Technical Production Services

The Town Square Performance Hall will be equipped with specialized technology, including stage, sound, lighting, and video equipment that requires skilled and knowledgeable personnel to operate. Technical Production costs/salaries will be partially offset by earned revenue from recoveries incurred by Performance Hall user groups. Technical Production staff will:

- Manage the technical needs for each client in Town Square including advance quoting and production consultation, recruiting for and staffing events
- Facilitating equipment needs, reporting, and backstage health and safety
- Providing audio and lighting requirements that meet the client's expectations for each event

6.2.8 Audience Management

Audience management includes the activities that support a safe, welcoming and professional audience experience including ticketing issues, seating, emergency evacuation, health concerns, latecomer entry, reception needs, special concession requests, and hearing-assist support. Audience management also supports a robust volunteer program to recruit, train, schedule and manage community participation in Town Square.

Staff can include paid and/or volunteer personnel to reduce costs, and are responsible for:

- Volunteer recruitment, training, scheduling, and management during events
- Facilitating front of house client needs
- Ensuring audience health and safety

Audience Management costs/salaries will be partially offset by earned revenue from recoveries incurred by Performance Hall user groups.

7. Financial Projections

The original 2019 Business Plan and financial strategy was based on a Municipal Services Board Governance Model and estimated that net annual operating costs for Town Square would be \$720,000. This amount was approved by Council and phased in over three years (2019, 2020 and 2021) to ensure Town Square would be funded prior to opening and to minimize the tax impact.

The total annual incremental net operating requirements for the Municipal-Not-for-Profit Governance Model is now estimated to be \$1,070,000, an increase of \$350,000 over the 2019 estimate. To address the additional budget pressure, staff recommend that a similar multiyear funding strategy be used again (i.e., phased into the operating budget over a three-year period), so that the new pressure is fully funded by the tax levy by 2026. In the interim, any budget shortfalls should be funded from past unused Town Square operating funding that is being held within the tax rate stabilization reserve.

The Town's new net operating requirement of \$1,070,000 will allow the Town to provide the following services at Town Square:

- Facility Maintenance
- IT Service Delivery
- Customer Service
- Bookings and Rentals
- Box Office Administration
- Program Registration
- Heritage Services and Museum Management
- Café and Concession Services
- Programming, including community events

Audience Services and Technical Production are currently outside the Town's scope. These services can be provided by the ACC at an additional cost beyond their base allocation. The ACC has identified additional staff and budget requirements to provide these services as outlined in Attachment 3.

If not provided by the ACC, the Town could supply these additional services beyond their current scope using contracted services, volunteers and existing staff. In both cases, the costs for providing these services can be partially recouped through earned revenue.

7.1 Revenue and Expense Projections

When creating the revised Town Square operating budget, several factors contributed to the increased annual incremental net operating requirements, including the following:

- The original net annual operating costs of \$720,000 were not subject to an
 inflationary increase since their inclusion in the operating budget in 2019. As a
 result, this amount has foregone approximately \$75,500 in inflationary increases
 from 2019 to 2023.
- The 2019 financial strategy and operating cost estimates did not account for the 10,000+ sq. ft. (or 12% more space) subsequently added to the project that contributed to higher annual facility maintenance costs of approximately \$160,000, not including the additional staff salaries required to operate the expanded facility.
- The adoption of the Municipal-Not-for-Profit Hybrid Governance Model meant that the Town's projected income would be lower as revenue will now be shared by the Town and ACC.

Like the 2019 financial projections, the revised 2024-2026 projections take into consideration that it will take approximately three to five years to ramp up and maximize the opportunities that exist for additional revenue generation and added cultural and community activities within the expanded facility.

The following table provides an overview of the Hybrid Model operating budget. See Attachment 3 for a detailed budget comparison between the Municipal Service Board Model and Hybrid Governance Model.

Year	Total Hybrid Revenue (Town + ACC)	Total Hybrid Expenditures (Town + ACC)	Total Hybrid Model Net Operating Budget (Town + ACC)
2024	\$2,837,719	\$3,375,178	-\$537,459
2025	\$3,155,741	\$3,601,031	-\$445,290
2026	\$3,278,927	\$3,725,643	-\$446,643

7.2 Economic Benefits

Vibrant spaces such as Town Square exert a noticeable economic influence on their communities. They foster job creation, invigorate tourism, and yield revenue for local enterprises. The information presented below was prepared using the Ontario Tourism Regional Economic Impact Model (TREIM), which is a regional economic impact model

that helps to determine the economic impact of tourism-related activities on the local and provincial economies.

Aurora Town Square Economic Benefits in York Region Direct Economic Impact of Capital Investment in a Tourism Facility* Based on \$53,000,000 Capital Investment in Arts, Entertainment, and Recreation

GDP	Labour Income	Full-time Job Equivalents	Tax Revenue (Federal, Provincial, Municipal combined)
\$18.75M	\$15.4M	157	\$4.2M

^{*2025} Dollars

Aurora Town Square Direct Economic Benefits in York, Durham and Hills of Headwaters Based on \$3,250,000 Combined Annual Revenue from Cultural Performances*

		Full-time Job	Tax Revenue (Federal, Provincial,
GDP	Labour Income	Equivalents	Municipal combined)
\$1.655M	\$1.385M	22	\$1.085M

^{*2023} Dollars

Notes:

Direct impact: refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g., accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

Employment: refers to number of jobs; it includes full-time, part-time, seasonal and temporary employment (based on the share of the year worked), for both employed and self-employed workers.

8. Risk Analysis and Mitigation Strategies

The Risk Analysis below identifies several potential risks and analyses the appropriate ways in which they can mitigated.

8.1.1 Marketing and Promotion

 Risk: Construction delays challenge strategic and proactive marketing and promotion, result in negative sentiment about the project, and diminish credibility, leading to risks with sustaining excitement, positive brand image, and value proposition. Mitigation Strategy: The Town Square communications team takes a customer service-oriented approach to address questions, comments, and concerns through all communications channels. Marketing, communications and social media strategies are flexible to meet schedule demands, while activities are professional, consistent, and creative to highlight the vision of Town Square.

8.1.2 Market and Demand

 Risk: Low audience turnout and program participation due to misjudged community interest or duplication of services from other arts and cultural institutions.

Mitigation Strategy:

- Develop a comprehensive programming and performance schedule that includes an ongoing plan of action to ensure meaningful and appropriate programming at Town Square.
- Work with project partners and local cultural organizations to understand the community's cultural preferences and interests.
- Ensure the programming schedule includes a variety of events and programs that cater to different demographics.
- Ensure the performance schedule includes a diverse and appealing lineup of local and regional talent that appeals to Aurora and York Region residents.
- Seek community feedback on an ongoing basis to ensure programming is meeting community needs.
- Ensure staff are provided with the necessary networking and professional development opportunities to remain on top of industry trends.

8.1.3 Operational Considerations

- **Risk:** Inadequate staff training, staff coverage and infrastructure for smooth facility operation.
- Mitigation Strategy: Develop a comprehensive training program for all staff
 members and volunteers that includes ongoing training sessions and a process
 for regular feedback and communication. Implement regular maintenance
 schedules for equipment and facilities and ensure it is followed thoroughly.
 Invest in appropriate technology systems to streamline ticketing, scheduling, and
 resource allocation and provide appropriate training for staff accordingly.
- **Risk**: Damage to and/or theft of Museum collection.
- Mitigation Strategy: Follow established operational security plan and preventative measures.

8.1.4 Technological Considerations

- **Risk:** Technical glitches during performances, impacting audience experience.
- Mitigation Strategy: Perform thorough testing of all technical systems before
 events. Have backup equipment readily available. Employ skilled technicians to
 manage and troubleshoot technical setups during performances. Ensure
 appropriate customer service strategies are in place and staff are prepared to
 employ them when necessary.

8.1.5 Health and Safety

- **Risk:** Accidents, injuries, or health emergencies during programs, performances and events or within the facility.
- Mitigation Strategy: Develop and communicate comprehensive health and safety
 and emergency protocols to staff and visitors. Install safety equipment, such as
 fire alarms, first aid stations, automated external defibrillator, and emergency
 exits, in compliance with regulations. Ensure all on site staff members are up to
 date in Standard First Aid and CPR level C certifications.

8.1.6 Reputation and Public Relations

- Risk: Negative publicity, public backlash, or controversy surrounding programming choices.
- Mitigation Strategy: Engage with diverse perspectives throughout the community
 to address concerns and feedback. Have a strong and responsive marketing and
 communications team to manage communications and address any issues
 promptly. Develop standardized and thorough messaging in response to such
 concerns.

8.1.7 Environmental and Sustainability

- Risk: Inadequate sustainability measures leading to negative environmental impact.
- Mitigation Strategy: Incorporate sustainable design elements into the facility's
 construction, such as energy-efficient systems and waste reduction initiatives.
 Implement waste diversion programs. Educate staff and visitors about the
 facility's sustainability goals. Develop an ongoing sustainability model with all
 programs, supplies and equipment.
- **Risk**: Environmental damage to the Museum collection.

 Mitigation Strategy: Follow a regular schedule on environmental monitoring and insect/pest monitoring. Ensure HVAC system is regularly serviced so that an optimal storage climate is maintained.

8.1.8 Economic and Financial

- **Risk:** Economic downturn affecting program registration, performance attendance and sponsorships.
- Mitigation Strategy: Develop flexible pricing strategies to accommodate a range
 of economic conditions. Diversify revenue streams beyond ticket sales, such as
 offering memberships or exclusive packages. Maintain flexibility and creativity
 with programming options to allow for a programming pivot accordingly.
 Maintain strong relationships with partners.

8.1.9 Parking Supply

- Risk: Customer dissatisfaction with quantity of available parking for programming and events.
- Mitigation Strategy: Develop and put into action a comprehensive and thorough communication strategy to inform customers of available parking locations and carpool or public transportation options. For larger events or audience draws facilitate additional strategies such as shuttles, valet parking, and eased parking restrictions.

8.1.10 Partner Relations

- Risk: Failure to engage with local organizations and Cultural Partners to develop relevant exhibitions, programs and collaborations.
- Mitigation Strategy: Continue to meet monthly with Aurora Arts, Culture &
 Heritage Network. Ensure ongoing communication with invested parties is
 maintained and a collaborative approach to programs and exhibitions is utilized.
 Dedicate staff time on an ongoing basis to ensure thorough consultation and
 collaboration.

9. Impact and Evaluation

Measurement and evaluation play a pivotal role in executing effective marketing strategies year-over-year. Detailed data on target audiences, their preferences, and engagement patterns will continue to inform our tactics and marketing channels to maximize our impact, and ultimately increase Town Square brand visibility and community participation from grand opening through to 2026. Measuring ROI for

marketing expenditures ensures that resources are allocated to initiatives that deliver tangible results.

Evaluation and benchmarking to sustain or improve performance will be reported quarterly and annually. Measures will consider current events, trends and technology, along with competitor benchmarking. Town Square's marketing and communications tactics require consistent monitoring and modification to best reach and resonate with target audiences and various marketing channels. The Town Square communications team will examine the impact of our efforts on both the Town Square and Town of Aurora channels in achieving our objectives, assessing implementation and outcomes.

9.1 Measurement of Success and Impact

Robust measurement practices provide valuable insights into the long-term growth and success of Town Square. Monitoring and analyzing attendance data, participant feedback, and utilization rates supports strategic decision-making for resource allocation, along with meeting evolving community needs. Data-driven evaluation highlights trend identification and provides a comprehensive framework for informed decision-making.

Table 14. Town Square Measurement and Tracking Methods

Measurement	Tracking Method
Customer satisfaction with the quality of	Annual and Program Survey
Town Square programs	% of satisfaction in each program area
Customer satisfaction with the diversity	Annual Survey
of program offerings	% of satisfaction
Customer satisfaction with Box Office,	Survey of User Groups
Facility Maintenance, Customer Service,	% of satisfaction in each area
Programming, Heritage Services	
Community satisfaction with donation	Survey donors and researchers
inquiries and Museum research requests	Ask for brief testimonials
# of participants in Town programs at	Reports from Red61 and ActiveNet
Town Square	Shown as a figure
Community engagement (volunteering)	Track number of volunteer hours earned at
	Town Square
Earned Revenue (programs and rentals)	Shown as a figure

9.2 Continuous Improvement Strategies

By consistently implementing improvement strategies based on thorough evaluation, Town Square will continue to deliver quality and dynamic programs and events that cater to the community and provide a vibrant and creative experience to attendees and participants.

Feedback will be collected regularly from artists, performers, staff, and audience members. This will be done through surveys and comment cards and will provide valuable insight into areas of improvement as well as identifying success.

After each event, performance, exhibition and program, staff and volunteers will conduct a thorough debrief to review successes and challenges, opportunities for enhancement and additional feedback to explore. This will help to gauge community impact as well as the performer/instructor experience and identify any changes that may be required.

Staff will continue to benchmark Town Square performances with similar venues to analyze their programming, audience engagement strategies and overall management practices. This will help to ensure Town Square is following industry best practices and identify methods for improvement.

Ticket sales and program registration records will assist in analyzing audience and participant demographics. This will help to provide insight into the popularity of genres, dates and times for programming and the types of audiences being engaged, therefore also identifying any gaps.

As part of the comprehensive staff training program, staff and volunteers will participate in ongoing training and development opportunities, as well as performance appraisals to identify areas for learning and growth. This will enhance the overall customer experience at Town Square.

Staff will also continue to implement the Cultural Action Plan, reviewing progress and adjusting goals and strategies to align with changing circumstances and emerging trends in arts and culture. Further, the team will continue to collaborate with Cultural Partners and local organizations to gather insight and address feedback and recommendations from vested parties.

Attachment 1 - Proposed Town Square Fees and Charges Schedule

Description	Unit of	Fee or	Notes
	Measure	Service	
		Charge	
Program Room 1 and 2 (at APL)	Hourly	\$47.15	Equivalent to Holland Room (Town Hall)
	8 Hours	\$330.05	Hourly rate x 7
	Full day	\$565.80	Hourly rate x 12
Program Room 2	Hourly	\$10.00	N/A
Kitchenette (at APL -	8 Hours	\$70.00	Hourly rate x 7
includes fridge and counter space)	Full day	\$120.00	Hourly rate x 12
Conference Lounge/Boardroom	Hourly	\$37.50	Equivalent to AFLC Program Room A and SARC Meeting Room
(at APL)	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Reading Garden (at APL)	Hourly	\$11.75	Approximately 1/4 of Program Room rate
	8 Hours	\$82.25	Hourly rate x 7
	Full day	\$141.00	Hourly rate x 12
Magna Room	Hourly	\$47.15	
	8 Hours	\$330.05	Hourly rate x 7
	Full day	\$565.80	Hourly rate x 12
Lebovic Room	Hourly	\$47.15	
	8 Hours	\$330.05	Hourly rate x 7
	Full day	\$565.80	Hourly rate x 12
Entire Outdoor Square	Commercial - Hourly	\$135.00	
(exclusive use only)	Commercial - 8 hours	\$945.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$1,620.00	Hourly rate x 12
	NFP - Hourly	\$105.00	
	NFP - 8 hours	\$735.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$1,260.00	Hourly rate x 12
	Event Set-up Fee - flat rate	\$377.60	Equivalent to Town Park Bandshell
Amphitheatre	Commercial - Hourly	\$32.25	Same as Town Park Bandshell
	Commercial - 8 hours	\$225.75	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$387.00	Hourly rate x 12
	NFP - Hourly	\$27.40	

	NFP - 8 hours	\$191.80	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$328.80	Hourly rate x 12
	Event Set-up Fee - flat rate		Equivalent to Town Park Bandshell; does not include technical needs/set up
Performance Hall	Commercial - Hourly	\$125.00	All PH rentals include access to Crush Space, Bar, Green Room and Dressing Rooms; also includes access to tables/chairs, house soft goods, lighting and sound equipment
	Commercial - 8 hours	\$875.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$1,500.00	Hourly rate x 12
	NFP - Hourly	\$90.00	
	NFP - 8 hours	\$630.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$1,080.00	Hourly rate x 12
Box Office Fees	CIF - per ticket	\$1.50	Capital Investment Fund/Facility Charge
	Online Fee - per ticket	\$0.00	
	Handling/Pro cessing Fee - per ticket	\$2.00 (plus 3%)	Covers credit card charges, transaction fee for the pin pad
	Admin Fee - flat rate	\$200.00	Covers staff time to build program or event into the system for third-party groups
Staff Fees	Technician - Hourly	\$50.00	OT after 8 hours, double time after 12 hours or after 44 hours in a week
	FOH Manager - Hourly	\$30.00	
	Usher(s) - per rental	\$150.00	
	Overtime - Hourly	1.5 X regular hourly rate	OT after 8 hours; double time after 12 hours or 44 hours in a week
Production Service Fees	Digital Projector & Screen, Performance Hall	\$50 per rental/day	
	Wireless Mic	\$25 per mic	

	Piano - Brevik Hall	\$100/day	
	I Iali		
	Piano Move -	Actual cost,	
	Brevik Hall	plus 10%	
		admin	
		subject	
	Portable	to HST \$125 per	
	Stage	rental	
	Piano Tuning	\$175 per	If piano tuning coordinated by ACC,
		tuning	then Town to collect from the user group with revenue to go to ACC
	Additional	Actual cost,	
	Equipment	plus 10%	
	Rental (e.g.,	admin	
	keyboard, piano, spot or	subject to HST	
	hazer)		
	Portable PA	\$250.00	For use in spaces beyond Performance
	System - per		Hall (e.g., PADS)
	booking		
	Lighting - per booking	\$75.00	
Crush Space and Bar	Commercial - Hourly	\$65.00	
	Commercial - 8 hours	\$455.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$780.00	Hourly rate x 12
	NFP - Hourly	\$50.00	
	NFP - 8 hours	\$350.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$600.00	Hourly rate x 12
Brevik Hall	Commercial -	\$75.00	All BH rentals come with Great Hall (to
	Hourly		serve as crush space)
	Commercial - 8 hours	\$525.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$900.00	Hourly rate x 12
	NFP - Hourly	\$60.00	
	NFP - 8 hours	\$420.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$720.00	Hourly rate x 12
	Commercial - Hourly	\$70.00	

Performing Arts Dance (PADS) Studio	Commercial - 8 hours	\$490.00	1 hour discount (Hourly x 7 hours)
A + B	Commercial - Full day	\$840.00	Hourly rate x 12
	NFP - Hourly	\$55.00	
	NFP - 8 hours	\$385.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$660.00	Hourly rate x 12
PADS A	Commercial - Hourly	\$40.00	
	Commercial - 8 hours	\$280.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$480.00	Hourly rate x 12
	NFP - Hourly	\$30.00	
	NFP - 8 hours	\$210.00	1 hour discount (Hourly x 7 hours)
DADOD	NFP - Full day	\$360.00	Hourly rate x 12
PADS B	Commercial - Hourly	\$40.00	
	Commercial - 8 hours	\$280.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$480.00	Hourly rate x 12
	NFP - Hourly	\$30.00	
	NFP - 8 hours	\$210.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$360.00	Hourly rate x 12
Bridge			TBD
School Meeting Room	Hourly	\$37.50	AFLC Program Room A/ SARC Meeting Room
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Program Room A + B	Hourly	\$69.00	
(by Cafe)	8 Hours	\$483.00	Hourly rate x 7
	Full day	\$828.00	Hourly rate x 12
Program Room A	Hourly	\$37.50	
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Program Room B	Hourly	\$37.50	
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Multipurpose Studio/Meeting	Hourly	\$37.50	AFLC Program Room A/ SARC Meeting Room
Room	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12

Dressing Room 1	Hourly	\$37.50	Only available when performance hall is not booked; not to be charged to Performance Hall renters as the dressing rooms are included with the rental fee.	
	8 Hours	\$262.50	Hourly rate x 7	
	Full day	\$450.00	Hourly rate x 12	
Dressing Room 2 Hourly		\$37.50	Only available when performance hall is not booked; not to be charged to Performance Hall renters as the dressing rooms are included with the rental fee.	
	8 Hours	\$262.50	Hourly rate x 7	
	Full day	\$450.00	Hourly rate x 12	
Green Room/Staff Lounge			Not available to rent on its own. Comes with rental of Performance Hall or Brevik, PADs, and Outdoor Square if needed and if Performance Hall is not booked.	
Visual Arts Studio	Hourly	\$69.00		
A + B	8 Hours	\$483.00		
	Full day	\$828.00		
Visual Arts Studio A	Hourly	\$37.50		
	8 Hours	\$262.50		
	Full day	\$450.00		
Visual Arts Studio B	Hourly	\$37.50		
	8 Hours	\$262.50		
	Full day	\$450.00		

Attachment 2 - Testimonials

"We are thrilled to announce that, in 2024, our Annual Induction Celebration Evening will now find its home at the Aurora Town Square. This incredible space perfectly encapsulates the essence of community, providing the ideal location to honour and celebrate the exceptional sport legends who have graced our town. Whether as athletes, coaches, or builders, these individuals have left an indelible mark on our sporting heritage, and it is only fitting that we gather in this symbolic venue to recognize their excellence.

Just as the Aurora Sports Hall of Fame serves as a unifying force, the Aurora Town Square stands as a beacon of unity, bringing together our community through shared values and collective pride. This new partnership not only enhances the event experience, but it also strengthens our commitment to preserving the sporting legacy that defines our town and its people."

- Javed S. Khan, President & Chair, Aurora Sports Hall of Fame

There is nothing more exciting to an art society that a state-of-the-art, purpose-built facility for cultural activities and being able to call it 'home'. Moving into 22 Church St. in 2012 created a ripple effect - an increase in membership and status. When a venue is compatible with the organizations that operate within it, it clearly shows that Aurora values culture. The arts gained status in Aurora because we featured local and regional adult artists, provided them with a place to connect, network and learn from each other. It's good for them and the Town. So it is with great anticipation that the Society of York Region Artists (SOYRA) looks forward to the opening of Aurora Town Square as a place we can call home once more.

- Linda Welch, President, Society of York Region Artists

Marquee Theatrical Productions is thrilled to have the opportunity to perform in our own hometown. Now with the new Town Square theatre opening, it will not only allow for us to perform our many youth productions in a great new space, but it will also allow us to expand on what we offer and to better serve our community.

- Sheryl Thomas, Executive Director, Marquee Theatrical Productions

York Region Arts Council congratulates the Town of Aurora, the Aurora Cultural Centre and all the partners involved in making this cultural hub a reality! Aurora is truly exemplifying the commitment to put ART at the centre of the community.

In a time when creative space is so hard to find, it is so important to have dedicated space for creativity and expression and for community members and visitors to experience. As an established art hub, Aurora Town Square will be a place that artists of all disciplines will want to meet, create, thrive and collaborate in! We can't wait to see the impact we know this space will create!

- Monica Pain, Director of Programming & Operations, York Region Arts Council

For over 40 years, the Pine Tree Potters' Guild has put down roots in Aurora, teaching and growing pottery arts. Our mutually beneficial relationship with the Aurora Cultural Centre has included sales, exhibitions, demonstrations and the Empty Bowls charity fundraising event. This successful partnership also included providing a well-received Kids Clay Camp at the Cultural Centre.

We are so excited about growing our relationship and participating in the many cultural opportunities that Aurora Town Square will bring to Aurora.

- Pine Tree Potters' Guild

The Aurora Film Circuit is very excited to have Aurora Town Square in our community. Town Square will offer the Aurora Film Circuit the opportunity to screen additional films throughout the year and provide theme-based programming for special events. AFC Subscribers have been asking for more and Town Square will allow us to deliver!

- Nelia Pacheco, Chair & Programmer, Aurora Film Circuit

Attachment 3 2024 MSB-Hybrid Budget Comparison

Revenue	MSB*
Municipal Contribution	\$1,519,645
ACC Historical Top Up (not yet approved by Council)	
ACC Displacement Costs	
Government Grants	\$77,500
Ticket Sales	\$434,560
Program	\$185,485
Sponsorship & Donations	\$177,740
Staff Recoveries	\$235,400
Rentals	\$235,400
TOTAL REVENUE	\$2,630,330
Expenditures	
Salaries & Benefits	\$1,537,730
ACC Additional Staffing costs for ATS	
Previously approved Production Technician	
Efficiencies created by ACC	
Artistic Fees	\$434,735
Marketing Expense	\$88,125
Program	\$186,840
Sponsorship & Professional Fees	\$54,750
Office Expenses	\$122,150
Facility Expenses	\$206,000
TOTAL EXPENDITURES	\$2,630,330
Net	\$0

Hybrid Town	Hybrid ACC	Hybrid ACC (Tech/FOH)	Hybrid ACC (ATS impacts)	Total Hybrid (Town + ACC)
\$720,000	\$463,420		,	\$1,183,420
	\$86,149			\$86,149
	\$95,989			\$95,989
\$39,500	\$258,156			\$297,650
\$175,000	\$74,000			\$249,000
\$14,450	\$213,900			\$228,35
	\$405,000			\$405,00
		135,280		\$135,28
\$156,875				\$156,87
\$1,105,825	\$1,596,614	\$135,280	\$0	\$2,837,71
\$1,060,000	\$937,635			\$1,997,63
		\$210,673	\$121,571	\$332,24
		\$80,000		\$80,00
		-\$91,780		-\$91,78
\$41,250	\$300,556			\$341,80
\$99,600	\$101,000			\$200,60
\$69,050	\$128,598			\$197,64
\$2,000	\$28,132			\$30,13
\$19,200	\$100,693			\$119,89
\$167,000				\$167,000
\$1,458,100	\$1,596,614	\$198,893	\$121,571	\$3,375,178
-\$352.275	\$0	-\$63,613	-\$121.571	-\$537.459

^{*2018} numbers as presented in the Library Square Business Plan

Attachment 3 2025 MSB-Hybrid Budget Comparison

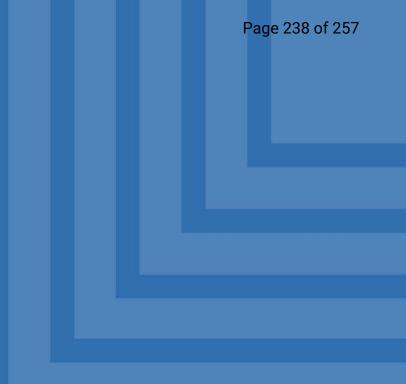
Revenue	MSB*	
Municipal Contribution**	\$1,519,645	
ACC Historical Top Up (not yet approved by Council)		
Grants	\$77,500	
Ticket Sales	\$434,560	
Program	\$185,485	
Sponsorship & Donations	\$177,740	
Staff Recoveries	\$235,400	
Rentals	\$233,400	
TOTAL REVENUE	\$2,630,330	
Expenditures		
Salaries & Benefits	\$1,537,730	
ACC Additional Staffing costs for ATS	-	
Previously approved Production Technician		
Efficiencies created by ACC		
Loss of Rental Income for ACC (no longer running program)		
Artistic Fees	\$434,735	
Marketing	\$88,125	
Program	\$186,840	
Sponsorship & Professional Fees	\$54,750	
Office Expenses	\$122,150	
Facility Expenses	\$206,000	
TOTAL EXPENDITURES	\$2,630,330	
Net	\$0	

*2018 numbers as	nresented in the I	Library So	mare Rusiness Pl	an
2010 Hullibels as	presenteu in the i	Library 34	lagie pasiliess i i	an

Hybrid Town	Hybrid ACC	Hybrid ACC	Hybrid ACC (ATS	Total Hybrid	
TIYDIIG TOWN	nybria ACC	(Tech/FOH)	impacts)	(Town + ACC)	
\$720,000	\$472,688			\$1,192,688	
	\$87,872			\$87,872	
\$30,000	\$141,876			\$171,876	
\$264,395	\$81,000			\$345,395	
\$16,000	\$219,500			\$235,500	
	\$530,000			\$530,000	
		\$296,010		\$296,010	
\$296,400				\$296,400	
\$1,326,795	\$1,532,936	\$296,010	\$0	\$3,155,741	
\$1,081,200	\$939,526			\$2,020,726	
		\$328,306	\$126,018	\$454,324	
		\$81,600		\$81,600	
		-\$92,604		-\$92,604	
	\$25,000			\$25,000	
\$103,750	\$267,731			\$371,481	
\$101,600	\$81,000			\$182,600	
\$91,825	\$116,300			\$208,125	
\$2,000	\$30,195			\$32,195	
\$19,400	\$98,184			\$117,584	
\$200,000	-			\$200,000	
\$1,599,775	\$1,557,936	\$317,302	\$126,018	\$3,601,031	
-\$272,980	-\$25,000	-\$21,292	-\$126,018	-\$445,290	

Revenue	MSB*	Hybrid Town	Hybrid ACC	Hybrid ACC (Tech/FOH)	Hybrid ACC (ATS impacts)	Total Hybrid (Town + ACC)
Municipal Contribution**	\$1,519,645	\$720,000	\$482,142			\$1,202,142
ACC Historical Top Up (not yet approved by Council)			\$89,630			\$89,630
Government Grants	\$77,500	\$15,000	\$105,000			\$120,000
Ticket Sales	\$434,560	\$298,925	\$88,500			\$387,425
Program	\$185,485	\$19,000	\$225,500			\$244,500
Sponsorship & Donations	\$177,740		\$605,000			\$605,000
Staff Recoveries	\$235,400			\$315,680		\$315,680
Rentals	\$235,400	\$314,550				\$314,550
TOTAL REVENUE	\$2,630,330	\$1,367,475	\$1,595,772	\$315,680	\$0	\$3,278,927
Expenditures						
Salaries & Benefits	\$1,537,730	\$1,102,830	\$978,208			\$2,081,038
ACC Additional Staffing costs for ATS				\$352,622	\$138,738	491,360
Previously approved Production Technician				\$83,232		\$83,232
Efficiencies created by ACC				-\$94,456		-\$94,456
Loss of Rental Income for ACC (no longer running program)			\$15,000			\$15,000
Artistic Fees	\$434,735	\$110,500	\$273,853			\$384,353
Marketing Expense	\$88,125	\$103,630	\$81,000			\$184,630
Program	\$186,840	\$96,125	\$120,684			\$216,809
Sponsorship & Professional Fees	\$54,750	\$2,000	\$33,355			\$35,355
Office Expenses	\$122,150	\$19,650	\$108,672			\$128,322
Facility Expenses	\$206,000	\$200,000	-			\$200,000
TOTAL EXPENDITURES	\$2,630,330	\$1,634,735	\$1,610,772	\$341,398	\$138,738	\$3,725,643
Net	\$0	-\$267,260	-\$15,000	-\$25,718	-\$138,738	-\$446,716

^{*2018} numbers as presented in the Library Square Business Plan



To request a copy of the Aurora Town Square Business Plan in a different format, or to send us your comments, please contact us at:

Email: infotownsquare@aurora.ca

Mail: Town of Aurora Attention Cultural Services Division 100 John West Way, Box 1000

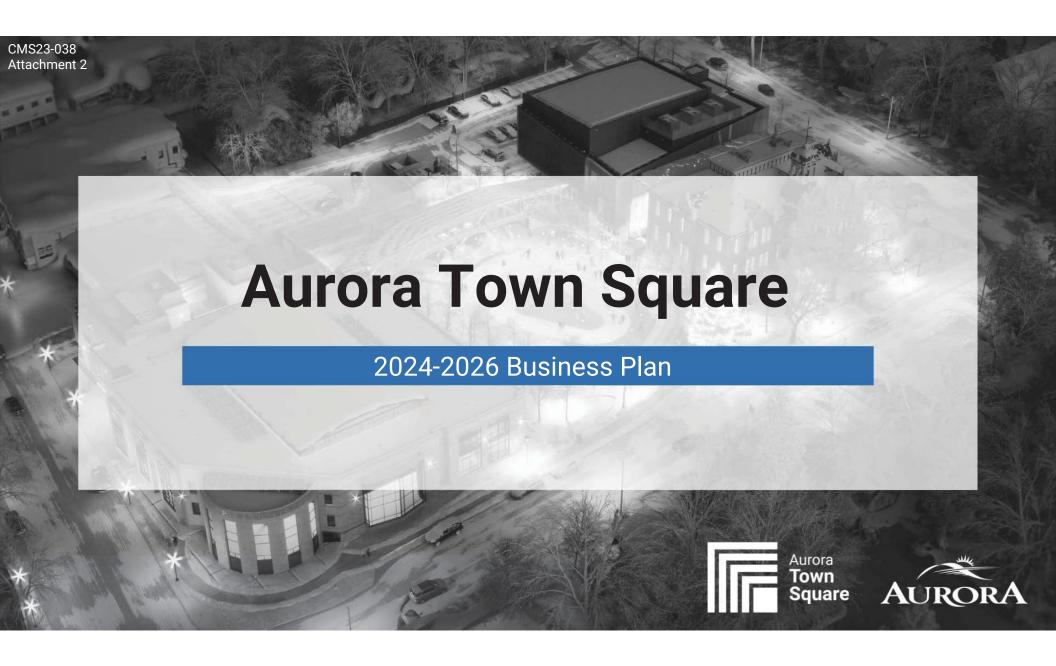
Aurora, Ontario L4G 6J1

Telephone: +1 365-500-3180

To view the Aurora Town Square Business Plan online, please visit aurora.ca







Business Plan Context

- Culmination of four years of planning, engagement and analysis
- Reflects switch from Municipal Services Board Governance Model to Hybrid Governance Model
- Governance and business planning are iterative processes that require ongoing analysis
- An organization's performance is greatly influenced by the way in which its personnel and partners interact
- Every governance model possesses advantages and risks that must be evaluated and understood in advance



Executive Summary

- Identifies how the new spaces that comprise Town Square will be utilized, for what purpose, and by whom
- Outlines how Town Square will be managed effectively, including financial considerations.
- Recognizes potential risks and establishes a mitigation strategy for each
- Highlights how the success of Town Square will be measured, evaluated, and reported on over time



Operational Plan and Staffing Structure

The following areas of expertise are required to operate Town Square successfully:

- Facility Maintenance
- IT Services
- Programming
- Collections and Exhibitions Management
- Customer and Visitor Services
- Marketing and Communications
- Technical Production Services
- Audience Management



Strategic Marketing and Communications

2023-2024 Town Square Marketing and Communications Strategy

- Aims to create excitement about the opportunities at The Square for residents, community members, and local businesses
- Positions the Town as a destination with modern amenities and small-town charm
- Long-term supporters of The Square will emerge from the target audiences, creating a lasting foundation for successful programs, events, and experiences

- Grand Opening Strategy
- Social Media Strategy







Marketing and Communications Measurement

 Evaluation and benchmarking to sustain or improve performance

- Measure and evaluate to achieve our objectives, assess implementation and outcomes
- Continuous improvement

Financial Projections Total Hybrid Total Hybrid Total Hybrid Model Net Year **Expenditures Operating Budget** Revenue (Town + ACC) (Town + ACC) (Town + ACC) 2024 \$2,837,719 \$3,375,178 -\$537,459 2025 \$3,155,741 \$3,601,031 -\$445,290 2026 \$3,278,927 \$3,725,643 -\$446,643

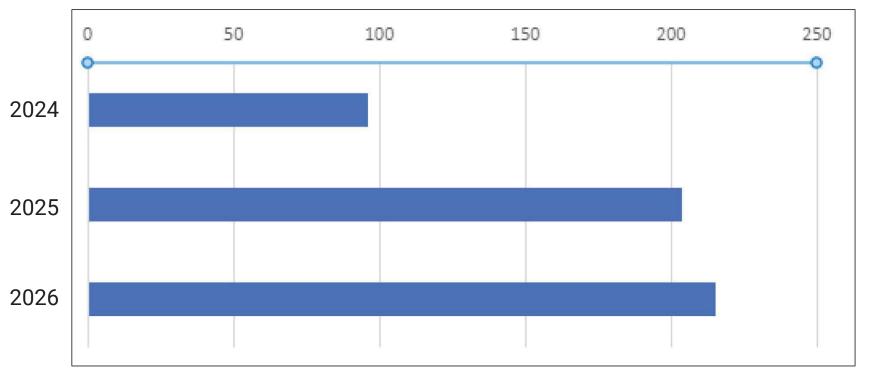


Impact and Evaluation

Measuring Success:

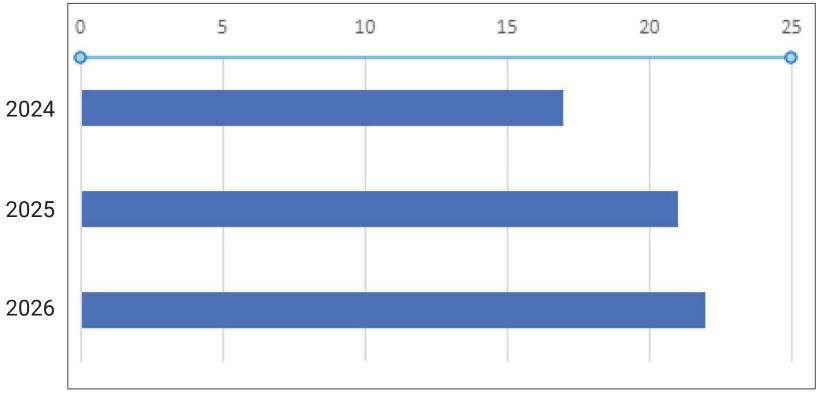
- Customer satisfaction with the quality of Town Square programs
- Customer satisfaction with the diversity of program offerings
- Customer satisfaction with Box Office, Facility Maintenance,
 Customer Service, Programming, and Heritage Services
- Community satisfaction with Museum donation inquiries and research requests
- # of participants in Town programs at Town Square
- Community engagement (volunteering)
- Earned Revenue (programs and rentals)





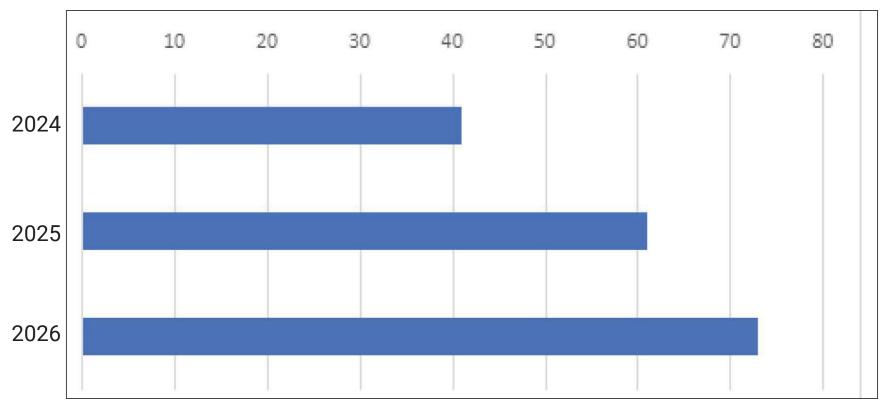
Performance Hall Activations, All Users, 2024-2026





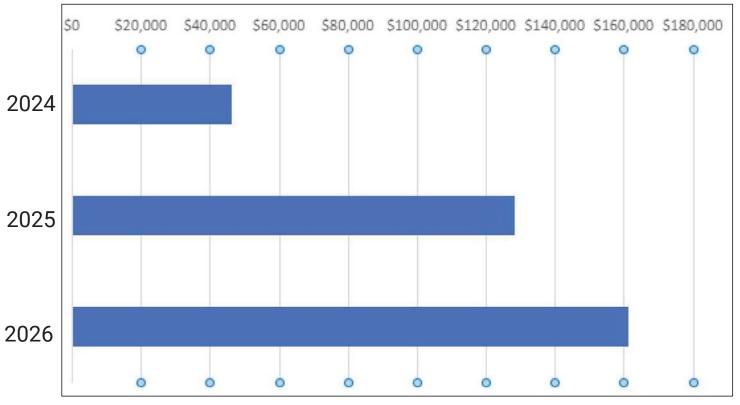
Town Performances, 2024-2026





Town Programs, 2024-2026





Town Presenting Revenue 2024-2026





Town Rental Revenue 2024-2026



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

Notice of Motion

Councillor's Office

Re: Cannabis Retail Applications for the Town of Aurora

To: Mayor and Members of Council

From: Councillor Harold Kim

Date: October 3, 2023

Whereas in January 2019, Council voted in favour of retail Cannabis in the Town of Aurora; and

Whereas the Alcohol and Gaming Commission of Ontario (AGCO) is the legal body overseeing Cannabis Retail; and

Whereas the Town of Aurora with geography of 7 km x 7 km and population of 64,000 currently has 13 Cannabis retail stores and 1 authorized at the AGCO; and

Whereas the long-term vision of the Town's Official Plan supports active and healthy lifestyle choices to complement a complete community; and

Whereas many cannabis stores are within close proximity to schools and daycares which are inhabited by society's most vulnerable; and

Whereas the Province of Ontario *Liquor Licence and Control Act, 2019* (LLCA) in its regulation already has a precedent by limiting the number of grocery stores licensed to sell beer, wine, and cider to 450 and is currently not accepting any more applications;

- Now Therefore Be It Hereby Resolved That the Town of Aurora requests that the Government of Ontario through its Alcohol and Gaming Commission of Ontario (AGCO) no longer accepts any further cannabis retail applications for the Town of Aurora; and
- 2. Be It Further Resolved That the Town of Aurora requests that the Government of Ontario re-evaluate its "formula" on how many cannabis stores are permissible within the boundaries of a municipality, including but not limited to:

- a. Utilizing a cap or upper limit;
- b. Utilizing a population per capita formula;
- c. Utilizing a distance to the next cannabis retail store formula; and
- 3. Be It Further Resolved That should the Government of Ontario revisit the retail Cannabis formula guiding the number of cannabis retail stores permissible in a municipality, that it would extend to all existing municipalities; and
- 4. Be It Further Resolved That a copy of this Motion be sent to the Honourable Doug Ford, Premier of Ontario; the Honourable Doug Downey, Attorney General of Ontario; Dawn Gallagher Murphy, MPP Newmarket—Aurora; and the Honourable Michael Parsa, MPP Aurora—Oak Ridges—Richmond Hill; and
- 5. Be It Further Resolved That a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration.