



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

Date: Tuesday, May 13, 2025
Time: 7 p.m.
Location: Council Chambers, Aurora Town Hall

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

	Pages
1. Call to Order	
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	
5.1 Doug Robertson, President, and Jillian Lemmond, Sales, Pine Tree Potters' Guild; Re: Presentation to Council for Aurora Town Square	1
6. Delegations	
*6.1 Shawn Deane, Resident; Re: Items 7.4 - Finance Advisory Committee Meeting Minutes of April 15, 2025; 11.1 - FIN25-029 - 2025 Investment Policy Update and 2024 Year End Investment Results; and 16.1 - York Regional Council Highlights of April 24, 2025	2
*6.2 Blair Boston and Paige Boston, Residents; Re: Item 14.2 - PDS25-049 - Heritage Permit Application HPA-2025-03 - 10-12 Spruce Street	4
7. Advisory Committee Meeting Minutes	
7.1 Community Recognition Review Advisory Committee Meeting Minutes of April 9, 2025	6
1. That the Community Recognition Review Advisory Committee Meeting Minutes of April 9, 2025, be received for information.	

7.2	Accessibility Advisory Committee Meeting Minutes of April 9, 2025	10
	1. That the Accessibility Advisory Committee Meeting Minutes of April 9, 2025, be received for information.	
7.3	Heritage Advisory Committee Meeting Minutes of April 14, 2025	15
	1. That the Heritage Advisory Committee Meeting Minutes of April 14, 2025, be received for information.	
7.4	Finance Advisory Committee Meeting Minutes of April 15, 2025	19
	1. That the Finance Advisory Committee Meeting Minutes of April 15, 2025, be received for information.	
8.	Consent Agenda	
8.1	CS25-010 - Release of Closed Session Reports from Purchase of 15157, 15165 and 15171 Yonge Street	23
	1. That Report No. CS25-010 be received for information.	
8.2	Memorandum from Councillor Thompson; Re: Lake Simcoe Region Conservation Authority Board Meeting Highlights of March 28, 2025	179
	1. That the memorandum regarding Lake Simcoe Region Conservation Authority Board Meeting Highlights of March 28, 2025, be received for information.	
9.	Community Services Committee Agenda	
9.1	CMS25-011 - Public Art Strategy	183
	1. That Report No. CMS25-011 be received; and	
	2. That the Public Art Strategy (Attachment 1) be approved; and	
	3. That staff be directed to develop a corresponding Public Art Policy for Council review and approval.	
9.2	CMS25-012 - Community Partnership Grant - Status Update and Recommendations for Future	219
	1. That Report No. CMS25-012 be received; and	
	2. That Council endorse the recommendations contained in this report for the future management of the Community Partnership Grant; and	

3. That the Community Partnership Grant Policy be amended as set out in this report.

9.3 CMS25-013 - Sport Plan Update 2025-2029 - Additional Information 227

1. That Report No. CMS25-013 be received; and
2. That Council endorse the recommendations contained in the attached Sport Plan update.

10. Corporate Services Committee Agenda

10.1 CS25-009 - Periodic Report from the Integrity Commissioner 292

(Brief introductory comments to be made by Janice Atwood, Principles Integrity)

1. That Report No. CS25-009 be received for information.

10.2 CS25-008 - Fence By-law Variance Request 303

1. That Report No. CS25-008 be received; and
2. That a variance to Fence By-law No. 6429-22 to permit an existing non-compliant fence in the rear yard of 39 Hackwood Crescent be denied.

11. Finance and Information Technology Committee Agenda

11.1 FIN25-029 - 2025 Investment Policy Update and 2024 Year End Investment Results 309

1. That Report No. FIN25-029 be received; and
2. That Council approve the updated Investment Policy Statement (Attachment 4).

12. Administration Committee Agenda

13. Operational Services Committee Agenda

13.1 OPS25-012 - Fleury Park Redevelopment - Funding Increase 383

1. That Report No. OPS25-012 be received; and
2. That the approved Capital Project No. AM0359 Fleury Park Replacement budget authority of \$1,500,000 be increased by \$944,700 to a total of \$2,444,700; and

3. That this project's total revised budget authority of \$2,444,700 be funded by \$1,796,900 and \$647,800 from the Parks Asset Management and the Parks New Capital reserve, respectively; and
4. That the remaining recommended Fleury Park enhancements totaling \$334,400 be included in the upcoming 2026 10-year capital plan for consideration.

14. Planning and Development Services Committee Agenda

14.1 PDS25-048 - Zoning By-law Amendment and Draft Plan of Subdivision, 1000504782 Ontario Inc., 15385 and 15395 Bayview Avenue, Part of Lot 21, Concession 2, File Numbers: ZBA-2019-03, SUB-2019-01, Related File Numbers: CDM-2019-02, SP-2021-02 392

1. That Report No. PDS25-048 be received; and
2. That Draft Plan of Subdivision application SUB-2019-01 be approved, as shown in Figure 5, subject to conditions as outlined in Appendix "A"; and
3. That Zoning By-law Amendment application ZBA-2019-03 be approved to rezone the subject lands from "Rural (RU)" to "Townhouse Dwelling Residential (R8-XX(H)) Exception Zone" with a Holding Symbol, as outlined in Appendix "B"; and
4. That the implementing Zoning By-law Amendment be brought forward to a future Council meeting for enactment.

14.2 PDS25-049 - Heritage Permit Application HPA-2025-03 - 10-12 Spruce Street 435

1. That Report No. PDS25-049 be received; and
2. That Heritage Permit Application HPA-2025-03 be approved to demolish the existing structure and build a new semi-detached dwelling at 10-12 Spruce Street.

15. Member Motions

15.1 Councillor Gallo; Re: Full Accounting of the Armoury 514

15.2 Councillor Gallo; Re: Amendment to the Procedure By-law 515

***15.3 Councillor Gallo; Re: Land Data Modernization** 517

16. Regional Report

1. That the York Regional Council Highlights of April 24, 2025, be received for information.

17. New Business

18. Public Service Announcements

19. Closed Session

20. Adjournment

Delegation Request

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

Council or Committee (Choose One) *

Committee of the Whole

Council or Committee Meeting Date * ?

2025-5-13



Subject *

Presentation to Council for Library Square

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

Doug Robertson, President and Jillian Lemmond, Sales representing Pine Tree Potters' Guild

Brief Summary of Issue or Purpose of Delegation *

Pine Tree Potters' Guild would like to make a presentation to Council (and Phil Rose) for the opening of Aurora Library Square.

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

☐ Yes

☒ No

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

☒ Agree

Delegation Request

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

Council or Committee (Choose One) *

Committee of the Whole

Council or Committee Meeting Date * ?

2025-5-13



Subject *

Delegation request 7.4, 11.1 & 16.1

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

Shawn Deane

Brief Summary of Issue or Purpose of Delegation *

I wish to share comments and request on the following agenda items 7.4, 11.1 & 16.1.

Thank you.

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

☒ Yes

☐ No

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

John Gallo

Date you spoke with Town staff or a Council member

2025-5-8



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

☒ Agree

I acknowledge that I understand and accept the delegate conduct expectations as outlined in Section 32(b) of the Procedure By-law 6228-19, as amended (link below) *

☒ Agree

[Click to view Procedure By-law 6228-19, as amended.](#)

Delegation Request

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

Council or Committee (Choose One) *

Committee of the Whole

Council or Committee Meeting Date * ?

2025-5-13



Subject *

10/12 Spruce St

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

Blair Boston/Paige Boston

Brief Summary of Issue or Purpose of Delegation *

To speak in support of our application to demolish and construct a new dwelling at the above address

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

☒ Yes

☐ No

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

Ron Weiss

Date you spoke with Town staff or a Council member

2025-4-18



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

☒ Agree

I acknowledge that I understand and accept the delegate conduct expectations as outlined in Section 32(b) of the Procedure By-law 6228-19, as amended (link below) *

☒ Agree

[Click to view Procedure By-law 6228-19, as amended.](#)



Town of Aurora
Community Recognition Review Advisory Committee
Meeting Minutes

Date: Wednesday, April 9, 2025
Time: 10 a.m.
Location: Holland Room, Aurora Town Hall

Committee Members: Mayor Tom Mrakas
Diane Buchanan
Phiona Durrant
Arif Faheem Khan*
Jo-anne Spitzer
Patricia Wallace

Members Absent: Elaine Martini

Other Attendees: Shelley Ware, Supervisor, Special Events
Ishita Soneji, Deputy Town Clerk

*Attended electronically

1. Call to Order

The Chair called the meeting to order at 10:22 a.m.

The Committee consented to resolve into a Closed Session at 10:24 a.m.

The Committee reconvened into open session at 11:15 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.

3. Approval of the Agenda

Moved by Patricia Wallace

Seconded by Diane Buchanan

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 February 12, 2025

Moved by Phiona Durrant

Seconded by Jo-anne Spitzer

1. That the Community Recognition Review Advisory Committee Meeting Minutes of February 12, 2025, be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

None.

8. Informational Items

None.

9. Closed Session

Moved by Diane Buchanan

Seconded by Patricia Wallace

That the Community Recognition Review Advisory Committee resolve into a Closed Session to consider the following matter:

1. 2025 Aurora's Community Recognition Award Submissions and Selection of Award Recipients

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

- Arts and Culture Award
- Community Leadership Award
- Good Business Award
- Good Neighbour Award
- Green Award
- Inclusivity Award
- Older Adult Volunteer Award
- Youth Volunteer Award

Carried

9.1 2025 Aurora's Community Recognition Award Submissions and Selection of Award Recipients

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

- Arts and Culture Award
- Community Leadership Award
- Good Business Award

Community Recognition Review Advisory Committee Meeting Minutes
April 9, 2025

4

- Good Neighbour Award
- Green Award
- Inclusivity Award
- Older Adult Volunteer Award
- Youth Volunteer Award

Moved by Patricia Wallace

Seconded by Diane Buchanan

That the confidential direction to staff be confirmed.

Carried

10. New Business

The Committee inquired about the next Committee meeting date and potential items for discussion and staff provided a response noting that the Committee would have a debrief of this year's ceremony logistics and evaluation process. The next Committee meeting will be on June 11, 2025, at 10 a.m.

The Committee and staff had a brief discussion on the upcoming ceremony logistics including the enhancements made to the ceremony based on the suggestions provided by the Committee.

11. Adjournment

Moved by Diane Buchanan

Seconded by Phiona Durrant

That the meeting be adjourned at 11:21 a.m.

Carried



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

Date: Wednesday, April 9, 2025
Time: 7 p.m.
Location: Holland Room, Aurora Town Hall

Committee Members: Councillor Wendy Gaertner (Chair)
Lois Davies
Alison Hughes* (Vice Chair)
Jo-anne Spitzer
Marilyn Williams

Members Absent: John Lenchak
Elaine Martini

Other Attendees: Gregory Peri, Accessibility Advisor
Matthew Volpintesta, Manager of Parks and Fleet
(departed at 8:09 p.m.)
Ishita Soneji, Deputy Town Clerk
Julia Shipcott, Council/Committee Coordinator

*Attended electronically

1. Call to Order

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

2. Land Acknowledgement

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

Accessibility Advisory Committee Meeting Minutes
April 9, 2025

2

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

3. Approval of the Agenda

Moved by Jo-anne Spitzer

Seconded by Marilyn Williams

That the agenda as circulated by Legislative Services be approved.

Carried

4. Declarations of Pecuniary Interest and General Nature Thereof

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

5. Receipt of the Minutes

5.1 Accessibility Advisory Committee Meeting Minutes of February 12, 2025

Moved by Lois Davies

Seconded by Alison Hughes

1. That the Accessibility Advisory Committee meeting minutes of February 12, 2025, be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

7.1 Memorandum from Manager, Parks and Fleet; Re: 2025 Park Project Updates

Staff provided an overview of the memorandum regarding 2025 capital Parks Projects and the redesign of Fleury Park. Based on public feedback gathered at the February 7, 2025 Public Information Centre, staff shared plans to move the playground and splashpad adjacent to Aurora

Community Centre parking area, and installing rubberized, barrier-free surfacing.

Committee provided the following feedback and suggestions:

- that accessible features be built into all future playground templates, perhaps through a change in policy, with the AAC providing specific feedback on particular features; and
- that future parking areas adjacent to accessible parks provide additional parking for caregivers; and
- that double-wide metal slides replace plastic slides, for those requiring cochlear implants and/or assisted play, and platform wheelchair swings be considered; and
- to select appropriate ground cover for inclusive play, ensuring routes to accessible features are fully accessible; and
- consider provision of a water-safe wheelchair for use at the splashpad, with nearby storage provided at the Aurora Community Centre.

The Committee and staff further discussed the above suggestions. It was noted that the Committee's feedback would be incorporated into a future report to Council.

Moved by Alison Hughes

Seconded by Marilyn Williams

1. That the memorandum regarding 2025 Park Project Updates be received; and
2. That the Accessibility Advisory Committee comments regarding General 2025 Park Project Updates be received and referred to staff for consideration and further action as appropriate.

Carried

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

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

Accessibility Advisory Committee Meeting Minutes
April 9, 2025

4

Staff provided an update on the following:

- AccessNow assessment of facilities and trails is complete, with playground assessments ongoing and regularly updated as retrofitting occurs. Staff shared AccessNow's assessments of Fleury Park surface hazards, terrain descriptions, features and pathways, and confirmed assessments are shared with other departments for consideration. Staff reported collaborating with Aurora Chamber of Commerce to encourage use of AccessNow with their members and invited Committee members to attend future mapping events.

Committee members expressed concern regarding lack of accessibility of Fleury Park Trail when approaching from York Region District School Board bridge, and staff provided a response.

- Features of three Snoezelen Maxi Carts used to manage over-stimulation, and their use at recreation complexes, indoor town events and summer camp.

Committee members inquired as to the cart's availability to the public during non-events, and staff provided a response.

- Next steps following the March 26, 2025 Town-Wide Parking Survey open house and encouraged feedback from committee members.
- Upcoming plans to create a video featuring the importance of accessible features and playgrounds and will use clips from future events.

Moved by Lois Davies

Seconded by Alison Hughes

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

Carried

8. Informational Items

None.

Accessibility Advisory Committee Meeting Minutes
April 9, 2025

5

9. New Business

None.

10. Adjournment

Moved by Jo-anne Spitzer

Seconded by Alison Hughes

That the meeting be adjourned at 8:42 p.m.

Carried



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

Date: Monday, April 14, 2025
Time: 7 p.m.
Location: Holland Room, Aurora Town Hall

Committee Members: Councillor Wendy Gaertner (Chair)
Cynthia Bettio
Linda Duringer
John Green, Aurora Historical Society Representative
Bob McRoberts, Honourary Member
Rocco Morsillo
Chris Polsinelli

Other Attendees: Councillor Ron Weese*
Adam Robb, Manager, Policy Planning and Heritage
Ishita Soneji, Deputy Town Clerk

*Attended electronically

1. Call to Order

The Chair called the meeting to order at 7 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.

Heritage Advisory Committee Meeting Minutes
April 14, 2025

2

3. Approval of the Agenda

Moved by Cynthia Bettio

Seconded by Linda Duringer

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 February 3, 2025

Moved by John Green

Seconded by Cynthia Bettio

1. That the Heritage Advisory Committee meeting minutes of February 3, 2025, be received for information.

Carried

6. Delegations

6.1 Christopher Watts, The Aurora Heritage Authority; Re: Wooden Plaque Program

The Committee consented to allow additional time for the delegate's presentation.

Christopher Watts presented information on the Town's Wooden Plaque Program and offered suggestions for improvements to the Program.

Moved by Cynthia Bettio

Seconded by Linda Duringer

That the comments of the delegation be received for information.

Carried

7. Matters for Consideration

7.1 Memorandum from Manager, Policy Planning and Heritage; Re: Heritage Permit Application HPA-2025-03 – 10-12 Spruce Street

Staff provided an overview of the memorandum noting that the Heritage Impact Assessment determined the property is not of significant cultural heritage value and the design of the proposed new building is consistent within the neighbouring context. Emma Cohlmeier, Associate, ERA Architects Inc., on behalf of the applicant, presented an overview of the property background, Assessment findings, and proposed development.

The Committee expressed concern regarding the Assessment evaluation of the property respecting its historical or associative value and significance to the community, and suggested the property may meet the required criteria to not warrant demolition. Further areas of concern included the front yard setback; design of the proposed semi-detached dwelling and attached recessed garages; design not in keeping with the character of the area; building size; brick colour; loss of historical home; and potential loss of affordable housing. The Committee suggested to consider detached rear yard garages and access off Centre Street for one of the units. The Committee supported the option that, in the event of demolition, the owner be required to install an interpretive plaque to commemorate the dairy business history of the property.

Moved by Rocco Morsillo

Seconded by Chris Polsinelli

1. That the memorandum regarding Heritage Permit Application HPA-2025-03 - 10-12 Spruce Street be received; and
2. That the Heritage Advisory Committee comments regarding Heritage Permit Application HPA-2025-03 be received and referred to staff for consideration and further action as appropriate.

Carried

8. Informational Items

None.

9. New Business

The Committee provided an update on the student co-op pilot project now in progress.

Staff provided an update on discussions with Ontario Heritage Trust (OHT) regarding the possible replacement of the Aurora Armoury provincial plaque and advised that OHT deemed there was not sufficient grounds for replacement.

Staff provided an update on the Petch House renovations noting the expected completion timeline of June/July 2025.

The Committee suggested participating in the Town's booth at the annual Aurora Chamber of Commerce Street Festival on June 1, 2025, in order to share information on the Town's Heritage programs and initiatives.

10. Adjournment

Moved by Cynthia Bettio

Seconded by Linda Durringer

That the meeting be adjourned at 7:55 p.m.

Carried



Town of Aurora Finance Advisory Committee Meeting Minutes

Date: Tuesday, April 15, 2025
Time: 5:45 p.m.
Location: Holland Room, Aurora Town Hall

Committee Members: Mayor Tom Mrakas (Chair)
 Councillor Harold Kim
 Councillor Michael Thompson

Other Attendees: Doug Nadorozny, Chief Administrative Officer*
 Rachel Wainwright-van Kessel, Director, Finance
 Jason Gaertner, Manager, Financial Management
 Sandeep Dhillon, Advisor, Financial Management
 Laura Sheardown, Financial Management Advisor
 Ishita Soneji, Deputy Town Clerk
 Julia Shipcott, Council/Committee Coordinator

*Attended electronically

1. Call to Order

The Chair called the meeting to order at 5:45 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.

Finance Advisory Committee Meeting Minutes
April 15, 2025

2

3. Approval of the Agenda

Moved by Councillor Thompson

Seconded by Councillor Kim

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 February 18, 2025

Moved by Councillor Kim

Seconded by Councillor Thompson

1. That the Finance Advisory Committee meeting minutes of February 18, 2025, be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

7.1 Memorandum from Senior Advisor, Financial Management; Re: Proposed Water and Wastewater Rate Strategy

Sandeep Dhillon, Senior Advisor, Financial Management presented an overview of current rate structures related to the delivery of water and wastewater services and outlined two alternative rate structure options introduced to share the burden equitably across all customers. The Committee inquired on the percentage of residents who will see a rate increase, the current percentage of inactive/vacant properties, the

potential impact of senior's home residents being charged independently as opposed to collectively, and the method of tallying the meter charge, and staff provided responses.

The Committee shared concerns that those residents conserving through lower water consumption will see an increase and inquired on opportunities available to engage residents and capture feedback for a future Council meeting, prior to implementation in 2027. Committee members shared their option preferences, and staff identified next steps for proceeding.

Moved by Councillor Kim

Seconded by Councillor Thompson

1. That the memorandum regarding the Proposed Water and Wastewater Rate Structure be received; and
2. That the Finance Advisory Committee comments regarding the proposed water and wastewater rate structure be received and referred to staff for consideration and further action as appropriate.

Carried

7.2 Memorandum from Financial Management Advisor; Re: Annual Investment Policy Review

Staff provided an overview of the memorandum pertaining to administrative changes in terminology, and additions of alternative investment and restricted special assets sections to the policy.

The Committee inquired as to whether short-term investments with Money Not Required Immediately (MNRI) are allowed, and requested clarification of an MNRI's term, and staff provided a response.

Moved by Councillor Thompson

Seconded by Councillor Kim

1. That the memorandum regarding the annual investment policy review be received; and
2. That the Finance Advisory Committee comments regarding the annual investment policy review be received and referred to staff for consideration and further action as appropriate.

Carried

7.3 Memorandum from Manager, Financial Management Services; Re: Financial Risk Assessment – Possible US Tariffs

Staff provided an overview of the memorandum pertaining to potential exposure based on possible US Tariffs.

The Committee inquired on the outlook of current investments, and staff clarified with an explanation of current strategies implemented to limit losses and avoid tariffs thus far. The Committee further reported on an upcoming enactment of trade-barrier legislation.

Moved by Councillor Kim

Seconded by Councillor Thompson

1. That the memorandum regarding the Financial Risk Assessment of Possible US Tariffs be received; and
2. That the Finance Advisory Committee comments regarding the Financial Risk Assessment of Possible US Tariffs be received and referred to staff for consideration and further action as appropriate.

Carried

8. New Business

None.

9. Adjournment

Moved by Councillor Thompson

Seconded by Councillor Kim

That the meeting be adjourned at 6:21 p.m.

Carried



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

Town of Aurora

Committee of the Whole Report

No. CS25-010

Subject: Release of Closed Session Reports from Purchase of 15157, 15165 and 15171 Yonge Street

Prepared by: Patricia De Sario, Director of Corporate Services/Town Solicitor

Department: Corporate Services

Date: May 13, 2025

Recommendation

1. That Report No. CS25-010 be received for information.

Executive Summary

The attachments to this report satisfies the Council direction to release closed session reports:

- Council motioned to release the closed session reports associated with the purchase of 15157, 15165 and 15171 Yonge Street

Background

Council motioned to release the closed session reports associated with the purchase of 15157, 15165 and 15171 Yonge Street

At the Council meeting held on April 22, 2025, Council adopted the following motion:

Now Therefore Be It Hereby Resolved that the Town of Aurora release all reports pertaining to the purchase of 15157, 15165, 15171 Yonge Street and include them on the agenda of the next meeting Committee of the Whole.

The following reports, redacted in accordance with the *Municipal Freedom of Information and Protection of Privacy Act, 1990* (the "Act"), have been attached to this report:

- PDS19-055 - Potential Property Acquisition – Library Square

- PDS20-046 - Potential Property Acquisition – 250213 Holdings Ltd (15157, 15165, 15171 Yonge Street)

Analysis

None

Advisory Committee Review

None

Legal Considerations

The release of these reports is done in accordance with the requirements of the Act. As such, some attachments, or parts of attachments, to Report PDS20-046, can not be disclosed (Attachments 1 and 3 are not included in this disclosure), or have been partially redacted (Attachment 2), as they were provided to the Town on a confidential basis by a third party, or would disclose personal information, information that might compromise the safety or security of the properties or the tenants, information confidential to the tenants of the properties, or information related to confidential dealings with the tenants of the properties.

Financial Implications

None

Communications Considerations

None

Climate Change Considerations

There are no climate considerations regarding this report.

Link to Strategic Plan

None

Alternative(s) to the Recommendation

1. Council provide direction

Conclusions

This report satisfies the Council motion adopted on April 22, 2025 to release the closed session reports associated with the purchase of 15157, 15165, 15171 Yonge Street.

Attachments

Attachment 1 - PDS19-055 - Potential Property Acquisition – Library Square

Attachment 2 – PDS20-046 - Potential Property Acquisition – 250213 Holdings Ltd (15157, 15165, 15171 Yonge Street)

Previous Reports

None

Pre-submission Review

Agenda Management Team review via email on April 30, 2025

Approvals

Approved by Doug Nadorozny, Chief Administrative Officer

**Confidential Council Closed Session Agenda
Tuesday, June 4, 2019**

**Item 1
Page 1 of 9**



Town of Aurora

Closed Session Council Report No. PDS19-055

Subject: Potential Property Acquisition – Library Square
Prepared by: Anthony Ierullo, Manager of Policy Planning and Economic Development
Department: Planning and Development Services
Date: June 4, 2019

Recommendation

1. That Report No. PDS19-055 be received; and,
2. THAT Council provide direction.

Executive Summary

The purpose of this report is to seek Council direction on the potential acquisition of 15157, 15165, and 15171 Yonge Street that is currently owned by 250213 Holdings Limited (Aristotelis Spasopoulos, Theodoros Spasopoulos and Vasilios Spasopoulos collectively, the “Vendor”).

- Town has completed an updated Appraisal for the subject property
- Acquisition terms are based on a previous Agreement of Purchase and Sale
- Purchase Price exceeds the appraised value
- Current design for Library Square does not incorporate the majority of the property
- Acquisition of the property requires management of commercial assets
- Funding for the proposed acquisition has not been included in existing budgets

Background

Staff have previously presented several closed session reports outlining an opportunity for the Town to purchase 15157, 15165, and 15171 Yonge Street (collectively, the “Property”). The sites that make up the Property are contiguous, directly north of the Aurora Public Library ending at Mosley Street and are:

- zoned PD1 (permits a mix of commercial and residential uses);
- currently occupied by a variety commercial and office tenants;
- approximately 0.76 acres in area;

**Confidential Council Closed Session Agenda
Tuesday, June 4, 2019****Item 1
Page 2 of 9**

June 4, 2019

Page 2 of 8

Report No. PDS19-055

- contains buildings with approximately 24,613 square feet of leased commercial and office space; and
- owned by the Vendor.

At the March 19, 2019 Council meeting, Council provided the following closed session direction to staff on the matter:

1. That Report No. PDS19-024 be received; and,
2. That staff be authorized to initiate discussions with the property owners for the potential purchase or lease of the properties as outlined in this report; and,
3. That Council authorize funding not to exceed \$20,000 from the Proceeds of Sale of Lands Reserve to complete preliminary investigations related to the acquisition of lands as outlined in this report.

As directed by Council, staff have been engaged in negotiations with the Vendor. The current report is being presented to seek Council direction on the parameters of an agreement with the property owner.

COMMENTS

The Town recently met with the owner to discuss the parameters of an Offer to Purchase for the Property. The details of the proposed Offer as well as staff's comments on the proposed acquisition are outlined below.

Town has completed an updated Appraisal for the subject property

The Town completed a prior appraisal on May 13, 2015 that valued the Property in the range of \$6.8 million and \$7.1 million. This appraisal was based on the Direct Comparison Approach, which estimates value based on what comparable properties have recently sold for in the market. Staff also ordered an appraisal on June 29, 2015 using the Income Approach that valued the Property at \$5.2 million. The income approach assigns value to a property based on the net income currently generated by the asset.

The Town's most recent appraisal, completed on May 2, 2019, valued the property at \$5 million. This appraisal applied both the income and direct comparison approach to determine the appraised value. This appraisal did not account for recent transactions on the west side of Yonge Street (from Wellington Street to the TC Burger site). These transactions were considered part of a broader consolidation of assets that the

**Confidential Council Closed Session Agenda
Tuesday, June 4, 2019****Item 1
Page 3 of 9**

June 4, 2019

Page 3 of 8

Report No. PDS19-055

appraiser characterized as above the current market value. The vendor asserts that the same individual has offered over \$8 million for the subject property.

All of the valuations do not consider onsite issues such as soil contamination, which have been identified in previous environmental analysis. The extent and implications of the contamination are not fully known and could impact the value of the property.

Acquisition terms are based on a previous Agreement of Purchase and Sale

Staff are proposing that the Town generally structure the Agreement on the basis of the previously negotiated terms for purchase that were conditionally approved by the vendor and Town in 2015. These terms will allow the Town to complete due diligence activities on the property and resolve potential considerations prior to acquisition. The highlights of the potential Agreement are summarized below:

- Sale Price of \$7,500,000.00;
- Deposit of \$250,000.00 payable to the Vendor's solicitor in trust within five business days after acceptance of the Offer; the terms of the Offer identify the Deposit as the full and complete damages that the Vendor would suffer should the Town fail to complete the transaction due to a failure in performance of the Town's obligations under the Offer (i.e., if the Town waives or fulfills all the conditions in the Offer but still fails to complete the transaction, the Town's losses are contractually limited to the Deposit if the Vendor retains the Deposit);
- Closing Date of October 31, 2019 or such date as approved by the CAO and agreed to with the Vendor to advance the transaction in a reasonable and timely fashion;
- Irrevocable Date of June 14, 2019 or such date as approved by the CAO and agreed to with the Vendor to advance the transaction in a reasonable and timely fashion;
- conditional on the Town completing all applicable municipal procedures including approval of budgets and plans related to the purchase and use of the Property, prior to September 30, 2019;
- conditional on the Town satisfying itself as to the site condition data delivered by the Vendor prior to July 1, 2019 or such date as approved by the CAO and agreed to with the Vendor to advance the transaction in a reasonable and timely fashion;

Confidential Council Closed Session Agenda
Tuesday, June 4, 2019

Item 1
Page 4 of 9

June 4, 2019

Page 4 of 8

Report No. PDS19-055

-
- conditional on the Town completing a satisfactory Environmental Site Assessment, geotechnical analysis and building condition assessment for all structures on the Property prior to August 30, 2019 or such date as approved by the CAO and agreed to with the Vendor to advance the transaction in a reasonable and timely fashion;
 - standard Vendor's representations and warranties, including clauses that: (a) if the Vendor enters into any agreement, lease or otherwise, from the date of acceptance of the Offer until the date upon which all conditions are satisfied, which would affect the Property and cannot be cancelled on 30 days' notice or less, the Vendor shall notify the Town of same within 2 business days of entering into such agreement, lease or otherwise, and if the Town does not approve of the terms and conditions of such agreement, lease or otherwise, then the Town shall be entitled, in its sole and unfettered discretion, to declare the Offer to be null and void, with the Deposit and any interest earned thereon returned to the Town in full; and (b) except for the existing leases, the Vendor shall not, from and after the date upon which all conditions of the Offer are satisfied, enter into any agreement, lease or otherwise, which would affect the Property and cannot be cancelled on thirty (30) days' notice or less, without the prior written consent of the Purchaser;
 - an assignment clause that allows the Town to assign all or part of the obligations for the Property to a third party if appropriate; and,
 - standard clause that HST is not included in the Sale Price and may be payable by the Town to the Canada Revenue Agency upon completion of the transaction;

Other general legal terms and conditions may need to be clarified with the assistance of the Town Solicitor based on the language contained in the Town's precedent Offer. The transaction has been submitted without the assistance of a real estate professional. As a result, the Vendor will not be required to pay the customary real estate commission under the attached Offer. This fee is estimated at approximately \$200,000.

Purchase Price exceeds the appraised value

Staff would generally recommend an adjustment to the Sale Price to better reflect the appraised value and potential clean up costs. As previously mentioned, the Town's appraiser believes that the property is valued in the \$5 million range. This is based on the existing leases, building age and expected condition, overall Property size/area and location and comparable sales. Previous discussions with the Vendor suggest that they believe that the value of the Property exceeds the value identified by the Town's

**Confidential Council Closed Session Agenda
Tuesday, June 4, 2019****Item 1
Page 5 of 9**

June 4, 2019

Page 5 of 8

Report No. PDS19-055

appraisals. Staff do not believe that the vendor will accept a purchase price that is within the appraised value range.

Current design for Library Square does not incorporate the majority of the property

The proposed acquisition has been identified as a potential component in the development of Library Square. The block has also been identified as a key location for future mixed use redevelopment that could contribute to the broader Library Square vision. However, the current design for Library Square does not incorporate the majority of the property.

Acquisition of the Property Requires Management of Commercial Assets

The proposed acquisition includes nearly 25,000 square feet of commercial/office space that would be acquired by the Town. The acquisition of the Property in its current form would require the Town to manage a series of commercial leases with numerous local businesses.

The Town has not historically acquired commercial/office assets for the purpose of offering market leases or becoming a commercial landlord. Moreover, the management of commercial real estate is not generally considered a core municipal service and the Town is not currently staffed or structured to manage this function effectively. Further, the potential eviction or non-renewal of existing leases may come at an additional expense to the Town and may impact the existing tenants.

In the event that Council is amenable to purchasing the Property, it is recommended that a further report be brought back to Council well before closing to consider potential solutions regarding management of the commercial assets, with implementation of a solution prior to the closing date.

Next Steps

In the event that Council decides to proceed with the purchase as described above, the following next steps are recommended:

1. Authorize the Mayor and Town Clerk to execute an Agreement of Purchase and Sale, in accordance with the terms noted in this report, including any and all documents and ancillary agreements required to give effect to same.
2. Identify and approve a funding source for the Deposit portion of the Offer.

**Confidential Council Closed Session Agenda
Tuesday, June 4, 2019****Item 1
Page 6 of 9**

June 4, 2019

Page 6 of 8

Report No. PDS19-055

3. Approve a budget and identify a funding source to complete site investigations on the Property. This would include a Phase 1 and Phase 2 Environmental Site Assessment, geotechnical analysis and building condition assessment for all structures on the Property. These works collectively are estimated to cost \$80,000.
4. Direct staff to report back to Council to consider potential solutions regarding managing the commercial assets, which solutions may include engaging private sector partners and/or investigate the utilization of the newly established Economic Development Corporation to hold the commercial assets and lead the redevelopment.
5. Identify and approve a funding source for the balance of the Sale Price for the completion of the transaction.

The above list of next steps is not exhaustive, and additional requirements may need to be fulfilled depending on Council's deliberations and direction.

Advisory Committee Review

None

Legal Considerations

If staff is directed to pursue an agreement of purchase and sale for the Property, Legal Services will provide the Town's standard agreement based on the terms and conditions outlined in this report and other technical provisions that are normally part of the Town's real estate agreements. The agreement would be presented to the Vendor in a form of an executed offer, which will be open to acceptance by the Vendor. The Vendor may reject such an offer and staff may be able to negotiate some minor adjustments that fall within the scope of the terms and conditions outlined in this report. If an agreement is finalized, it would be conditional on the terms outlined above.

Financial Implications**Funding for the proposed acquisition has not been included in existing budgets**

If the Town were to acquire the complete suite of properties described above, the total acquisition cost is expected to be approximately \$7.9 million including site investigation costs, unrecoverable HST, and land transfer tax. However, should the Town only acquire a portion of these identified properties, the anticipated acquisition cost could be

**Confidential Council Closed Session Agenda
Tuesday, June 4, 2019**

**Item 1
Page 7 of 9**

June 4, 2019

Page 7 of 8

Report No. PDS19-055

consequently less. As of the date of this report, no funding has been approved for this proposed acquisition other than the initial \$20,000 that was approved for preliminary investigations into this possible purchase.

A funding strategy for this noted acquisition cost is still to be finalized, however it could include funding from one or a combination of the following possible sources:

- Debt whose carrying costs could be fully or partially offset through the net lease revenues generated from these properties. The estimated lease revenue could offset approximately \$4,000,000 of debt;
- Hydro investment reserve; and,
- Library development charges may possibly be accessed if these properties are to be utilized in support of the delivery of library services.

In regards to the on-going operating costs of these properties, based upon the financial details received to date from the owners, their existing lease revenues are sufficient in covering their day to day operating costs. As noted above, if the Town were to purchase and continue to operate these assets as commercial properties, the Town would need to acquire sufficient commercial property management capacity.

In addition, no requirements relating to the repair and replacement of these said properties have been included in the Town's ten year capital plan.

Communications Considerations

None.

Link to Strategic Plan

The proposed Offer to Sell and any related planned development supports the Strategic Plan goal of ***Enabling a Creative, Diverse and Resilient Economy*** through its accomplishment in satisfying requirements in the following key objective within this goal statement: **promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business.**

**Confidential Council Closed Session Agenda
Tuesday, June 4, 2019****Item 1
Page 8 of 9**

June 4, 2019

Page 8 of 8

Report No. PDS19-055

Alternative to the Recommendation

Council may decide not to proceed with the acquisition of the property.

Conclusions

On March 19, 2019, Council directed staff to negotiate the purchase of 15157, 15165, and 15171 Yonge Street for Council consideration. As directed by Council, the Town has been engaged in ongoing negotiations with the Vendor. Staff are now seeking Council direction on submitting an Offer and related matters that will arise from the potential purchase of the Property.

Attachments

Attachment 1 – Property Map

Previous Reports

Confidential Closed Session Council Report No. PDS19-024, dated March, 19, 2019.

Pre-submission Review

Chief Administrative Officer, Director of Planning and Development Services and Town Solicitor.

Departmental Approval

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

Approved for Agenda

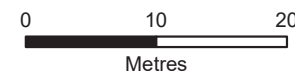
Doug Nadorozny
Chief Administrative Officer



**ATTACHMENT #1
PROPERTY MAP
PDS19-55**



SUBJECT LANDS



Map created by the Town of Aurora Planning & Development Services Department, May 30th, 2019. Base data provided by York Region and Aurora - GIS.
Air Photos taken Spring 2018, © First Base Solutions Inc., 2018 Orthophotography. This is not a legal survey.

**Confidential Council Closed Session Agenda
Tuesday, May 26, 2020**

**Item 1
Page 1 of 47**



Town of Aurora

Closed Session Council Report No. PDS20-046

Subject: Potential Property Acquisition – 250213 Holdings Ltd (15157, 15165, 15171 Yonge Street)

Prepared by: David Waters, Director, Planning and Development Services

Department: Planning and Development Services

Date: May 26, 2020

Recommendation

1. That Report No. PDS20-046 be received;
2. That the conditions for the completion of the real estate acquisition of properties known as 15157, 15165 and 15171 Yonge Street be waived by the Town; and,
3. That the transaction be closed in accordance with the term of the agreement of purchase and sale.

Executive Summary

The purpose of this report is to present the findings of three studies undertaken by consultants retained by the Town during the due diligence period for 15157, 15165, and 15171 Yonge Street (collectively, the “Property”). The Property is currently owned by 250213 Holdings Limited, Aristotelis Spasopoulos, Theodoros Spasopoulos and Vasilios Spasopoulos (collectively, the “Vendor”).

Town staff are recommending that the conditions to the transaction be waived by the Town and that staff close the transaction for the acquisition of the Property. This recommendation is based on the findings of an environmental site report, a property building assessment and a financial due diligence report including a cash flow analysis.

- **The Agreement of Purchase and Sale is conditional on the Town satisfying itself with respect to the Property prior to May, 30, 2020**
- **The Town retained consultants experienced in geotechnical investigations, property building assessments and financial analysis to undertake a comprehensive review of the Property as part of the due diligence process**

May 26, 1010

Page 2 of 12

Report No. PDS20-046

- **The current design for Library Square requires a construction easement and a small portion of the rear parking area from 15165 Yonge Street for the building of a new retaining wall**

Background

Staff have previously presented several closed session reports outlining an opportunity for the Town to purchase 15157, 15165, and 15171 Yonge Street (collectively, the "Property"). The sites that make up the Property are contiguous, directly north of the Aurora Public Library ending at Mosley Street and are:

- zoned PD1 (permits a mix of commercial and residential uses);
- currently leased by a variety commercial and office users;
- approximately 0.76 acres in area;
- approximately 24,613 square feet of leased space; and,
- owned by 250213 Holdings Limited, Aristotelis Spasopoulos, Theodoros Spasopoulos and Vasilios Spasopoulos (collectively, the "Vendor").

As directed by Council at the June 4, 2019 closed session meeting of Council, staff have been engaged in negotiations with the Vendor and conditionally acquired the subject property in January 2020, subject to a due diligence period for the Town to undertake an environmental site review, a building assessment, a financial analysis and a review of the title to the Property. The Town closing date for the Property is currently set for June 25, 2020.

Analysis

The Agreement of Purchase and Sale is conditional on the Town satisfying itself with respect to the Property prior to May, 30, 2020

The following summarizes a number of the pertinent terms that are part of the Purchase and Sale Agreement as agreed to in January 2020:

- The sale price for the property is \$7,500,000. The Town has already provided a \$250,000 deposit to the Vendor which will become non-refundable after May 30.
- The agreement is conditional upon the Town satisfying itself with respect to the condition of the Property and its use for the property before May 30, 2020.

May 26, 2020

Page 3 of 12

Report No. PDS20-046

- The Town has the option to void the agreement and the transaction, without any financial consequences until May 30, 2020. If the Town waives such conditions, or does not void the agreement, before May 30, the agreement will become firm and the Town will be required to close the transaction or otherwise forfeit the \$250,000 deposit to the Vendor.
- The agreement is subject to a number of representations and warranties, which survive one year following the closing of the transaction, many of which are standard in this type of a transaction.
- The Property is being acquired by the Town on “as is, where is” basis. Apart from the representations and warranties set out in the agreement, the Town has to rely on its own investigations with respect to all other items. Council is advised that the agreement does not contain any representations, warranties and indemnities with respect to any environmental conditions that are present or may exist on the Property.

Following the closing of the transaction, the Town will become responsible for any environmental conditions or contaminants that exist on the Property, regardless of whether such conditions are known or not known at the time of closing. (The Vendor was not willing to enter into an agreement that contained any form of a representation, warranty or indemnity with respect to the environmental condition of the Property.)

The Town retained consultants experienced in geotechnical investigations, property building assessments and financial analysis to undertake a comprehensive review of the Property as part of the due diligence process

Environmental Site Assessment

The Town retained the services of Wood Environment & Infrastructure Solutions to undertake electromagnetic (EMT) and electrical resistivity and ground penetrating radar (GPR) surveys at 15157, 15165 and 15171 Yonge Street (see Attachment 1). The surveys were conducted to confirm if any historical underground storage tanks (USTs) and their associated piping were present at the Property relating to former uses as a repair garage (2 USTs) and Cousins Creameries Brantford Ltd. (1 UST).

May 26, 2020

Page 4 of 12

Report No. PDS20-046

The Wood report can be summarized as follows:

- An EMT (electromagnetic test) on the front parking area of 15157 extending onto 15165 Yonge Street, (the green rectangle) was undertaken to reveal whether the UST and piping identified in old insurance reports remained in the ground. (a review of past uses and data is required for an environmental site assessment or ESA)
- The EMT did not locate tanks or piping. It did locate what would be other servicing infrastructure along the municipal right of way.
- An area of the orange rectangle of approx. 2.6m by 4.6m or approx. (8ft by 15 ft.) and at a depth of 1m (3ft) indicated disturbed soil (probably an excavated and filled area). This would most likely be the area of the former underground tank in the parking area. The tank in the building of 15171 Yonge Street was not found but the Owner verbally indicated to the consultant that the foundations were newer but could not remember the tank.
- Previous testing of soils indicated the possible presence of contaminants consistent with oil or gasoline (a hydrocarbon) in the tanks. Further drilling of test holes and sampling would be required to determine the extent and type of contaminant for disposal and provide a better estimate of costs of removal.

Although the report indicated that the tanks had been removed, previous boreholes and soil testing indicated that there were contaminants in this area. As a requirement for redevelopment to residential, the soils would need to be removed from the site. Also, it should be noted that any additional testing should include boreholes to review foundation capacity and ground water. Tests undertaken to date were of insufficient depth to verify foundation capacity for what would be required for a multi-story building with underground parking.

Based on the test results to date, and in comparison to the adjacent library project where contaminants were found adjacent to 15157 Yonge Street, the cost of cleanup is estimated at approximately \$100,000. However, this estimated cost is based on limited testing to date and would not include any clean up costs should the Property contain any deleterious material or chemical compounds not identified to date.

Wood is recommending that a further assessment of the undisturbed area in the parking lot/boulevard of 15157 and part of 15165 Yonge Street be undertaken as part any future

May 26, 2020

Page 5 of 12

Report No. PDS20-046

subsurface environmental investigations to determine if contaminated soils or ground water remain as a result of the former USTs located there.

Also, the investigation undertaken by Wood as part of the Town's due diligence process does not represent a full ESA report under Ontario Regulations. A further report would be required with the testing and cleanup with a Record of Site Condition.

Property Building Assessment

The Town retained the services of Appraisers Canada Inc. to provide an opinion of the overall physical condition of each building based on a non-intrusive investigation. The assessment did not include any specialist review of the mechanical/electrical systems or structural components. A more comprehensive financial review and analysis of the Property is presented in the Financial Implications section of the report.

Overall, each of the 3 buildings were reported to be in satisfactory condition. In total, the reports estimate approximately \$152,000 will be needed over the next 3 years to undertake the necessary repairs to each building. Staff are of the opinion that the estimates provided are understated and costs could be greater than identified in the assessment reports. The assessment reports prepared for each building are found in Attachment 2. A summary of each building's condition and recommended repairs for the immediate (60-90 days) and short term (within 3 years) expenditures is presented as follows:

15157 Yonge Street

The structure was originally constructed in 1957 and reconstructed with additions in 1982 and contains ground floor retail area divided into two units with a total gross floor area of 1,800 square feet.

Overall, the subject building appears to be in average/good condition commensurate with its age and comparable with competing commercial properties in the general area. The building assessment did not identify any evidence of major structural failures, soil erosion or differential settlement.

Immediate repairs that should be completed in the next 60 to 90 days are estimated to cost \$3,000 and includes brick deterioration repairs and asphalt crack sealing and line repainting in the rear parking area. Short term repairs that are required within the next

**Confidential Council Closed Session Agenda
Tuesday, May 26, 2020****Item 1
Page 6 of 47**

May 26, 2020

Page 6 of 12

Report No. PDS20-046

three years are estimated at \$32,000 and include the replacement of the two HVAC systems and the existing roof covering.

15165 Yonge Street

The structure was originally constructed in 1957 and reconstructed with additions in 1978. The building contains ground floor retail and second floor offices with a total gross floor area of 8,900 square feet.

Overall, the subject building appears to be in average/good condition commensurate with its age and comparable with competing commercial properties in the general area. The building assessment did not identify any evidence of major structural failures, soil erosion or differential settlement.

Immediate repairs that should be completed in the next 60 to 90 days are estimated to cost \$12,000 and includes brick deterioration repairs and asphalt crack sealing and line repainting in the rear parking area. Short term repairs that are required within the next three years are estimated at \$60,000 and include replacing the four HVAC systems and the existing roof covering.

15171 Yonge Street

The structure was originally constructed in 1957 and reconstructed with additions in 1982. The building contains ground floor retail and second floor offices with a total gross floor area of 10,500 square feet.

Overall, the subject building appears to be in average/good condition commensurate with its age and comparable with competing commercial properties in the general area. The building assessment did not identify any evidence of major structural failures, soil erosion or differential settlement.

Immediate repairs that should be completed in the next 60 to 90 days are estimated to cost \$15,000 and includes brick deterioration repairs and insulating the ground floor furnace. Short term repairs that are needed to be completed within the next three years is limited to replacing the existing roof covering which is estimated at \$30,000.

The Town retained the services of BDO to review operating costs, tenant leases and prepare cash flow projections for the Property. The Financial Implications section of this report presents a comprehensive financial review and analysis of the Property based on the findings of the BDO Due Diligence report.

May 26, 2020

Page 7 of 12

Report No. PDS20-046

The current design for Library Square requires a construction easement and a small portion of the rear parking area from 15165 Yonge Street for the building of a new retaining wall

The proposed acquisition of the subject property has not been identified as a future phase of the Library Square development. However, the block has been identified as a key location for future redevelopment in the Promenade Secondary Plan for mixed uses that would contribute to the broader Library Square vision. In the short term, the current design for Library Square requires a construction easement of 6 metres and about 2 to 2.5 metre taking of the parking lot from 15165 Yonge Street for the building of a new retaining wall. Should Council decide to purchase the Property, the Town would no longer have to expropriate the abutting property or obtain a working easement.

Next Steps

In the event that Council decides to proceed with the purchase of the Property, the following next steps are recommended with regard to property management:

- Retain an interim Commercial Property Management firm to manage the day-to-day tenant related activities until such time the Town issues a formal RFP for longer term Property Management Services of the Property.

The Property Management firm would be responsible for the following activities:

- Renting the properties, showing the properties and processing tenant applications
- Collecting monthly rentals, damage deposits and other amounts due from the tenants
- Inspecting properties for damages upon the tenants vacating the property
- Retaining and overseeing contractors and service providers required to maintain the properties to meet regulatory standards
- Providing 24-hour emergency response for repair services to the Property

The above list of next steps is not exhaustive, and additional requirements may need to be fulfilled depending on Council's deliberations and direction.

Advisory Committee Review

None

May 26, 2020

Page 8 of 12

Report No. PDS20-046

Legal Considerations

Pursuant to Council direction from the Closed Session meeting of June 4, 2019, the Town and the Vendor entered into an Agreement of Purchase and Sale for the purchase by the Town of the Property in January of 2020 (the "Agreement"). The Agreement is conditional on the Town satisfying itself with respect to the condition and use of the Property and waiving, or otherwise not voiding the Agreement, before May 30, 2020.

If staff is directed to waive the conditions of the Agreement and proceed with the closing, the Agreement will become firm and the Town will be obligated to complete the transaction. If the Town defaults on completing the transaction after the conditions are waived, the Town would be required to forfeit its deposit of \$250,000 as liquidated damages to the Vendor.

If direction is provided to waive the conditions and proceed with closing of this transaction, Legal Services will work the Vendor's lawyer to finalize the closing documents and conduct the transaction pursuant to the Agreement.

The properties subject to this transaction are currently comprised of three separate legal parcels. Following closing, the parcels will merge together with the other adjacent Town properties in the Library Square. As a municipality, the Town is permitted to sever land that it owes and divest it in portions in subsequent transactions, should that ever be necessary.

It should also be noted that contamination has been identified on the Property and the Agreement does not provide for any warranty, representation or indemnity with respect to any environmental issues. Upon closing, the Town will become responsible for the contaminants on the Property. Additionally, should it be discovered that contaminants have migrated off the Property, the Town may become liable for damages associated with such migration.

Lastly, due to the current state of emergency and the ongoing pandemic, many of the types of businesses on the Property are currently not permitted to operate. It is unknown when and how this situation may change. At this time, the Province has not mandated any special rules with respect to the management of commercial leases and landlords are permitted to demand rent and evict tenants that do not meet their obligations to pay rent. It should be noted however that many of the leases that are

May 26, 2020

Page 9 of 12

Report No. PDS20-046

currently in place at the Property are monthly agreements and such tenants may be able to simply vacate the premises without financial consequences.

Financial Implications

Staff recommend that this potential investment be fully funded from the Town's proceeds from the sale of municipal lands reserve. Upon the completion of the Library Square project, the funds in this reserve will be fully exhausted. The total amount to be funded from this reserve is \$7,682,900 as detailed in Table 1. The HST arising from this transaction of \$975,000 would be fully recoverable by the Town and would not need to be funded from the reserve. Of note, a purchase price of \$7,500,000 represents a 50% premium over the pre-COVID-19 appraised value of this property of \$5,000,000. Previous appraisals commissioned by the Town in May 2015 valued the Property in the range of \$6.8 to \$7.1 million.

If the Town were to acquire the complete suite of properties described above, its total required investment is presented in the below table.

Table 1
Summary of Total Investment Costs

\$000s	Total Cost
Transaction due diligence	29,900
Purchase price	7,500,000
Land transfer cost	146,500
Other closing costs	6,000
Un-recoverable HST	500
Total Investment Required	7,682,900

As part of the Town's financial due diligence of this possible investment, it engaged BDO Canada LLP to undertake a financial review and analysis of the Property. BDO's complete report in this regard can be found under Attachment 3.

In the undertaking of its analysis, BDO made the following assumptions:

- A vacancy rate of three percent of gross revenues;
- The Town will be able to fill any vacancies such that vacancy and bad debt allowance rates do not exceed assumed levels;

**Confidential Council Closed Session Agenda
Tuesday, May 26, 2020****Item 1
Page 10 of 47**

May 26, 2020

Page 10 of 12

Report No. PDS20-046

- The Town will continue to internally recover water costs from the Property;
- The Town is exempt from income taxes related to the operations of the Property;
- The non-recoverable HST related to the operations of the Property is immaterial;
- Any vacant units will be occupied prior to the closing date;
- Property management & administration will approximate ten percent of gross rent for the foreseeable future;
- Capital expenditures will approximate the amounts presented in the Town's recent building condition assessment report;
- There are no contingent liabilities, unusual contractual obligations, substantial commitments (other than usual course of business), or litigation, pending or threatened, which could materially affect the projected financial results;
- There are no environmental concerns or contingencies regarding the properties known to the vendor that have been disclosed to BDO;
- The lease agreements provided to BDO fairly reflect the circumstances of the Property;
- There are no significant adjustments required to calculate the projected net income and/or operating cash flows, other than what BDO included;
- There are no facts known to the vendor that were not disclosed to BDO that might materially affect its financial analysis.

BDO did not attempt to reflect any COVID-19 impacts in its above presented assumptions. The majority, if not all of the current tenants of the Property have been impacted by COVID-19 which has resulted in tenants temporarily closing their businesses to the public. The impact of COVID-19 or the negative consequences of COVID-19 may have on the viability of these businesses or their ability to pay rent in the future is difficult to predict. Furthermore, to what extent available government financial relief programs have assisted small businesses such as these tenants cannot be estimated.

The Town asked BDO to prepare financial projections for two different scenarios;

1. the initial property investment was fully financed by way of debt and,
2. the initial property investment was fully financed by way of cash.

BDO's analysis demonstrated that a positive return on investment would not be possible should the Town fully finance its investment through debt. However, a positive return on investment might be possible if the Town were to fully finance this investment by way of

May 26, 2020

Page 11 of 12

Report No. PDS20-046

cash. The below tables summarizes BDO's five year pro forma operating forecasts for these two scenarios.

Table 2
Scenario 1 Five Year Pro Forma Operating Forecasts

\$000s	2020 (6 months)	2021	2022	2023	2024
Net Revenue	169	336	338	338	338
Total expenses	(285)	(512)	(636)	(516)	(518)
Operating cash flow	(116)	(176)	(298)	(178)	(180)
Return on Investment (%)	(1.51)	(2.30)	(3.89)	(2.32)	(2.35)

Table 3
Scenario 2 Five Year Pro Forma Operating Forecasts

\$000s	2020 (6 months)	2021	2022	2023	2024
Net Revenue	169	336	338	338	338
Total expenses	(54)	(50)	(174)	(54)	(56)
Operating cash flow	115	286	164	284	282
Return on Investment (%)	1.50	3.73	2.14	3.70	3.68

Communications Considerations

None

Link to Strategic Plan

The proposed Offer to Sell and any related planned development supports the Strategic Plan goal of ***Enabling a Creative, Diverse and Resilient Economy*** through its accomplishment in satisfying requirements in the following key objective within this goal statement: **promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business.**

Alternative to the Recommendation

1. That Council not to proceed with the acquisition of the Property and direct staff to

**Confidential Council Closed Session Agenda
Tuesday, May 26, 2020****Item 1
Page 12 of 47**

May 26, 2020

Page 12 of 12

Report No. PDS20-046

void the Agreement of Purchase and Sale pursuant to its terms.

Conclusions

In June 2019, Council directed staff to negotiate the purchase of 15157, 15165, and 15171 Yonge Street that resulted in a conditional agreement to purchase between the Town and the Vendor in January 2020. The agreement is subject to a number of conditions and permits the Town a period of due diligence to investigate the condition of the Property, buildings and financial matters prior to May 30, 2020. Staff have completed the due diligence and are recommending that the conditions be waived and that acquisition of the Property proceed to closing pursuant to the Agreement.

Attachments

Attachment 1 – Wood Environment & Infrastructure Solutions EMT & GPR Survey
Attachment 2 – Appraisers Canada Inc. Property Assessment Reports
Attachment 3 – BDO Financial Due Diligence Report

Previous Reports

Confidential Closed Session Council Report No. PDS19-024, dated March 19, 2019.
Confidential Closed Session Council Report No. PDS19-055, dated June 4, 2019.

Pre-submission Review

Chief Administrative Officer, Director of Finance and Town Solicitor.

Departmental Approval**Approved for Agenda**

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



Doug Nadorozny
Chief Administrative Officer



**Appraisers
Canada INC.**

REAL ESTATE APPRAISERS & ADVISORY SERVICES

Property Condition Assessment Report Of an Improved Commercial Property

Located at:

**15157 Yonge Street
Aurora, Ontario**

Prepared for (Client):

**[REDACTED] Manager
Facilities Management
Town of Aurora,
Community Services Dept.
229 Industrial Parkway North,
Aurora, Ontario L4G 4C4**

File Number:

[REDACTED]

Servicing The Areas Of:

**York | Durham | Peel | Toronto | Simcoe | Dufferin | Grey | Bruce | Haliburton | Muskoka | Parry Sound | Kawartha Lakes
And Special Assignments Throughout The Province of Ontario**

49 Essa Rd., PO Box 648
 Barrie ON L4M 4V1
 TEL: 705-726-4651
 TOLL: 1-800-665-1114

120 Newkirk Rd., Unit 26
 Richmond Hill ON L4C 9S7
 TEL: 905-884-5499
 www.appraiserscanada.com



March 31, 2020

Town of Aurora, Community Services Department (client)
 229 Industrial Parkway North,
 Aurora, Ontario L4G 4C4
 Attention: [REDACTED] Manager Facilities Management

Tel: [REDACTED]

e-mail: [REDACTED]

Dear Sir:

REProperty Condition Assessment ("PCA")

Address.....15157 Yonge Street, Aurora, Ontario

Type.....Commercial/Retail Office Building

Effective DateMarch 16th, 2020

In accordance with your authorization, I have completed a PCA for the above referenced property. This report is prepared generally in accordance with the Canadian Uniform Standards of Appraisal Practice (CUSPAP) and in accordance with ASTM International - American Society for Materials and Testing (ASTM 2018-15) Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process.

The purpose of the assessment is to provide an objective, independent, unbiased professional opinion of the potential immediate and short-term repair costs associated with the subject property, if applicable. The primary objective is to visually examine and evaluate the present condition of the property elements and building

The intended use of the report will be to provide [REDACTED] Manager, Facilities Management for the Town of Aurora, identification of observed physical condition of the subject property related to a possible acquisition of the subject property. Unauthorized use of the data, analyses, and conclusions presented in this report is strictly prohibited.

This report complies with the Consulting reporting requirements set forth in (CUSPAP). The information contained within the report is specific to the needs of the client and for the stated intended use. Appraisers Canada Inc. (ACI) and the author of this report are not responsible for unauthorized use of this report.

The conclusions stated in this report have been completed without any environmental impact study being ordered or made. Full compliance with applicable environmental regulations and laws is assumed unless otherwise stated, defined and considered in our report. No legal survey, engineering reports, soil analysis,

i

geological studies, or chemical hazard inspections have been ordered or made in conjunction with our report. Accordingly, no responsibility is assumed concerning these matters, or other technical or engineering techniques, which would be required to discover any inherent or hidden condition in the subject property.

Unless otherwise stated in this report, the existence of hazardous substances including, without limitation, asbestos, polychlorinated biphenyls, petroleum leakage, or agricultural chemicals, which may or may not be present on the property, or the abutting lands, or other environmental conditions, were not called to the attention of, nor did the author become aware of such during the appraiser's inspection. The appraiser has no knowledge of the existence of such materials on or in the property unless otherwise stated. The author, however, is not qualified to test for, detect, investigate, or otherwise ascertain such substances or conditions and assumes no responsibility relative to the possible presence of such. Further, it is beyond the scope of the report to address the matter of any costs that might be associated with the detection, removal, correction or treatment in the event such substances exist on the subject or adjacent lands. No requests have been given to retain experts or other qualified persons to ascertain the possible existence of such materials, as such engineering fact finding is not part of the author's mandate and no funds have been provided for such an undertaking. If the presence of substances or environmental conditions affect the property, then the estimates, which is predicated on the assumption that there is no such condition on or in the property or in such proximity thereto, would be subject to revision. No responsibility is assumed for any such conditions or for any expertise or knowledge required to discover them. It is respectfully suggested that the client retain appropriate experts or qualified persons to address such matters.

This report has been prepared on the assumption that the property complies with all requirements of the authorities having jurisdiction over environmental matters. The estimates reported may not reflect the actual or true costs of the deferred items, should the property be found to be contaminated.

We collect personal information to better serve our clients, for security reasons and to provide clients and potential clients with information about our services. We may retain any personal information provided for as long as necessary to provide our services and respect our obligations to governmental agencies and other third parties. The information will remain confidential to Appraisers Canada Inc., to businesses working for us, and to any organization that acquires part or all our business, provided that they agree to comply with our privacy policy. By accepting this report, you are agreeing to maintain the confidentiality and privacy of any personal information contained herein and to comply in all material respects with the contents of our Privacy Policy. If you wish to see a copy of our Privacy Policy, or have privacy questions or concerns, please contact our Privacy Policy Administrator, Appraisers Canada Inc. by phoning (800) 665-1114 or by e-mail to admin@appraiserscanada.com

Caution – for electronic transmission of this document.

Computer software applications are available in the marketplace that when utilized together with astute, intuitive, knowledgeable, computer hardware and software technicians and hobbyists' alike documents can knowingly be altered unbeknownst to the original author, when the document is transmitted electronically. Further, the printing of a document may not appear precisely as created by the writer, altered or unaltered. The only way one can be almost certain of having an unaltered document is to have the original document signed in original blue ink and delivered by the document writer or his/her designate in hard copy.

We trust that you will find the details of this Report relevant to your decisions. Should you have any further questions, please do not hesitate to contact the writer.

Yours very truly,

 **Appraisers
Canada INC.**

/gr

TABLE OF CONTENTS

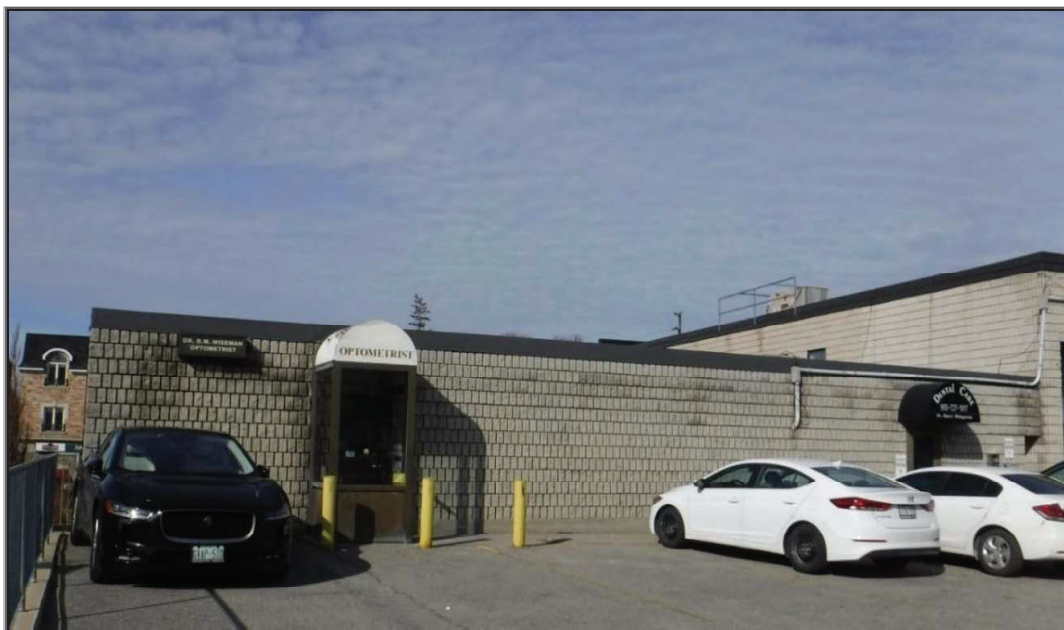
1.0 EXECUTIVE SUMMARY.....	2
2.0 INTRODUCTION	4
3.0 SCOPE AND PROCEDURE	4
4.0 SYSTEM DESCRIPTION.....	6
4.1 SITE AND BUILDING INFORMATION.....	6
4.2 STRUCTUREAL FRAME AND BUILDING ENVELOPE.....	8
4.2.1 Roofing.....	8
4.2.2 Exterior Walls	10
4.2.3 Foundation and Building Frame	12
4.2.4 Insulation	12
4.3 INTERIOR FINISHES.....	13
4.4 SITE FEATURES	14
4.4.1 Topography.....	14
4.4.2 Storm Water Drainage.....	15
4.4.3 Paving, Curbing, Parking, Landscaping	16
4.4.4 Ingress and Egress	17
4.5 MECHANICAL SYSTEM.....	18
4.5.1 Major Service Providers.....	18
4.5.2 Utilities.....	18
4.5.3 Heating, Ventilation and Air Conditioning (HVAC)	19
4.5.4 Domestic Hot Water	19
4.5.5 Plumbing.....	20
4.5.6 Life Safety/Fire Protection.....	21
4.6 ELECTRICAL SYSTEMS	21
5.0 KNOWN VIOLATIONS OF CODE	23
6.0 CONCLUSIONS AND RECOMMENDATIONS	23
7.0 LIMITING CONDITIONS	28

ADDITIONAL

Professional Profile

Retainer Letter

SUBJECT PROPERTY PHOTOGRAPH



1.0 EXECUTIVE SUMMARY

Appraisers Canada Inc. ("ACI") was retained by [REDACTED] Manager, Facilities Management, Town of Aurora (Client) to conduct a Property Condition Assessment of the property referred to as 15157 Yonge Street, ("subject property"), in the Town of Aurora, Ontario. As discussed with the client, this report was to provide an opinion of overall physical condition of the subject building based on a *non-intrusive* basis. This service did NOT include any specialist review of items regarding any of the components such as mechanical/electrical systems, structural components, etc. This is always recommended for a property the age of the subject. ACI was advised by the client that the intended use of this report was to assist in the possible decision to acquire the subject property. The site visit was completed on March 16, 2020. All areas of subject property were accessible at the time of the site visit, except the roof. A roofing expert should be retained if further investigation is required. The owner advised that [REDACTED] [REDACTED] has been the roofing company to maintain the roof. Attempts were made to contact with no response provided.

THE SITE (same description as 15165 Yonge Street as it appears to be on the same PIN #)

The subject site appears to be a rectangular shape having a frontage of approximately 128.19 feet located along Yonge Street by an irregular depth and containing a total area of approximately 25,254.98 square feet. The site is fully serviced and connected to municipal services. The site is gently sloping away from the building, where the front and rear of the site has runoff that is directed toward the rear of the site. No landscaping was evident. Municipal storm water drains are located on the street and on the rear parking area to the east. The site is fully paved with asphalt at the rear of the building.

THE BUILDING

According to public records the original structure was built in approximately 1957 and reconstructed in approximately 1982 and contains ground floor retail area divided into 2 units. The subject property, according to public records, comprises of approximately 1,807 square feet with ground floor being retail.

The subject building appears to be in average/good condition, commensurate with its age, and in comparable standing to other similar commercial properties in the area. Based on our visual observations the building appears to have been constructed in general accordance with standard building practices in place at the time of construction. The observations did not reveal any visual evidence of major structural failures, soil erosion or differential settlement. This was all revealed via visual observation and walk through.

Specifically, the subject building is constructed with a solid masonry building with slab on grade. The superstructure of the building is solid masonry walls with brick veneer facade.

ROOF STRUCTURE AND COVERING

Based on our interview with the owner, the membrane roof is assumed to be in average condition,

In our experiences and based on cost manuals and age life cycle tables, the physical life of a built-up tar and gravel roof is approximately 25 to 40 years. The roof was not accessible at time of inspection, however, based on our inspection and observation from interior, major leaks from roof were not found. Based on our experiences, no immediate replacement of the roof is evident however given its age and proper maintenance, its life cycle, while extended, is likely to require replacement [REDACTED].

DEFINITIONS

Immediate Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 60-90 days to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

Short Term Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 3 years to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

OPINIONS OF PROBABLE COST

The opinions of costs presented in this report are based on unit rates published by various industry costing services, combined with local experience and professional relationships that ACI has in the marketplace related to experts in respective fields of concern. A cost threshold of \$3,000 has generally been used in reporting opinions of cost associated with the site; however, this cost threshold may have been lowered to include events that are considered "immediate" in nature, aggregate valuations, or items that should be considered. We recommend that all maintenance contracts, and reserve fund documents be reviewed in conjunction with the opinions of costs presented in this report.

Of note, recommendations, repairs for items in this report are exclusive of HST.

2.0 INTRODUCTION

ACI was retained by [REDACTED] Manager, Facilities Management, Town of Aurora to conduct a Property Condition Assessment of the property referred to as 15157 Yonge Street, Aurora, Ontario (including exterior of building, roof and site). As discussed with the client, this report is to provide an opinion of overall physical condition of the subject building and elements. This service was through visual observation with consultation without Roofing and HVAC specialists. At the time of the site visit all areas of subject property that were accessible were viewed. The entire building was viewed from both interior improvement and outside excluding a walk of the roof.

3.0 SCOPE AND PROCEDURE

The scope of this report included interview with one of the owners, [REDACTED] and a site visual observation (without any intrusive testing or demolition of finishes to observe hidden areas) of the following:

- building envelope system
- structural elements
- interior finishes, both common areas and individual tenant units
- site features
- mechanical systems
- electrical systems
- plumbing systems
- life safety/fire protection

The review of the property was based on a walk-through and visual observation of the accessible components of the site and building. The interior and exterior wall finishes, and floor and ceiling finishes of the Subject Building were visually observed to check their condition and to identify physical deficiencies. The assessment did not include an intrusive investigation of roof surfaces, wall assemblies, ceiling cavities, or any other enclosures/assemblies. No intrusive tests were conducted, and no samples of building materials were collected to substantiate observations made, or for any other reason. The non-specialist visual review of mechanical, electrical, vertical transportation, and life safety/fire protection systems at the property included discussions with the site representatives. A visual walk-through assessment of these systems was conducted to determine the type of systems present, age, and aesthetic condition. No physical tests were conducted. We also did not contact the Town of Aurora to determine if

code requirements have been met or building permits were obtained prior to construction of any interior development.

The following is a summary of the scope of work that will be considered.

- A visual observation of the property to assess the condition of the major elements
- Review of general documentation on the repair/maintenance history of the elements, if available
- cursory review of previous reports pertaining to the Subject Building, if made available by the Site Representative
- Interviews and discussions with on-Site personnel regarding the repair/maintenance conducted on the Subject Building
- Documentation of observed existing deficiencies observed within the various elements
- Photographic documentation of various components and observed deficiencies; and
- Compilation of findings in a formal written report including observed deficiencies, together with a list of recommendations for repair/replacement with associated estimated costs for both immediate and short term

The report provides:

- A basic description of each of the various major components of the Subject Building;
- A list of deficiencies noted with respect to the components examined; and
- Recommendations and cost estimates for the corrections recommended.

Cost estimates provided in this report are preliminary and provided only as an indication of the order of magnitude of the remedial work. These values have been arrived at by determining a representative quantity from the visual observations made at the time of our site visit and by applying current market value unit costs to such quantities and/or a reasonable lump sum allowance for the work. More precise cost estimates would require more detailed investigation to define the scope of work. They are not intended to warrant that the final costs will not exceed these amounts or that all costs are covered. The estimates assume the work is performed at one time and do not include costs for potential de-mobilization and re-mobilization if repairs/replacement are spread out over the term of analysis. All costs are identified in Canadian Dollars, and do not include consulting fees or applicable taxes.

The opinions of cost are based on unit rates published by various industry costing services and other costing sources combined with local experience gained by Appraisers Canada Inc., inclusive of the consultation of professionals in the various industries of mechanical, electrical and structural maintenance and repair. The costs are inclusive of "soft" costs such as contractor overhead and & profit, ancillary demolition/repairs, contingency allowance and consulting fees (i.e., design, inspection, testing, etc.), where these are applicable. The quantities associated with each event have been roughly estimated during the "walk-through" site visit and do not represent exact measurements or quantities.

4.0 SYSTEM DESCRIPTION

4.1 SITE AND BUILDING INFORMATION

Site Address: 15157 Yonge Street, Aurora, Ontario

Site Type: Retail Building

Existing Land Use Type: Commercial

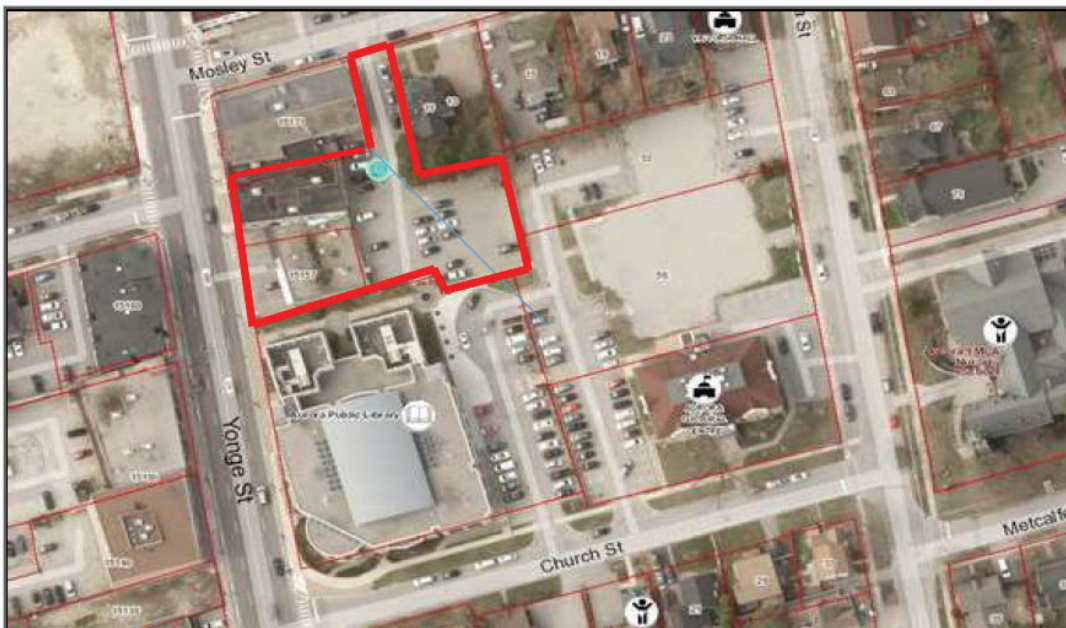
Primary On-Site Activity: Commercial



AERIAL PHOTO OF SUBJECT PROPERTY (HISTORICAL CIRCA 2007)



AERIAL PHOTO OF SUBJECT PROPERTY (CURRENT CIRCA 2019)



4.2 STRUCTURAL FRAME AND BUILDING ENVELOPE

Observations of the building's exterior generally are limited to vantage points that are on-grade or from readily accessible balconies or rooftops was undertaken.

4.2.1 Roofing

Identify and observe drainage for evidence and/or the need for the material roof systems (exposed membrane and flashings) including, parapets, slope, material repairs, evidence of significant ponding, or evidence of roof leaks. Inquire as to the age of the material roofing system(s)

Description:

It is reported by the owner that the building has a membrane roof. The roofing assemblies are understood to include steel and wood joists and steel and wood decking and was not visible from interior area. The scope of the work did not include destructive testing.

Storm water directly runoff from the roof because of the slope of the roof, and discharges through the building's exterior drainpipes and onto paved surfaces and into storm drains, redone approx. 4 years ago.

Assessment:

A roof top inspection is not applied at time of inspection. However, based on our inspection from the interior observation and aerial GIS mapping the roof was original condition, [REDACTED] to the owner has been maintained as required. In our experiences and based on cost manuals, the physical life of a membrane roof is 25 to 40 years. Although there was no leaking into the building from visual observation from the interior of the premises at time of inspection due to the weather, based on the foregoing, the roof of the building is in average condition but reaching end of its economic life cycle.

Recommendation | Conclusion:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In our opinion, the existing roof would not be replaced immediately, but costings have been included due to the short term time frame.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Roof Covering	40	30	Up to 5	Up to 3 yrs-	\$12,000
Total					\$12,000

4.2.2 Exterior Walls

Description:

The exterior walls comprise a brick veneer on the front and architectural split face concrete block on the sides of the building which was added over the existing facade. [REDACTED]

Assessment:

Exterior cladding assemblies are predominantly original to the construction of the building's respective sections. There is no evidence of cracks on the foundation walls or building. The wall, window, and door system of the building were generally noted to be in serviceable condition at the time of inspection. However, the lower 3 or 4 brick rows require cleaning, sealing and some parging due to salt deterioration. Exterior windows and storefronts were noted to be original to the building's development in 1982.

The cladding assemblies were noted to be in overall good condition, with only minor deficiencies observed as noted. The rear barrier wall requires repointing.

Recommendation:

The lower 3 or 4 brick rows require cleaning, sealing and some cement parging due to salt deterioration

Always monitor the building envelope and exterior through inspection and observations. Further investigation is recommended by either a structural company or any professional expert to repair or replace the affected areas.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Brick Deterioration	40	20	20	Immediate	\$2,000
Total					\$2,000



4.2.3 Foundation and Building Frame

Description:

[REDACTED]

Assessment:

There was no issue based on a non-intrusive visual observation. No cracks in slab on grade or uneven concrete were evident in the subject building.

Recommendation:

None

4.2.4 Insulation

Description:

Subject property is assumed to have insulation. It is assumed insulation was installed when the building was improved. The building was improved/renovated approximately 38 years ago.

Assessment:

The insulation is assumed to be in average condition.

Recommendation:

None.

4.3 INTERIOR FINISHES

An observation of typical common areas including, but not limited to, lobbies, corridors, assembly areas, and restrooms. Identify and observe typical finishes, that is, flooring, ceilings, walls, etc., and material building amenities or special features was undertaken.

Description:

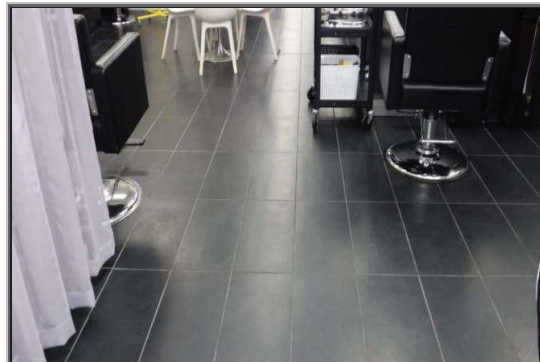
Subject building also contains multiple washrooms which are in average condition, no noteworthy issues were found during inspection.

Assessment:

The retail areas and bathrooms are in average condition and provide typical functions. All the interior finishing would generally be completed by any prospective tenant. Therefore, while the improvements are deemed to be acceptable for the current tenants, they most likely would be changed if a tenant vacates the premises.

Recommendation:

None.



4.4 SITE FEATURES

4.4.1 Topography

An observation of the general topography and any unusual or problematic features or conditions was undertaken.

Description:

The topography of the site is level to adjacent properties to the east. The subject site provides gentle slope away from building to drain water. Surface drainage is directed to catch basins via slopes that are built into the parking lot pavement surfaces, both front and rear, and onto the municipal catch basins on street. The retaining wall to the south was installed by the Town of Aurora when the Library was constructed several years ago.

Assessment:

No significant deficiencies or deterioration associated with the site topography was observed or reported during the site visit.

Recommendation:

No significant capital expenditures pertaining to the site topography are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs.

4.4.2 Storm Water Drainage

An observation of the storm water collection and drainage system and note the presence of on-site surface waters, and retention or detention basins was undertaken.

Description:

Paved driveway and parking area on the subject site is sloped to direct storm water runoff towards catch basins that are located on the rear parking area to the property, and they are reported to connect with the municipal storm sewer system. As mentioned in Roof section, the storm water runoff from slope roof surface is lead to the surface ground and drain to municipal drainage.

Assessment:

No significant major ponding or erosion was noted during the assessment. The storm water system appeared to provide adequate runoff drainage, and no evidence of storm water runoff from adjacent properties was noted. However, there was no rainfall at time of inspection to confirm appropriate drainage.

Recommendation:

No significant capital expenditures pertaining to the site topography are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs. Cracks, loose pavement, concrete walks, proper drainage should always be monitored and mitigated.

4.4.3 Paving, Curbing, Parking, Landscaping

An observation of the material paving and curbing systems. Identify the types of parking, that is, garage, surface, subsurface, etc., the number and types of parking and loading spaces, and any reported parking inadequacies. Note the source of the information relating to the number and types of parking and loading spaces. sidewalks, plazas, patios, landscaping (trees, shrubs, lawns, fences, retaining walls, and material site appurtenances (irrigation systems, fountains, lighting, signage, ponds, etc.) was undertaken.

Description:

Surface-level, paved parking areas is located in the front yard of the property and parking in common in the rear. The parking areas require repainting of lines to delineate parking stalls. Also, there was no handicap parking. The site is landscaped minimally.

Assessment:

The site shows signs of wear over time as it appears to be in original condition. There are cost assessments considered within the next 3 years. Periodic maintenance is always recommended for any building system or site. Handicap parking should be provided.

Recommendation:

Marginal capital expenditures pertaining to the paving, curbing, parking and landscaping are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs. Cracks, and landscaping should always be monitored and mitigated as needed.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Asphalt crack sealing	30	25	5 Yrs	Immediate	\$1,000
Total					\$1,000



4.4.4 Ingress and Egress

An observation of the major means of ingress and egress was undertaken.

Description:

Surface-level, paved parking areas at the property are located along the front on the site and shared parking in the rear. The parking areas have painted lines to delineate parking stalls with site is landscaped minimally with access via an assumed right of way from the property to the north.

Assessment:

The site shows signs of wear over time as it appears to be in original condition. There are no cost assessments considered within the next 3 years. Periodic maintenance is always recommended for any building system or site.

Recommendation:

No significant capital expenditures pertaining to the ingress, egress, paving, curbing, parking and landscaping are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs of the right of way. Cracks, and landscaping should always be monitored and mitigated as needed.

4.5 MECHANICAL SYSTEM

4.5.1 Major Service Providers

The following providers serve the subject property:



4.5.2 Utilities

Description:

The Subject Building connects to municipal water and sewer systems. Natural gas is supplied to the building from a gas main that is presumably located below adjacent municipal roadways. ■



Assessment:



Recommendations:

No significant deficiencies associated with utility services were reported or observed. The quantity of electricity and pressure of the utilities provided are understood to be adequate for their intended use. The utility meters, where observed, appeared to be in good condition.

4.5.3 Heating, Ventilation and Air Conditioning (HVAC)

The basic identification of the type of heat generating and distribution system, and the apparent or reported age of the equipment, past material component replacements/upgrades, and the apparent level of maintenance exercised was undertaken. If heating equipment is shutdown or not operational at the time of the walk-through survey, an opinion of the condition to the extent observed is noted.

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

[REDACTED]

Recommendation	EUL	EFF AGE	RUL	Year	Cost
2 – 5-ton HVAC unit	30	27	3	Up to 3 Yrs.	\$20,000
Total					\$20,000

4.5.4 Domestic Hot Water

Description:

[REDACTED]

Assessment | Recommendation:

Domestic hot water heater and supply appear in good condition.

4.5.5 Plumbing

Identify and observe the material plumbing systems including piping (sanitary, storm and supply water), fixtures, domestic hot water production, and note any special or unusual plumbing systems.

Description:

The Town of Aurora provides the building with a domestic cold-water supply and sanitary/storm sewer hook-ups. The domestic water supply for the building enters through a common water meter room at the south side of the building. Where visible, the domestic water distribution piping was copper and plastic, and the sanitary waste and rainwater piping appeared to be galvanized piping.

Plumbing fixtures observed in washrooms within the building were standard commercial-grade models that were equipped with manual water valves. Sinks set within the counter tops of wood-framed cabinetry were typical.

Assessment:

[REDACTED]

The building's plumbing systems generally appeared to be performing as intended. There does not appear to be any existing issues related to any isolation.

Recommendation:

[REDACTED]

[REDACTED] the piping is expected to require periodic repair or partial replacement over the course of the evaluation period to maintain its function and reliability, to address general deficiencies as they occur, and to conduct renewal work in conjunction with future renovation activities.

4.5.6 Life Safety/Fire Protection

Observation of life safety and fire protection systems, including sprinklers and standpipes (wet or dry, or both), fire hydrants, fire alarm systems, water storage, smoke detectors, fire extinguishers, emergency lighting, stairwell pressurization, smoke evacuation, etc. was undertaken and a general visual review for compliance to the accessibility for Ontarians with Disabilities Act (OADA).

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

[REDACTED]

4.6 ELECTRICAL SYSTEMS

Identify the electrical service provided and observe the electrical distribution system including distribution panels, transformers, meters, emergency generators, general lighting systems, and other such equipment or systems. Observe general electrical items, such as distribution panels, type of wiring, energy management systems, emergency power, lightning protection, etc. Identify any observed or reported special or unusual electrical equipment, systems, or devices at the subject property.

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

[REDACTED]

PLUMBING AND ELECTRICAL PHOTOGRAPHS



5.0 KNOWN VIOLATIONS OF CODE

Compliance with the Ontario Building Code and Fire Code was not reviewed as it was beyond the scope of this survey.

6.0 CONCLUSIONS AND RECOMMENDATIONS

Based on the survey of the property, conducted on March 16, 2020 the Subject Building appears to be in satisfactory condition, and competitive or comparable with competing buildings in the general area with similar age.

Based on our visual assessment the Subject Building appears to have been constructed in general accordance with standard building practices in place at the time of construction. The assessment did not reveal any evidence of major structural failures, soil erosion or differential settlement.

The opinions of costs presented in this report are based on unit rates published various industry costing services, combined with local experience and professional relationships that ACI has in the marketplace related to experts in respective fields of concern. A cost threshold of \$3,000 has generally been used in reporting opinions of cost associated with the site; however, this cost threshold may have been lowered to include events that are considered "immediate" in nature, aggregate valuations, or items that should be considered. We recommend that all maintenance contracts, and reserve fund documents be reviewed in conjunction with the opinions of costs presented in this report.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

The summary of all of the immediate and short term repair costs are summarized as follows:

Immediate Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 60-90 days to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

IMMEDIATE REPAIRS ARE ESTIMATED AT \$3,000.00

(Includes brick deterioration repair, asphalt crack sealing)

Regular maintenance should be conducted on the roof systems, wall systems, structural elements, interior finishes, the site and the mechanical/electrical systems to ensure that the useful life of the major components/long lived items is realized. Repair costs for the items have been included over the term of the analysis. The specific deficiencies identified during the PCA and their associated recommendations for repair are described in the main body of the report. These deficiencies should be corrected as part of routine maintenance unless otherwise stated within the report.

Short Term Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 3 years to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

SHORT TERM REPAIRS ARE ESTIMATED AT \$32,000.00

(includes HVAC units and roof covering)

The following chart summarizes the overall condition rating of the subject property, it is included to assist and illustrate the level of deferred maintenance and the overall condition rating for the property and its components.

CONDITION INDEX:

This table sets the ratings used by the consultant to represent the general condition of building assets.

Rating	Status	Definition of rating/condition of building asset
5	Excellent	<ul style="list-style-type: none"> no defects, in as new condition and appearance
4	Good	<ul style="list-style-type: none"> minor defects or defects that do not unduly impact on operation superficial wear and tear some deterioration to finishes, major maintenance not required
3	Fair	<ul style="list-style-type: none"> average condition or worn finishes require maintenance significant defects are evident services are functional but need attention deferred maintenance work exists
2	Poor	<ul style="list-style-type: none"> major defects and/or potential structural or safety concerns badly deteriorated or inferior appearance components fail frequently
1	Very poor	<ul style="list-style-type: none"> building or component has failed and not operational not viable to remain in use unfit for occupancy or normal use environmental/contamination/pollution issues exist



CONDITION ASSESSMENT PRIORITY RANKING SCALE:

This table sets the rankings to be used to provide an indication of recommended maintenance schedule.

Priority Ranking	Definition
4	<p>Works needed to:</p> <ul style="list-style-type: none"> • meet related statutory obligation and due diligence requirements • ensure the health and safety of building occupants and users • prevent serious disruption of building activities and/or may incur higher costs if not addressed within 1 year.
3	<p>Works that:</p> <ul style="list-style-type: none"> • affect the operational capacity of the building • are likely to lead to serious deterioration and therefore higher future repair costs if not addressed between 1 to 2 years.
2	<p>Works that:</p> <ul style="list-style-type: none"> • have minimal effect on the operational capacity of the building but are desirable to maintain the quality of the building • are likely to require rectification within 3 years.
1	<p>Works that:</p> <ul style="list-style-type: none"> • can be safely and economically deferred beyond 3 years and reassessed at a future date.



BASIC COSTS GUIDE:

This table ranks indicative cost levels for preliminary budgeting and decision making.

Ranking	Cost Component	Trades
5	Greater than \$5000	May require single trades (i.e. Full repaint, or multiple trades) Recommend obtain quotes to confirm accurate cost over opinions
4	\$1000 - \$2500	May require multiple trades to carry out full repairs and rectification. (i.e. Roof leak requiring plumber) Recommend obtaining quotes before proceeding
3	\$500 - \$1000	Generally, only requires single trade (i.e. Fencing), but may require additional trades to 'fit-off'. (i.e., Hot water system)
2	\$250 - \$500	Generally, only requires single trade. (i.e. Fence Repair)
1	\$0 - \$250	Generally, only requires single trade. (ie. Broken Aerial)



7.0 LIMITING CONDITIONS

Exclusive Use

This report, including its information and opinions, has been prepared for the exclusive and sole use of [REDACTED] Facilities Management Town of Aurora (the "Client").

Reliance

Information provided by Appraisers Canada Inc. (ACI) is intended for Client use only. ACI will not provide results or information to any party unless disclosure by ACI is required by law. Any use by a third party of reports or documents authored by ACI or any reliance by a third party on or decisions made by a third party based on the findings described in said documents, is the sole responsibility of such third parties.

ACI accepts no responsibility or liability for damages suffered by any third party as a result of decisions made or actions conducted. No other warranties are implied or expressed.

Opinions of Costs

Any opinions of costs expressed in this report are partially based on consultation with industry-recognized publications on costs for materials and labor. While ACI uses information available, combined with our judgment and past experience, the specific rationale and conditions forming the basis of contractors' bids, material or equipment pricing are beyond our knowledge and control. ACI can therefore not be held responsible if the final costs which may vary from these opinions of costs.

As well, any opinions of costs are intended for budgeting purposes only. The scope of work and the actual costs of the work recommended can only be determined after a detailed examination of the site element in question, understanding of the site restrictions, understanding of the effects on the ongoing operations of the site/building, definition of the construction schedule, and preparation of tender documents.

Opinions of costs presented in this report are also based on information received during interviews with site representatives, operations and/or maintenance staff. ACI cannot be held responsible for incorrect information received during the interview process. Should additional information become available with respect to the condition of the building and/or site elements, ACI requests that this information be brought to our attention so that ACI may reassess the conclusions presented herein.

Physical Limitations to Scope

In accordance with the proposed scope of work, no physical or destructive testing or design calculations were conducted on any of the components of the buildings. Assessment of the original or existing building design, or detection or comment upon concealed structural deficiencies and any buried/concealed utilities or components are outside the scope of work. Similarly, the assessment of any Post Tension reinforcing is not included in the scope of work. Determination of compliance with any Codes is beyond the scope of this Work. There was no access available to the roof at time of walk through survey.

Assessments

As indicated above the personnel conducting the building assessment, where applicable, have performed a non-specialist review of the building and all associated finishes and related systems including the mechanical and electrical (including fire alarm and life safety) systems, Site features, etc. The personnel conducting the assessment are knowledgeable of building systems and construction, but not technical specialists in each of these fields. The intent of the comments made on these systems are for the sole purpose of identifying areas where it has been observed a noteworthy condition which will lead to a likely significant expenditure during the term of the assignment and/or where it would recommend that the Client consider a further, more detailed investigation. The assessment is based, in part, on information provided by others. Unless specifically noted, it has been assumed that this information was correct and was relied upon in developing the conclusions.

Standard of Care

The assessment outlined in this report generally captured conditions that existed at the time of the site visit. The opinions and recommendations presented in this report are rendered in accordance with generally accepted professional standards for like services under like circumstances for similar locales. The opinions and recommendations are not to be construed as a warranty or guarantee regarding existing or future physical conditions or regarding compliance of systems/components and procedures/operations with the various regulating codes, standards, regulations, ordinances, etc.





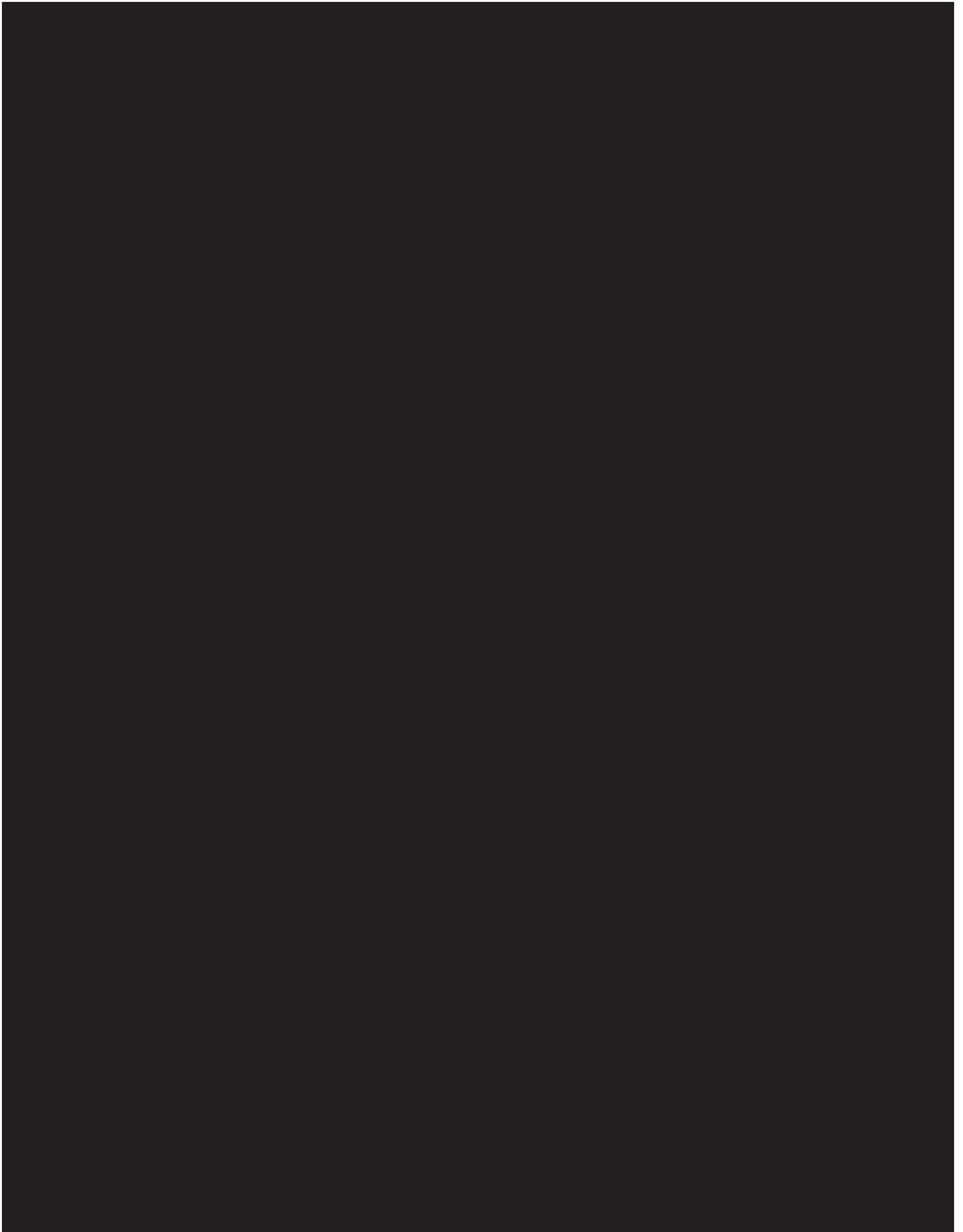














Property Condition Assessment Report Of an Improved Commercial Property

Located at:
**15165 Yonge Street
Aurora, Ontario**

Prepared for (Client):
[REDACTED] Manager
Facilities Management
Town of Aurora,
Community Services Dept.
229 Industrial Parkway North,
Aurora, Ontario L4G 4C4

File Number:



49 Essa Rd., PO Box 648
 Barrie ON L4M 4V1
 TEL: 705-726-4651
 TOLL: 1-800-665-1114

120 Newkirk Rd., Unit 26
 Richmond Hill ON L4C 9S7
 TEL: 905-884-5499
 www.appraiserscanada.com



March 31, 2020

Town of Aurora, Community Services Department (client)
 229 Industrial Parkway North,
 Aurora, Ontario L4G 4C4
 Attention: [REDACTED] Manager Facilities Management

Tel: [REDACTED]

e-mail: [REDACTED]

Dear Sir:

REProperty Condition Assessment ("PCA")

Address.....15165 Yonge Street, Aurora, Ontario

Type.....Commercial/Retail Office Building

Effective DateMarch 16th, 2020

In accordance with your authorization, I have completed a PCA for the above referenced property. This report is prepared generally in accordance with the Canadian Uniform Standards of Appraisal Practice (CUSPAP) and in accordance with ASTM International - American Society for Materials and Testing (ASTM 2018-15) Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process.

The purpose of the assessment is to provide an objective, independent, unbiased professional opinion of the potential immediate and short-term repair costs associated with the subject property, if applicable. The primary objective is to visually examine and evaluate the present condition of the property elements and building

The intended use of the report will be to provide [REDACTED] Manager, Facilities Management for the Town of Aurora, identification of observed physical condition of the subject property related to a possible acquisition of the subject property. Unauthorized use of the data, analyses, and conclusions presented in this report is strictly prohibited.

This report complies with the Consulting reporting requirements set forth in (CUSPAP). The information contained within the report is specific to the needs of the client and for the stated intended use. Appraisers Canada Inc. (ACI) and the author of this report are not responsible for unauthorized use of this report.

The conclusions stated in this report have been completed without any environmental impact study being ordered or made. Full compliance with applicable environmental regulations and laws is assumed unless otherwise stated, defined and considered in our report. No legal survey, engineering reports, soil analysis,

i

geological studies, or chemical hazard inspections have been ordered or made in conjunction with our report. Accordingly, no responsibility is assumed concerning these matters, or other technical or engineering techniques, which would be required to discover any inherent or hidden condition in the subject property.

Unless otherwise stated in this report, the existence of hazardous substances including, without limitation, asbestos, polychlorinated biphenyls, petroleum leakage, or agricultural chemicals, which may or may not be present on the property, or the abutting lands, or other environmental conditions, were not called to the attention of, nor did the author become aware of such during the appraiser's inspection. The appraiser has no knowledge of the existence of such materials on or in the property unless otherwise stated. The author, however, is not qualified to test for, detect, investigate, or otherwise ascertain such substances or conditions and assumes no responsibility relative to the possible presence of such. Further, it is beyond the scope of the report to address the matter of any costs that might be associated with the detection, removal, correction or treatment in the event such substances exist on the subject or adjacent lands. No requests have been given to retain experts or other qualified persons to ascertain the possible existence of such materials, as such engineering fact finding is not part of the author's mandate and no funds have been provided for such an undertaking. If the presence of substances or environmental conditions affect the property, then the estimates, which is predicated on the assumption that there is no such condition on or in the property or in such proximity thereto, would be subject to revision. No responsibility is assumed for any such conditions or for any expertise or knowledge required to discover them. It is respectfully suggested that the client retain appropriate experts or qualified persons to address such matters.

This report has been prepared on the assumption that the property complies with all requirements of the authorities having jurisdiction over environmental matters. The estimates reported may not reflect the actual or true costs of the deferred items, should the property be found to be contaminated.

We collect personal information to better serve our clients, for security reasons and to provide clients and potential clients with information about our services. We may retain any personal information provided for as long as necessary to provide our services and respect our obligations to governmental agencies and other third parties. The information will remain confidential to Appraisers Canada Inc., to businesses working for us, and to any organization that acquires part or all our business, provided that they agree to comply with our privacy policy. By accepting this report, you are agreeing to maintain the confidentiality and privacy of any personal information contained herein and to comply in all material respects with the contents of our Privacy Policy. If you wish to see a copy of our Privacy Policy, or have privacy questions or concerns, please contact our Privacy Policy Administrator, Appraisers Canada Inc. by phoning (800) 665-1114 or by e-mail to admin@appraiserscanada.com

Caution – for electronic transmission of this document.

Computer software applications are available in the marketplace that when utilized together with astute, intuitive, knowledgeable, computer hardware and software technicians and hobbyists' alike documents can knowingly be altered unbeknownst to the original author, when the document is transmitted electronically. Further, the printing of a document may not appear precisely as created by the writer, altered or unaltered. The only way one can be almost certain of having an unaltered document is to have the original document signed in original blue ink and delivered by the document writer or his/her designate in hard copy.

We trust that you will find the details of this Report relevant to your decisions. Should you have any further questions, please do not hesitate to contact the writer.

Yours very truly,

 **Appraisers
Canada INC.**

/gr

TABLE OF CONTENTS

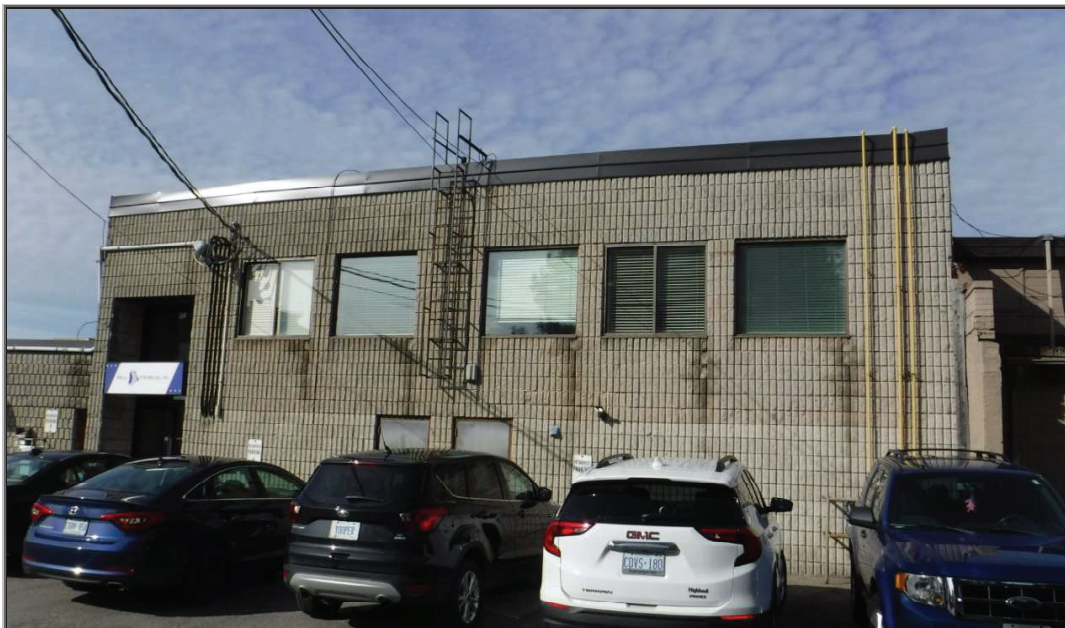
1.0 EXECUTIVE SUMMARY.....	2
2.0 INTRODUCTION	4
3.0 SCOPE AND PROCEDURE	4
4.0 SYSTEM DESCRIPTION.....	6
4.1 SITE AND BUILDING INFORMATION.....	6
4.2 STRUCTUREAL FRAME AND BUILDING ENVELOPE.....	8
4.2.1 Roofing.....	8
4.2.2 Exterior Walls	9
4.2.3 Foundation and Building Frame	11
4.4.4 Insulation.....	11
4.3 INTERIOR FINISHES.....	12
4.4 SITE FEATURES	15
4.4.1 Topography.....	15
4.4.2 Storm Water Drainage.....	16
4.4.3 Paving, Curbing, Parking, Landscaping	17
4.4.4 Ingress and Egress	19
4.5 MECHANICAL SYSTEM.....	20
4.5.1 Major Service Providers.....	20
4.5.2 Utilities.....	20
4.5.3 Heating, Ventilation and Air Conditioning (HVAC)	21
4.5.4 Domestic Hot Water	21
4.5.5 Plumbing.....	22
4.5.6 Life Safety/Fire Protection.....	23
4.6 ELECTRICAL SYSTEMS	23
5.0 KNOWN VIOLATIONS OF CODE	25
6.0 CONCLUSIONS AND RECOMMENDATIONS	25
7.0 LIMITING CONDITIONS	30

ADDITIONAL

Professional Profile

Retainer Letter

SUBJECT PROPERTY PHOTOGRAPH



1.0 EXECUTIVE SUMMARY

Appraisers Canada Inc. ("ACI") was retained by [REDACTED], Manager, Facilities Management Town of Aurora (Client) to conduct a Property Condition Assessment of the property referred to as 15165 Yonge Street, ("subject property"), in the Town of Aurora, Ontario. As discussed with the client, this report was to provide an opinion of overall physical condition of the subject building based on a *non-intrusive* basis. This scope of work did NOT include any specialist review of items regarding any of the components such as mechanical/electrical systems, structural components, etc. This may be recommended for a property the age of the subject once the results of this report are completed. ACI was advised by the client that the intended use of this report was to assist in the possible decision to acquire the subject property. The site visit was completed on March 16, 2020. All areas of subject property were accessible at the time of the site visit, except the roof. A roofing expert should be retained if further investigation is required. The owner advised that [REDACTED] has been the roofing company to maintain the roof. Attempts were made to contact with no response provided.

THE SITE

The subject site appears to be a rectangular shape having a frontage of approximately 128.19 feet located along Yonge Street, by an irregular depth and containing a total area of approximately 25,254.98 square feet. The site is fully serviced and connected to municipal services. The site is gently sloping away from the building, where the front and rear of the site has runoff that is directed toward the rear of the site. No landscaping was evident. Municipal storm water drains are located on the street and on the rear parking area to the east. The site is fully paved with asphalt at the rear of the building.

THE BUILDING

According to public records the original structure was built in approximately 1957 and reconstructed with additions to in approximately 1978, and contains ground floor retail and second floor offices. The subject property according to public records comprises of approximately 8,903 square feet with ground floor being retail space of approximately 5,718 square feet and the second floor being offices of approximately 3,718 square feet.

The subject building appears to be in average/good condition, commensurate with its age, and in comparable standing to other similar commercial properties in the area. Based on our visual observations the building appears to have been constructed in general accordance with standard building practices in place at the time of construction. The observations did not reveal any visual evidence of major structural failures, soil erosion or differential settlement. This was all revealed via visual observation and walk through.

Specifically, the subject building is constructed as a solid masonry structure with slab on grade. The superstructure of the building is solid masonry walls with brick veneer facade.

ROOF STRUCTURE AND COVERING

Based on our interview with the owner, the membrane roof is assumed to be in average condition,

[REDACTED]. In our experiences and based on cost manuals and age life cycle tables, the physical life of a built-up tar and gravel roof is approx. 30 to 40 years. The roof was not accessible at time of inspection, however, based on our inspection and observation from interior, major leaks from roof were not found. Based on our experiences, no immediate replacement of the roof is evident however given its age and proper maintenance, its life cycle, while extended, is likely to require replacement [REDACTED].

DEFINITIONS

Immediate Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 60-90 days to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

Short Term Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 3 years to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

OPINIONS OF PROBABLE COST

The opinions of costs presented in this report are based on unit rates published by various industry costing services, combined with local experience and professional relationships that ACI has in the marketplace related to experts in respective fields of concern. A cost threshold of \$3,000 has generally been used in reporting opinions of cost associated with the property; however, this cost threshold may have been lowered to include events that are considered "immediate" in nature, aggregate valuations, or items that should be considered. We recommend that all maintenance contracts, and reserve fund documents be reviewed in conjunction with the opinions of costs presented in this report.

Of note, recommendations, repairs for items in this report are exclusive of HST

2.0 INTRODUCTION

ACI was retained by [REDACTED] Manager, Facilities Management, Town of Aurora to conduct a Property Condition Assessment of the property referred to as 15165 Yonge Street, Aurora, Ontario (including exterior of building, roof and site). As discussed with the client, this report is to provide an opinion of overall physical condition of the subject building and elements. This service was through visual observation with consultation without Roofing and HVAC specialists. At the time of the site visit all areas of subject property that were accessible were viewed. The entire building was viewed from both interior improvement and outside excluding a walk of the roof.

3.0 SCOPE AND PROCEDURE

The scope of this report included interview with one of the owners, [REDACTED], and a site visual observation (without any intrusive testing or demolition of finishes to observe hidden areas) of the following:

- building envelope system
- structural elements
- interior finishes, both common areas and individual tenant units
- site features
- mechanical systems
- electrical systems
- plumbing systems
- life safety/fire protection

The review of the property was based on a walk-through and visual observation of the accessible components of the site and building. The interior and exterior wall finishes, and floor and ceiling finishes of the Subject Building were visually observed to check their condition and to identify physical deficiencies. The assessment did not include an intrusive investigation of roof surfaces, wall assemblies, ceiling cavities, or any other enclosures/assemblies. No intrusive tests were conducted, and no samples of building materials were collected to substantiate observations made, or for any other reason. The non-specialist visual review of mechanical, electrical, vertical transportation, and life safety/fire protection systems at the property included discussions with the site representatives. A visual walk-through assessment of these systems was conducted to determine the type of systems present, age, and aesthetic condition. No physical tests were conducted. We also did not contact the Town of Aurora to determine if

code requirements have been met or building permits were obtained prior to construction of any interior development.

The following is a summary of the scope of work that will be considered.

- A visual observation of the property to assess the condition of the major elements
- Review of general documentation on the repair/maintenance history of the elements, if available
- cursory review of previous reports pertaining to the Subject Building, if made available by the Site Representative
- Interviews and discussions with on-Site personnel regarding the repair/maintenance conducted on the Subject Building
- Documentation of observed existing deficiencies observed within the various elements
- Photographic documentation of various components and observed deficiencies; and
- Compilation of findings in a formal written report including observed deficiencies, together with a list of recommendations for repair/replacement with associated estimated costs for both immediate and short term

The report provides:

- A basic description of each of the various major components of the Subject Building;
- A list of deficiencies noted with respect to the components examined; and
- Recommendations and cost estimates for the corrections recommended.

Cost estimates provided in this report are preliminary and provided only as an indication of the order of magnitude of the remedial work. These values have been arrived at by determining a representative quantity from the visual observations made at the time of our site visit and by applying current market value unit costs to such quantities and/or a reasonable lump sum allowance for the work. More precise cost estimates would require more detailed investigation to define the scope of work. They are not intended to warrant that the final costs will not exceed these amounts or that all costs are covered. The estimates assume the work is performed at one time and do not include costs for potential de-mobilization and re-mobilization if repairs/replacement are spread out over the term of analysis. All costs are identified in Canadian Dollars, and do not include consulting fees or applicable taxes.

The opinions of cost are based on unit rates published by various industry costing services and other costing sources combined with local experience gained by Appraisers Canada Inc., inclusive of the consultation of professionals in the various industries of mechanical, electrical and structural maintenance and repair. The costs are inclusive of "soft" costs such as contractor overhead and & profit, ancillary demolition/repairs, contingency allowance and consulting fees (i.e., design, inspection, testing, etc.), where these are applicable. The quantities associated with each event have been roughly estimated during the "walk-through" site visit and do not represent exact measurements or quantities.

4.0 SYSTEM DESCRIPTION

4.1 SITE AND BUILDING INFORMATION

Site Address: 15165 Yonge Street, Aurora, Ontario

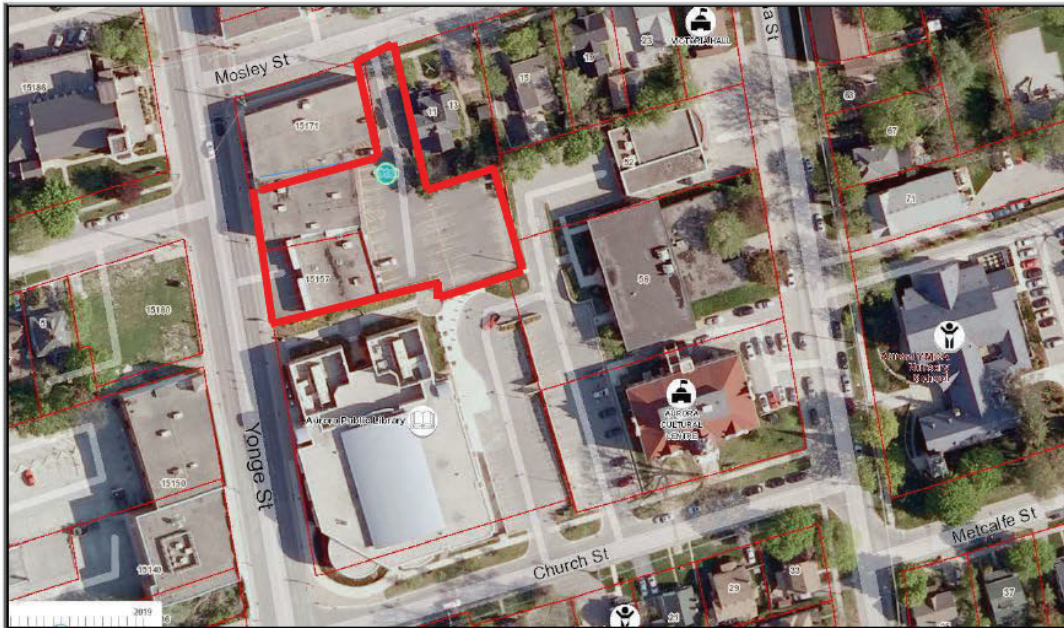
Site Type: Office and Retail Building

Existing Land Use Type: Commercial

Primary On-Site Activity: Commercial



AERIAL PHOTO OF SUBJECT PROPERTY (HISTORICAL CIRCA 2007)



AERIAL PHOTO OF SUBJECT PROPERTY (CURRENT CIRCA 2019)



4.2 STRUCTURAL FRAME AND BUILDING ENVELOPE

Observations of the building's exterior generally are limited to vantage points that are on-grade or from readily accessible balconies or rooftops was undertaken.

4.2.1 Roofing

Identify and observe drainage for evidence and/or the need for the material roof systems (exposed membrane and flashings) including, parapets, slope, material repairs, evidence of significant ponding, or evidence of roof leaks. Inquire as to the age of the material roofing system(s)

Description:

It is reported by the owner that the building has a membrane roof. The roofing assemblies are understood to include steel and wood joists and steel and wood decking and was not visible from interior area. The scope of the work did not include destructive testing.

Storm water directly runoff from the roof because of the slope of the roof, and discharges through the building's exterior drainpipes and onto paved surfaces and into storm drains, redone approx. 4 years ago.

Assessment:

A roof top inspection is not applied at time of inspection due to the safety and access issues. However, based on our inspection from the interior observation and aerial GIS mapping, the roof was original condition, [REDACTED] according to the owner has been maintained as required. In our experiences and based on cost manuals, the physical life of a membrane roof is 30 to 40 years. Although there was no leaking into the building from visual observation from the interior of the premises at time of inspection due to the weather, based on the foregoing, the roof of the building is in average condition but reaching end of its economic life cycle.

Recommendation | Conclusion:

[REDACTED]

[REDACTED]

[REDACTED] in our opinion, the existing roof would not be replaced immediately, but costings have been included due to the short term time frame.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Roof Covering	40	30	Up to 5	Up to 3-	\$20,000
Total					\$20,000

4.2.2 Exterior Walls

Description:

The exterior walls comprise a brick veneer on the front and architectural split face concrete block on the sides of the building. [REDACTED]

Assessment:

Exterior cladding assemblies are predominantly original to the construction of the building's respective sections. There is no evidence of cracks on the foundation walls or building. The wall, window, and door system of the building were generally noted to be in serviceable condition at the time of inspection. However, the lower 3 or 4 brick rows require cleaning, sealing and some parging due to salt deterioration. Exterior windows and storefronts were noted to be original to the building's development in 1978.

The cladding assemblies were noted to be in overall good condition, with only minor deficiencies observed as noted. The rear barrier wall requires repointing.

Recommendation:

The lower 3 or 4 brick rows require cleaning, sealing and some cement parging due to salt deterioration

Always monitor the building envelope and exterior through inspection and observations. Further investigation is recommended by either a structural company or any professional expert to repair or replace the affected areas.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Brick Repairs	40	20	20	Immediate	\$3,000
Total					\$3,000

EXTERIOR WALL PHOTOGRAPHS



4.2.3 Foundation and Building Frame

Description:

[REDACTED]

Assessment:

There was no issue based on a non-intrusive visual observation. No cracks in slab on grade or uneven concrete were evident in the subject building.

Recommendation:

None

4.2.4 Insulation

Description:

Subject property is assumed to have insulation. It is assumed insulation was installed when the building was improved. The building was improved/renovated approximately 42 years ago.

Assessment:

The insulation is assumed to be in average condition.

Recommendation:

None.

4.3 INTERIOR FINISHES

An observation of typical common areas including, but not limited to, lobbies, corridors, assembly areas, and restrooms. Identify and observe typical finishes, that is, flooring, ceilings, walls, etc., and material building amenities or special features was undertaken.

Description:

[REDACTED]

[REDACTED] Subject building also contains multiple washrooms which are in average condition; no noteworthy issues were found during inspection.

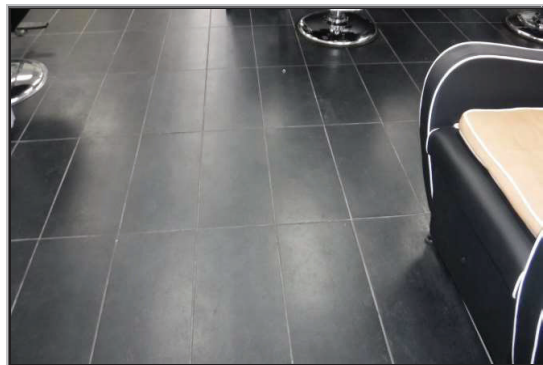
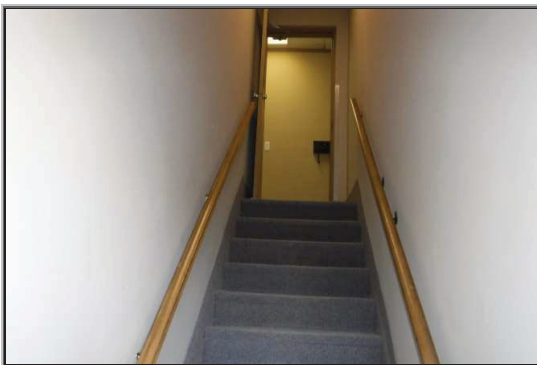
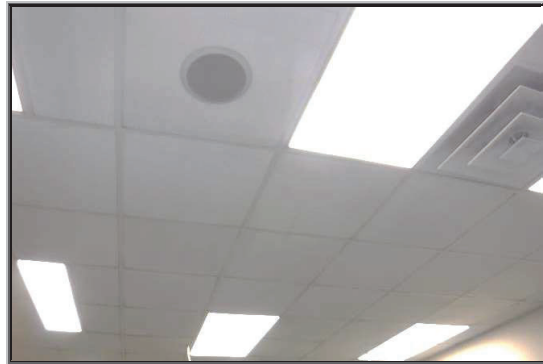
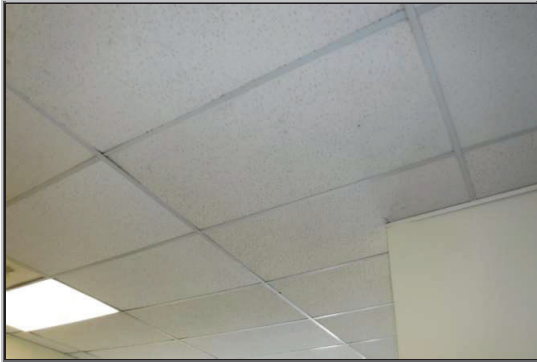
Assessment:

The office area and bathrooms are in average condition and provide typical functions. All the interior finishing would generally be completed by any prospective tenant. Therefore, while the improvements are deemed to be acceptable for the current tenants, they most likely would be changed if a tenant vacates the premises.

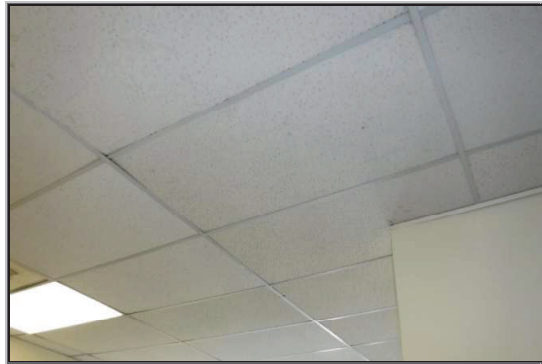
Recommendation:

None.

INTERIOR PHOTOGRAPHS



INTERIOR PHOTOGRAPHS



4.4 SITE FEATURES

4.4.1 Topography

An observation of the general topography and any unusual or problematic features or conditions was undertaken.

Description:

The topography of the site is level to adjacent properties to the east. The subject site provides gentle slope away from building to drain water. Surface drainage is directed to catch basins via slopes that are built into the parking lot pavement surfaces, both front and rear, and onto the municipal catch basins on street. The retaining wall to the south was installed by the Town of Aurora when the Library was constructed several years ago.

Assessment:

No significant deficiencies or deterioration associated with the site topography was observed or reported during the site visit.

Recommendation:

No significant capital expenditures pertaining to the site topography are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs.

4.4.2 Storm Water Drainage

An observation of the storm water collection and drainage system and note the presence of on-site surface waters, and retention or detention basins was undertaken.

Description:

Paved driveway and parking area on the subject site is sloped to direct storm water runoff towards catch basins that are located on the rear parking area to the property, and they are reported to connect with the municipal storm sewer system. As mentioned in Roof section, the storm water runoff from slope roof surface is lead to the surface ground and drain to municipal drainage.

Assessment:

No significant major ponding or erosion was noted during the assessment. The storm water system appeared to provide adequate runoff drainage, and no evidence of storm water runoff from adjacent properties was noted. However, there was no rainfall at time of inspection to confirm appropriate drainage.

Recommendation:

No significant capital expenditures pertaining to the site topography are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs. Cracks, loose pavement, concrete walks, proper drainage should always be monitored and mitigated.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Repair asphalt hole	40	30 yrs	10	Immediate	\$3000
Total					\$3,000



4.4.3 Paving, Curbing, Parking, Landscaping

An observation of the material paving and curbing systems. Identify the types of parking, that is, garage, surface, subsurface, etc., the number and types of parking and loading spaces, and any reported parking inadequacies. Note the source of the information relating to the number and types of parking and loading spaces. sidewalks, plazas, patios, landscaping (trees, shrubs, lawns, fences, retaining walls, and material site appurtenances (irrigation systems, fountains, lighting, signage, ponds, etc.) was undertaken.

Description:

Surface-level, paved parking areas are located in the rear yard of the property. The parking areas require repainting of lines to delineate parking stalls. Also, there was no handicap parking. The site is landscaped minimally.

Assessment:

The site shows signs of wear over time as it appears to be in original condition. There are cost assessments considered within the next 3 years. Periodic maintenance is always recommended for any building system or site. Handicap parking should be provided.

Recommendation:

Marginal capital expenditures pertaining to the paving, curbing, parking and landscaping are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs. Cracks, and landscaping should always be monitored and mitigated as needed.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Asphalt crack sealing	20	20	0	Immediate	\$3,000
Painting	20	20	0	Immediate	\$3,000
Total					\$6,000

SITE PHOTOGRAPHS



4.4.4 Ingress and Egress

An observation of the major means of ingress and egress was undertaken.

Description:

Surface-level, paved parking areas at the property are located along the easterly lot line. The parking areas have painted lines to delineate parking stalls. The site is landscaped minimally with access via an assumed right of way from the property to the north.

Assessment:

The site shows signs of wear over time as it appears to be in original condition. There are no cost assessments considered within the next 3 years. Periodic maintenance is always recommended for any building system or site.

Recommendation:

No significant capital expenditures pertaining to the ingress, egress, paving, curbing, parking and landscaping are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs of the right of way. Cracks, and landscaping should always be monitored and mitigated as needed.

4.5 MECHANICAL SYSTEM

4.5.1 Major Service Providers

The following providers serve the subject property:



4.5.2 Utilities

Description:

The Subject Building connects to municipal water and sewer systems. Natural gas is supplied to the building from a gas main that is presumably located below adjacent municipal roadways. ■



Assessment:



Recommendations:

No significant deficiencies associated with utility services were reported or observed. The quantity of electricity and pressure of the utilities provided are understood to be adequate for their intended use. The utility meters, where observed, appeared to be in good condition.

4.5.3 Heating, Ventilation and Air Conditioning (HVAC)

The basic identification of the type of heat generating and distribution system, and the apparent or reported age of the equipment, past material component replacements/upgrades, and the apparent level of maintenance exercised was undertaken. If heating equipment is shutdown or not operational at the time of the walk-through survey, an opinion of the condition to the extent observed is noted.

Description:

Assessment:

Recommendation:

Recommendation	EUL	EFF AGE	RUL	Year	Cost
4-5 ton HVAC Unit	30	27	3	Up to 3 yrs	\$40,000
Total					\$40,000

4.5.4 Domestic Hot Water

Description:

Assessment | Recommendation:

Domestic hot water heater and supply appear in good condition.

4.5.5 Plumbing

Identify and observe the material plumbing systems including piping (sanitary, storm and supply water), fixtures, domestic hot water production, and note any special or unusual plumbing systems.

Description:

The Town of Aurora provides the building with a domestic cold-water supply and sanitary/storm sewer hook-ups. The domestic water supply for the building enters through a common water meter room at the south side of the building. Where visible, the domestic water distribution piping was copper and plastic, and the sanitary waste and rainwater piping appeared to be galvanized piping.

Plumbing fixtures observed in washrooms within the building were standard commercial-grade models that were equipped with manual water valves. Sinks set within the counter tops of wood-framed cabinetry were typical.

Assessment:

[REDACTED]

The building's plumbing systems generally appeared to be performing as intended. There does not appear to be any existing issues related to any isolation.

Recommendation:

[REDACTED]

[REDACTED] the piping is expected to require periodic repair or partial replacement over the course of the evaluation period to maintain its function and reliability, to address general deficiencies as they occur, and to conduct renewal work in conjunction with future renovation activities.

4.5.6 Life Safety/Fire Protection

Observation of life safety and fire protection systems, including sprinklers and standpipes (wet or dry, or both), fire hydrants, fire alarm systems, water storage, smoke detectors, fire extinguishers, emergency lighting, stairwell pressurization, smoke evacuation, etc. was undertaken and a general visual review for compliance to the accessibility for Ontarians with Disabilities Act (OADA).

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

[REDACTED]

4.6 ELECTRICAL SYSTEMS

An observation to identify the electrical service provided and observe the electrical distribution system including distribution panels, transformers, meters, emergency generators, general lighting systems, and other such equipment or systems was undertaken. An observation of general electrical items, such as distribution panels, type of wiring, energy management systems, emergency power, lightning protection, etc. Identify any observed or reported special or unusual electrical equipment, systems, or devices at the subject property was also viewed.

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

Based on age and observations made during the assessment, the original electrical distribution equipment is functional, and no repair or replacement is required.

ELECTRICAL PHOTOGRAPHS



5.0 KNOWN VIOLATIONS OF CODE

Compliance with the Ontario Building Code and Fire Code was not reviewed as it was beyond the scope of this survey.

6.0 CONCLUSIONS AND RECOMMENDATIONS

Based on the survey of the property, conducted on March 16, 2020 the Subject Building appears to be in satisfactory condition, and competitive or comparable with competing buildings in the general area with similar age.

Based on our visual assessment the Subject Building appears to have been constructed in general accordance with standard building practices in place at the time of construction. The assessment did not reveal any evidence of major structural failures, soil erosion or differential settlement.

The opinions of costs presented in this report are based on unit rates published various industry costing services, combined with local experience and professional relationships that ACI has in the marketplace related to experts in respective fields of concern. A cost threshold of \$3,000 has generally been used in reporting opinions of cost associated with the site; however, this cost threshold may have been lowered to include events that are considered "immediate" in nature, aggregate valuations, or items that should be considered. We recommend that all maintenance contracts, and reserve fund documents be reviewed in conjunction with the opinions of costs presented in this report.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

The summary of all of the immediate and short term repair costs are summarized as follows:

Immediate Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 60-90 days to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

IMMEDIATE REPAIRS ARE ESTIMATED AT \$12,000.00

(Includes brick repairs, asphalt repair hole, asphalt crack sealing, line repainting)

Regular maintenance should be conducted on the roof systems, wall systems, structural elements, interior finishes, the site and the mechanical/electrical systems to ensure that the useful life of the major components/long lived items is realized. Repair costs for the items have been included over the term of the analysis. The specific deficiencies identified during the PCA and their associated recommendations for repair are described in the main body of the report. These deficiencies should be corrected as part of routine maintenance unless otherwise stated within the report.

Short Term Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 3 years to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

SHORT TERM REPAIRS ARE ESTIMATED AT \$60,000.00

(includes roof covering and HVAC unit)

The following chart summarizes the overall condition rating of the subject property, it is included to assist and illustrate the level of deferred maintenance and the overall condition rating for the property and its components.

CONDITION INDEX:

This table sets the ratings used by the consultant to represent the general condition of building assets.

Rating	Status	Definition of rating/condition of building asset
5	Excellent	<ul style="list-style-type: none"> no defects, in as new condition and appearance
4	Good	<ul style="list-style-type: none"> minor defects or defects that do not unduly impact on operation superficial wear and tear some deterioration to finishes, major maintenance not required
3	Fair	<ul style="list-style-type: none"> average condition or worn finishes require maintenance significant defects are evident services are functional but need attention deferred maintenance work exists
2	Poor	<ul style="list-style-type: none"> major defects and/or potential structural or safety concerns badly deteriorated or inferior appearance components fail frequently
1	Very poor	<ul style="list-style-type: none"> building or component has failed and not operational not viable to remain in use unfit for occupancy or normal use environmental/contamination/pollution issues exist



CONDITION ASSESSMENT PRIORITY RANKING SCALE:

This table sets the rankings to be used to provide an indication of recommended maintenance schedule.

Priority Ranking	Definition
4	<p>Works needed to:</p> <ul style="list-style-type: none"> • meet related statutory obligation and due diligence requirements • ensure the health and safety of building occupants and users • prevent serious disruption of building activities and/or may incur higher costs if not addressed within 1 year.
3	<p>Works that:</p> <ul style="list-style-type: none"> • affect the operational capacity of the building • are likely to lead to serious deterioration and therefore higher future repair costs if not addressed between 1 to 2 years.
2	<p>Works that:</p> <ul style="list-style-type: none"> • have minimal effect on the operational capacity of the building but are desirable to maintain the quality of the building • are likely to require rectification within 3 years.
1	<p>Works that:</p> <ul style="list-style-type: none"> • can be safely and economically deferred beyond 3 years and reassessed at a future date.



BASIC COSTS GUIDE:

This table ranks indicative cost levels for preliminary budgeting and decision making.

Ranking	Cost Component	Trades
5	Greater than \$5000	May require single trades (i.e. Full repaint, or multiple trades) Recommend obtain quotes to confirm accurate cost over opinions
4	\$1000 - \$2500	May require multiple trades to carry out full repairs and rectification. (i.e. Roof leak requiring plumber) Recommend obtaining quotes before proceeding
3	\$500 - \$1000	Generally, only requires single trade (i.e. Fencing), but may require additional trades to 'fit-off'. (i.e., Hot water system)
2	\$250 - \$500	Generally, only requires single trade. (i.e. Fence Repair)
1	\$0 - \$250	Generally, only requires single trade. (i.e. Broken Aerial)



7.0 LIMITING CONDITIONS

Exclusive Use

This report, including its information and opinions, has been prepared for the exclusive and sole use of [REDACTED] Manager, Facilities Management Town of Aurora (the "Client").

Reliance

Information provided by Appraisers Canada Inc. (ACI) is intended for Client use only. ACI will not provide results or information to any party unless disclosure by ACI is required by law. Any use by a third party of reports or documents authored by ACI or any reliance by a third party on or decisions made by a third party based on the findings described in said documents, is the sole responsibility of such third parties.

ACI accepts no responsibility or liability for damages suffered by any third party as a result of decisions made or actions conducted. No other warranties are implied or expressed.

Opinions of Costs

Any opinions of costs expressed in this report are partially based on consultation with industry-recognized publications on costs for materials and labor. While ACI uses information available, combined with our judgment and past experience, the specific rationale and conditions forming the basis of contractors' bids, material or equipment pricing are beyond our knowledge and control. ACI can therefore not be held responsible if the final costs which may vary from these opinions of costs.

As well, any opinions of costs are intended for budgeting purposes only. The scope of work and the actual costs of the work recommended can only be determined after a detailed examination of the site element in question, understanding of the site restrictions, understanding of the effects on the ongoing operations of the site/building, definition of the construction schedule, and preparation of tender documents.

Opinions of costs presented in this report are also based on information received during interviews with site representatives, operations and/or maintenance staff. ACI cannot be held responsible for incorrect information received during the interview process. Should additional information become available with respect to the condition of the building and/or site elements, ACI requests that this information be brought to our attention so that ACI may reassess the conclusions presented herein.

Physical Limitations to Scope

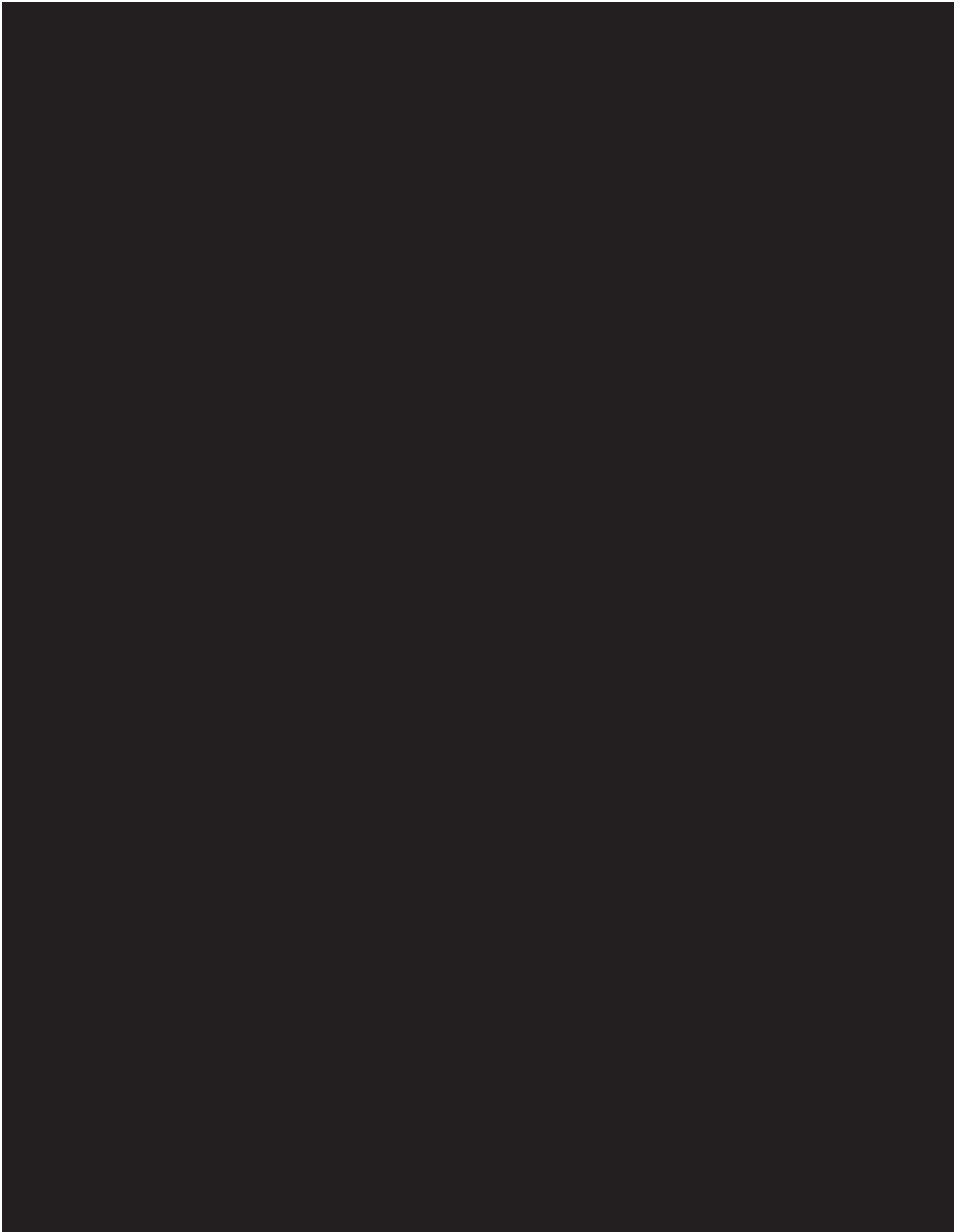
In accordance with the proposed scope of work, no physical or destructive testing or design calculations were conducted on any of the components of the buildings. Assessment of the original or existing building design, or detection or comment upon concealed structural deficiencies and any buried/concealed utilities or components are outside the scope of work. Similarly, the assessment of any Post Tension reinforcing is not included in the scope of work. Determination of compliance with any Codes is beyond the scope of this Work. There was no access available to the roof at time of walk through survey.

Assessments

As indicated above the personnel conducting the building assessment, where applicable, have performed a non-specialist review of the building and all associated finishes and related systems including the mechanical and electrical (including fire alarm and life safety) systems, Site features, etc. The personnel conducting the assessment are knowledgeable of building systems and construction, but not technical specialists in each of these fields. The intent of the comments made on these systems are for the sole purpose of identifying areas where it has been observed a noteworthy condition which will lead to a likely significant expenditure during the term of the assignment and/or where it would recommend that the Client consider a further, more detailed investigation. The assessment is based, in part, on information provided by others. Unless specifically noted, it has been assumed that this information was correct and was relied upon in developing the conclusions.

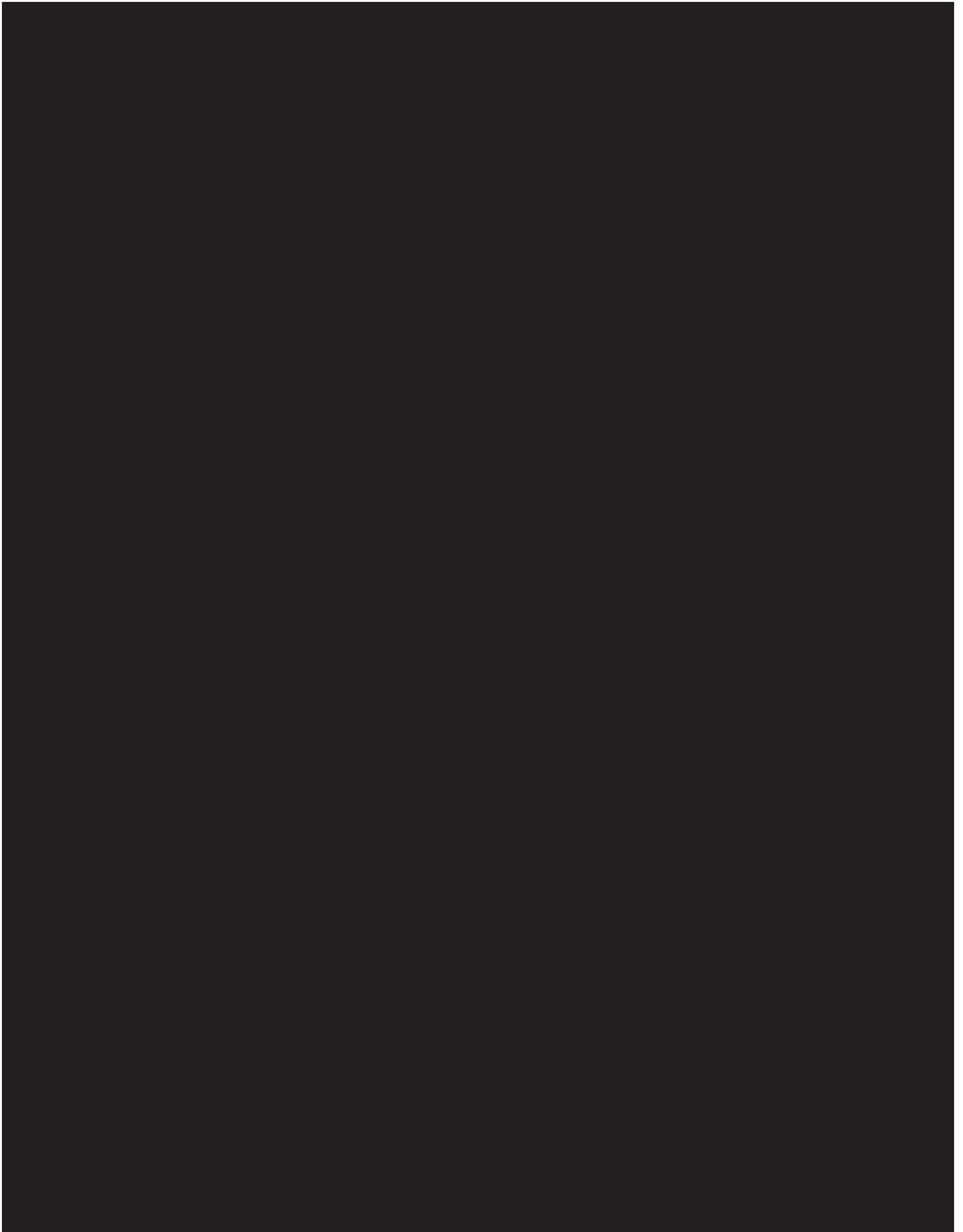
Standard of Care

The assessment outlined in this report generally captured conditions that existed at the time of the site visit. The opinions and recommendations presented in this report are rendered in accordance with generally accepted professional standards for like services under like circumstances for similar locales. The opinions and recommendations are not to be construed as a warranty or guarantee regarding existing or future physical conditions or regarding compliance of systems/components and procedures/operations with the various regulating codes, standards, regulations, ordinances, etc.

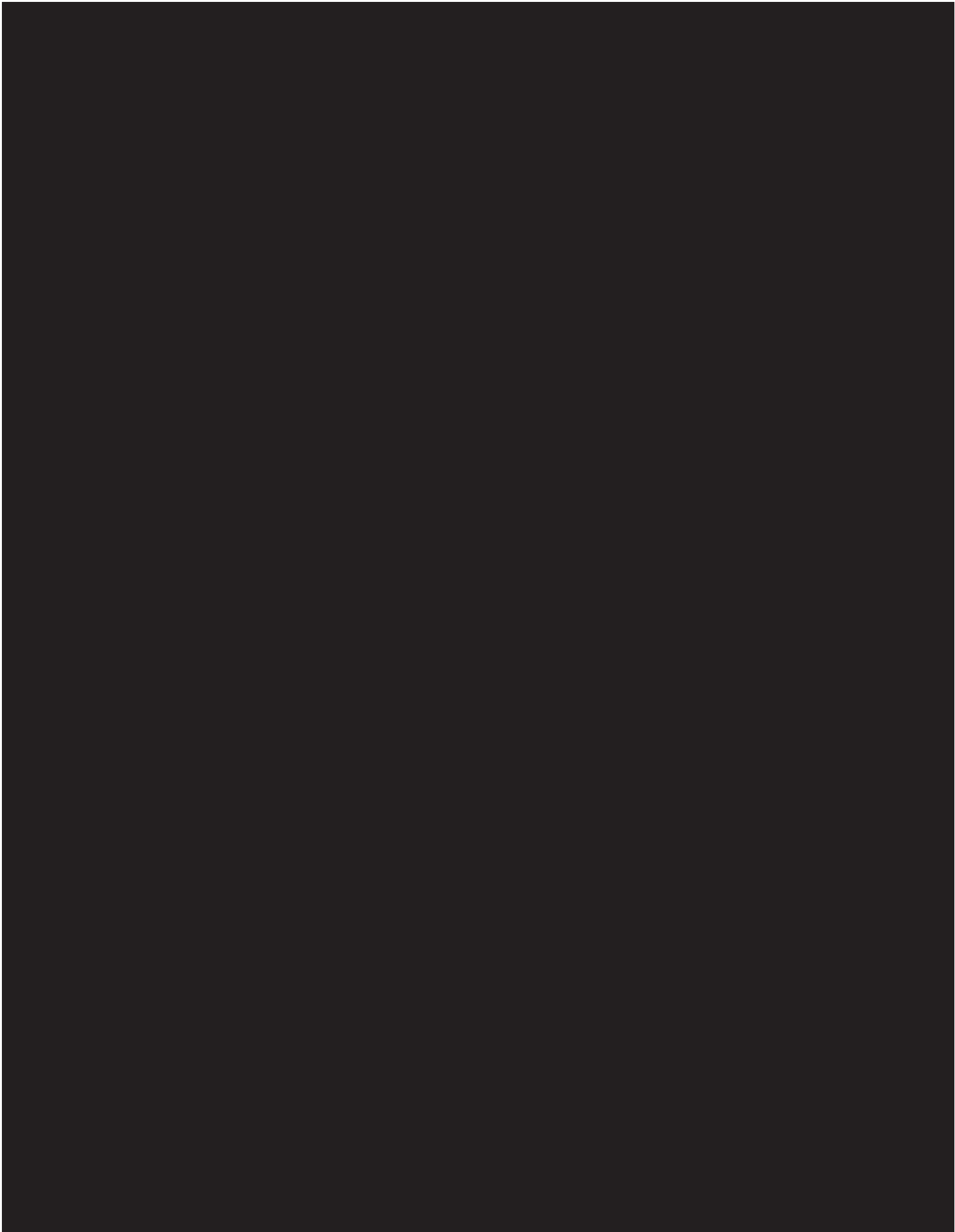


















**Appraisers
Canada INC.**

REAL ESTATE APPRAISERS & ADVISORY SERVICES

Property Condition Assessment Report Of an Improved Commercial Property

Located at:

**15171 Yonge Street
Aurora, Ontario**

Prepared for (Client):

**[REDACTED] Manager
Facilities Management
Town of Aurora,
Community Services Dept.
229 Industrial Parkway North,
Aurora, Ontario L4G 4C4**

File Number:

[REDACTED]

Servicing The Areas Of:

**York | Durham | Peel | Toronto | Simcoe | Dufferin | Grey | Bruce | Haliburton | Muskoka | Parry Sound | Kawartha Lakes
And Special Assignments Throughout The Province of Ontario**

49 Essa Rd., PO Box 648
 Barrie ON L4M 4V1
 TEL: 705-726-4651
 TOLL: 1-800-665-1114

120 Newkirk Rd., Unit 26
 Richmond Hill ON L4C 9S7
 TEL: 905-884-5499
 www.appraiserscanada.com



March 31, 2020

Town of Aurora, Community Services Department (client)
 229 Industrial Parkway North,
 Aurora, Ontario L4G 4C4
 Attention: [REDACTED] Manager Facilities Management

Tel: [REDACTED]

e-mail: [REDACTED]

Dear Sir:

REProperty Condition Assessment ("PCA")

Address.....15171 Yonge Street, Aurora, Ontario

Type.....Commercial/Retail Office Building

Effective DateMarch 16th, 2020

In accordance with your authorization, I have completed a PCA for the above referenced property. This report is prepared generally in accordance with the Canadian Uniform Standards of Appraisal Practice (CUSPAP) and in accordance with ASTM International - American Society for Materials and Testing (ASTM 2018-15) Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process.

The purpose of the assessment is to provide an objective, independent, unbiased professional opinion of the potential immediate and short-term repair costs associated with the subject property, if applicable. The primary objective is to visually examine and evaluate the present condition of the property elements and building

The intended use of the report will be to provide [REDACTED] Manager, Facilities Management for the Town of Aurora, identification of observed physical condition of the subject property related to a possible acquisition of the subject property. Unauthorized use of the data, analyses, and conclusions presented in this report is strictly prohibited.

This report complies with the Consulting reporting requirements set forth in (CUSPAP). The information contained within the report is specific to the needs of the client and for the stated intended use. Appraisers Canada Inc. (ACI) and the author of this report are not responsible for unauthorized use of this report.

The conclusions stated in this report have been completed without any environmental impact study being ordered or made. Full compliance with applicable environmental regulations and laws is assumed unless otherwise stated, defined and considered in our report. No legal survey, engineering reports, soil analysis,

i

geological studies, or chemical hazard inspections have been ordered or made in conjunction with our report. Accordingly, no responsibility is assumed concerning these matters, or other technical or engineering techniques, which would be required to discover any inherent or hidden condition in the subject property.

Unless otherwise stated in this report, the existence of hazardous substances including, without limitation, asbestos, polychlorinated biphenyls, petroleum leakage, or agricultural chemicals, which may or may not be present on the property, or the abutting lands, or other environmental conditions, were not called to the attention of, nor did the author become aware of such during the appraiser's inspection. The appraiser has no knowledge of the existence of such materials on or in the property unless otherwise stated. The author, however, is not qualified to test for, detect, investigate, or otherwise ascertain such substances or conditions and assumes no responsibility relative to the possible presence of such. Further, it is beyond the scope of the report to address the matter of any costs that might be associated with the detection, removal, correction or treatment in the event such substances exist on the subject or adjacent lands. No requests have been given to retain experts or other qualified persons to ascertain the possible existence of such materials, as such engineering fact finding is not part of the author's mandate and no funds have been provided for such an undertaking. If the presence of substances or environmental conditions affect the property, then the estimates, which is predicated on the assumption that there is no such condition on or in the property or in such proximity thereto, would be subject to revision. No responsibility is assumed for any such conditions or for any expertise or knowledge required to discover them. It is respectfully suggested that the client retain appropriate experts or qualified persons to address such matters.

This report has been prepared on the assumption that the property complies with all requirements of the authorities having jurisdiction over environmental matters. The estimates reported may not reflect the actual or true costs of the deferred items, should the property be found to be contaminated.

We collect personal information to better serve our clients, for security reasons and to provide clients and potential clients with information about our services. We may retain any personal information provided for as long as necessary to provide our services and respect our obligations to governmental agencies and other third parties. The information will remain confidential to Appraisers Canada Inc., to businesses working for us, and to any organization that acquires part or all our business, provided that they agree to comply with our privacy policy. By accepting this report, you are agreeing to maintain the confidentiality and privacy of any personal information contained herein and to comply in all material respects with the contents of our Privacy Policy. If you wish to see a copy of our Privacy Policy, or have privacy questions or concerns, please contact our Privacy Policy Administrator, Appraisers Canada Inc. by phoning (800) 665-1114 or by e-mail to admin@appraiserscanada.com

Caution – for electronic transmission of this document.

Computer software applications are available in the marketplace that when utilized together with astute, intuitive, knowledgeable, computer hardware and software technicians and hobbyists' alike documents can knowingly be altered unbeknownst to the original author, when the document is transmitted electronically. Further, the printing of a document may not appear precisely as created by the writer, altered or unaltered. The only way one can be almost certain of having an unaltered document is to have the original document signed in original blue ink and delivered by the document writer or his/her designate in hard copy.

We trust that you will find the details of this Report relevant to your decisions. Should you have any further questions, please do not hesitate to contact the writer.

Yours very truly,



**Appraisers
Canada** INC.



/gr

TABLE OF CONTENTS

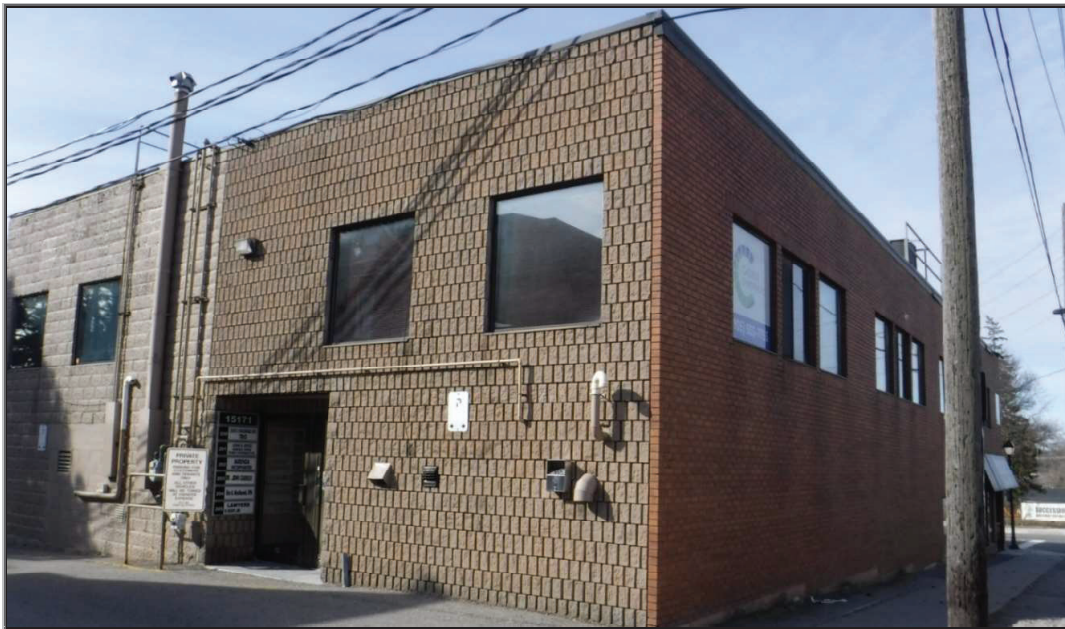
1.0 EXECUTIVE SUMMARY.....	2
2.0 INTRODUCTION	4
3.0 SCOPE AND PROCEDURE	4
4.0 SYSTEM DESCRIPTION.....	6
4.1 SITE AND BUILDING INFORMATION.....	6
4.2 STRUCTUREAL FRAME AND BUILDING ENVELOPE.....	8
4.2.1 Roofing.....	8
4.2.2 Exterior Walls	10
4.2.3 Foundation and Building Frame	11
4.2.4 Insulation	11
4.3 INTERIOR FINISHES.....	12
4.4 SITE FEATURES	16
4.4.1 Topography.....	16
4.4.2 Storm Water Drainage.....	17
4.4.3 Paving, Curbing, Parking, Landscaping	18
4.4.4 Ingress and Egress	19
4.5 MECHANICAL SYSTEM.....	21
4.5.1 Major Service Providers.....	21
4.5.2 Utilities.....	21
4.5.3 Heating, Ventilation and Air Conditioning (HVAC)	22
4.5.4 Domestic Hot Water	24
4.5.5 Plumbing.....	24
4.5.6 Life Safety/Fire Protection.....	25
4.6 ELECTRICAL SYSTEMS	25
5.0 KNOWN VIOLATIONS OF CODE	27
6.0 CONCLUSIONS AND RECOMMENDATIONS	27
7.0 LIMITING CONDITIONS	32

ADDITIONAL

Professional Profile

Retainer Letter

SUBJECT PROPERTY PHOTOGRAPH



1.0 EXECUTIVE SUMMARY

Appraisers Canada Inc. ("ACI") was retained by [REDACTED] Manager, Facilities Management Town of Aurora (Client) to conduct a Property Condition Assessment of the property referred to as 15171 Yonge Street, ("subject property"), in the Town of Aurora, Ontario. As discussed with the client, this report was to provide an opinion of overall physical condition of the subject building based on a *non-intrusive* basis. This scope of work did NOT include any specialist review of items regarding any of the components such as mechanical/electrical systems, structural components, etc. This may be recommended for a property the age of the subject once the results of this report are completed. ACI was advised by the client that the intended use of this report was to assist in the possible decision to acquire the subject property. The site visit was completed on March 16, 2020. All areas of subject property were accessible at the time of the site visit, except the roof. A roofing expert should be retained if further investigation is required. The owner advised that [REDACTED] has been the roofing company to maintain the roof. Attempts were made to contact with no response provided.

THE SITE

The subject site appears to be a rectangular shape having a frontage of approximately 54.87 feet located along Yonge Street by a depth of approximately 115.09 feet along Mosley street and containing a total area of approximately 8,035 square feet. The site is fully serviced and connected to municipal services. The site is gently sloping away from the building, where the front and rear of the site has runoff that is directed toward the street. No landscaping was evident other than a rear retaining wall made of concrete interlock panels. Municipal storm water drains are located on the street and on the property to the south which is under the same ownership. The site is fully paved with asphalt at the rear of the building. Parking is available along the rear lot line of property.

THE BUILDING

According to public records the original structure was built in approximately 1957 and reconstructed with additions to in approximately 1982 and contains ground floor retail and second floor offices. The subject property, according to public records, comprises of approximately 10,537 square feet with ground floor being retail space of approximately 5,500 square feet and the second floor being offices of approximately 5,037 square feet.

The subject building appears to be in average condition, commensurate with its age, and in comparable standing to other similar commercial properties in the area. Based on our visual observation the building appears to have been constructed in general accordance with standard building practices in place at the time of construction. The observations did not reveal any visual evidence of major structural failures, soil erosion or differential settlement. This was all revealed via visual observation and walk through.

Specifically, the subject building is constructed with a solid masonry building with slab on grade. The superstructure of the building is solid masonry walls with brick veneer facade.

ROOF STRUCTURE AND COVERING

Based on our interview with the owner, the tar and gravel roof is assumed to be in average condition,

In our experiences and based on cost manuals and age life cycle tables, the physical life of a built-up tar and gravel roof is approx. 25 to 40 years. The roof was not accessible at time of inspection, however, based on our inspection and observation from interior, major leaks from roof were not found. Based on our experiences, no immediate replacement of the roof is evident however given its age and proper maintenance, its life cycle, while extended, is likely to require replacement

DEFINITIONS

Immediate Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 60-90 days to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

Short Term Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 3 years to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

OPINIONS OF PROBABLE COST

The opinions of costs presented in this report are based on unit rates published by various industry costing services, combined with local experience and professional relationships that ACI has in the marketplace related to experts in respective fields of concern. A cost threshold of \$3,000 has generally been used in reporting opinions of cost associated with the property; however, this cost threshold may have been lowered to include events that are considered "immediate" in nature, aggregate valuations, or items that should be considered. We recommend that all maintenance contracts, and reserve fund documents be reviewed in conjunction with the opinions of costs presented in this report.

Of note, recommendations, repairs for items in this report are exclusive of HST

2.0 INTRODUCTION

ACI was retained by [REDACTED] Manager, Facilities Management, Town of Aurora to conduct a Property Condition Assessment of the property referred to as 15171 Yonge Street, Aurora, Ontario (including exterior of building, roof and site). As discussed with the client, this report is to provide an opinion of overall physical condition of the subject building and elements. This service was through visual observation with consultation without Roofing and HVAC specialists. At the time of the site visit all areas of subject property that were accessible were viewed. The entire building was viewed from both interior improvement and outside excluding a walk of the roof.

3.0 SCOPE AND PROCEDURE

The scope of this report included interview with one of the owners, [REDACTED], and a site visual observation (without any intrusive testing or demolition of finishes to observe hidden areas) of the following:

- building envelope system
- structural elements
- interior finishes, both common areas and individual tenant units
- site features
- mechanical systems
- electrical systems
- plumbing systems
- life safety/fire protection

The review of the property was based on a walk-through and visual observation of the accessible components of the site and building. The interior and exterior wall finishes, and floor and ceiling finishes of the Subject Building were visually observed to check their condition and to identify physical deficiencies. The assessment did not include an intrusive investigation of roof surfaces, wall assemblies, ceiling cavities, or any other enclosures/assemblies. No intrusive tests were conducted, and no samples of building materials were collected to substantiate observations made, or for any other reason. The non-specialist visual review of mechanical, electrical, vertical transportation, and life safety/fire protection systems at the property included discussions with the site representatives. A visual walk-through assessment of these systems was conducted to determine the type of systems present, age, and aesthetic condition. No physical tests were conducted. We also did not contact the Town of Aurora to determine if

code requirements have been met or building permits were obtained prior to construction of any interior development.

The following is a summary of the scope of work that will be considered.

- A visual observation of the property to assess the condition of the major elements
- Review of general documentation on the repair/maintenance history of the elements, if available
- cursory review of previous reports pertaining to the Subject Building, if made available by the Site Representative
- Interviews and discussions with on-Site personnel regarding the repair/maintenance conducted on the Subject Building
- Documentation of observed existing deficiencies observed within the various elements
- Photographic documentation of various components and observed deficiencies; and
- Compilation of findings in a formal written report including observed deficiencies, together with a list of recommendations for repair/replacement with associated estimated costs for both immediate and short term

The report provides:

- A basic description of each of the various major components of the Subject Building;
- A list of deficiencies noted with respect to the components examined; and
- Recommendations and cost estimates for the corrections recommended.

Cost estimates provided in this report are preliminary and provided only as an indication of the order of magnitude of the remedial work. These values have been arrived at by determining a representative quantity from the visual observations made at the time of our site visit and by applying current market value unit costs to such quantities and/or a reasonable lump sum allowance for the work. More precise cost estimates would require more detailed investigation to define the scope of work. They are not intended to warrant that the final costs will not exceed these amounts or that all costs are covered. The estimates assume the work is performed at one time and do not include costs for potential de-mobilization and re-mobilization if repairs/replacement are spread out over the term of analysis. All costs are identified in Canadian Dollars, and do not include consulting fees or applicable taxes.

The opinions of cost are based on unit rates published by various industry costing services and other costing sources combined with local experience gained by Appraisers Canada Inc., inclusive of the consultation of professionals in the various industries of mechanical, electrical and structural maintenance and repair. The costs are inclusive of "soft" costs such as contractor overhead and & profit, ancillary demolition/repairs, contingency allowance and consulting fees (i.e., design, inspection, testing, etc.), where these are applicable. The quantities associated with each event have been roughly estimated during the "walk-through" site visit and do not represent exact measurements or quantities.

4.0 SYSTEM DESCRIPTION

4.1 SITE AND BUILDING INFORMATION

Site Address: 15171 Yonge Street, Aurora, Ontario

Site Type: Office and Retail Building

Existing Land Use Type: Commercial

Primary On-Site Activity: Commercial



AERIAL PHOTO OF SUBJECT PROPERTY (CURRENT CIRCA 2019)



4.2 STRUCTURAL FRAME AND BUILDING ENVELOPE

Observations of the building's exterior generally are limited to vantage points that are on-grade or from readily accessible balconies or rooftops was undertaken.

4.2.1 Roofing

Identify and observe drainage for evidence and/or the need for the material roof systems (exposed membrane and flashings) including, parapets, slope, material repairs, evidence of significant ponding, or evidence of roof leaks. Inquire as to the age of the material roofing system(s)

Description:

It is reported by the owner that the building has a flat tar and gravel roof and a membrane. The roofing assemblies are understood to include steel and wood joists and steel and wood decking and was not visible from interior area. The scope of the work did not include destructive testing.

Storm water directly runoff from the roof because of the slope of the roof, and discharges through the building's exterior drainpipes and onto paved surfaces.

Assessment:

A roof top inspection is not applied at time of inspection due to the safety and access issues. However, based on our inspection from the interior observation and aerial GIS mapping the roof was original condition, [REDACTED] to the owner had some remedial work done in 2016. In our experiences and based on cost manuals, the physical life of a tar and gravel roof is 25 to 40 years. Although there was no leaking into the building from visual observation from the interior of the premises at time of inspection due to the weather, based on the foregoing, the roof of the building is in average condition but reaching end of its economic life cycle.

[REDACTED]

Recommendation | Conclusion:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] In our opinion, the existing roof would not be replaced immediately, but costings have been included due to the short term time frame.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Roof Covering	40	30	Up to 5	Up to 3	\$30,000
Total					\$30,000

4.2.2 Exterior Walls

Description:

The exterior walls comprise an architectural block and brick veneer around the entire building, with a solid masonry at the front and north side of the building. [REDACTED]

Assessment:

Exterior cladding assemblies are predominantly original to the construction of the building's respective sections. There is no evidence of cracks on the foundation walls or building. The wall, window, and door system of the building were generally noted to be in serviceable condition at the time of inspection. However, the lower 3 or 4 brick rows require cleaning, sealing and some parging due to salt deterioration. Exterior windows and storefronts were noted to be original to the building's development in 1982.

The cladding assemblies were noted to be in overall good condition, with only minor deficiencies observed as noted.

Recommendation:

The lower 3 or 4 brick rows require cleaning, sealing and some cement parging due to salt deterioration

Always monitor the building envelope and exterior through inspection and observations. Further investigation is recommended by either a structural company or any professional expert to repair or replace the affected areas.

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Brick Deterioration	40	20	20	Immediate	\$2,000
Total					\$2,000

4.2.3 Foundation and Building Frame

Description:



Assessment:

There was no issue based on a non-intrusive visual observation. No cracks in slab on grade or uneven concrete were evident in the subject building.

Recommendation:

None

4.2.4 Insulation

Description:

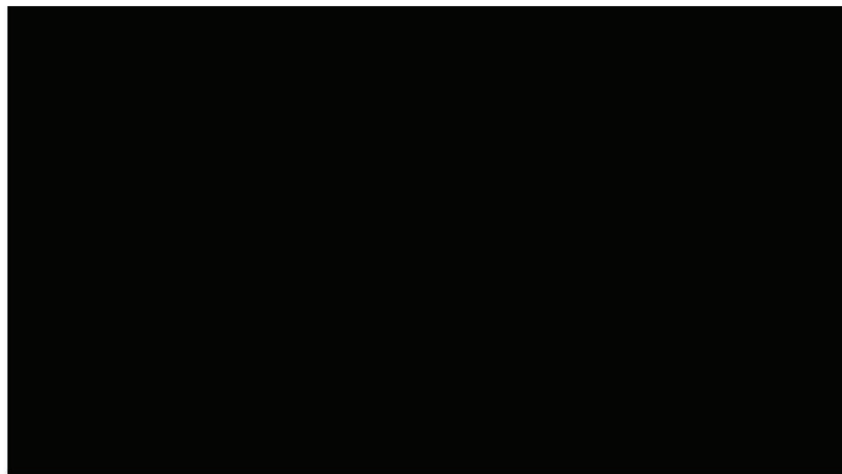
Subject property is assumed to have insulation. It is assumed insulation was installed when the building was improved. The building was improved/renovated approximately 38 years ago.

Assessment:

The picture is from the furnace area showing minimal insulation. The insulation in the furnace area is minimal the rest of the building is assumed to be in average condition.

Recommendation:

Add additional insulation



Recommendation	EUL	EFF AGE	RUL	Year	Cost
Add insulation	N/A	N/A	N/A	Immediate	\$3,000
Total					\$3,000

4.3 INTERIOR FINISHES

An observation of typical common areas including, but not limited to, lobbies, corridors, assembly areas, and restrooms. Identify and observe typical finishes, that is, flooring, ceilings, walls, etc., and material building amenities or special features was undertaken.

Description:

[REDACTED]

[REDACTED] Subject building also contains multiple washrooms which are in average condition, no noteworthy issues were found during inspection.

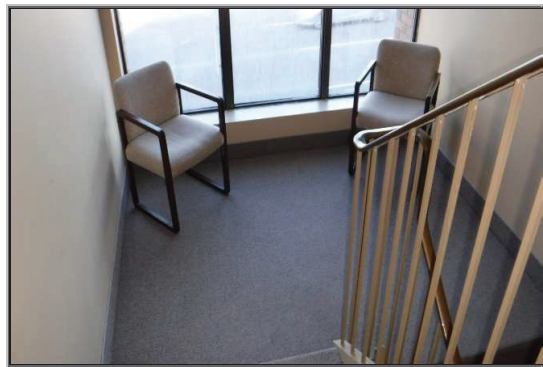
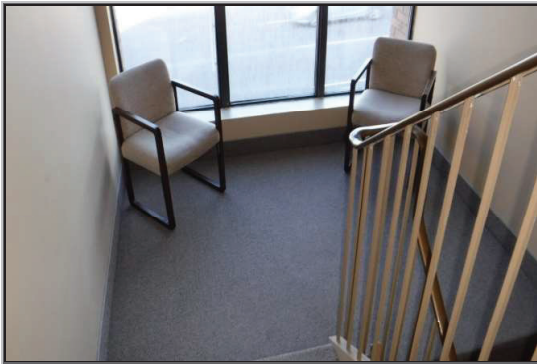
Assessment:

The office area and bathrooms are in average condition and provide typical functions. All the interior finishing would generally be completed by any prospective tenant. Therefore, while the improvements are deemed to be acceptable for the current tenants, they most likely would be changed if a tenant vacates the premises.

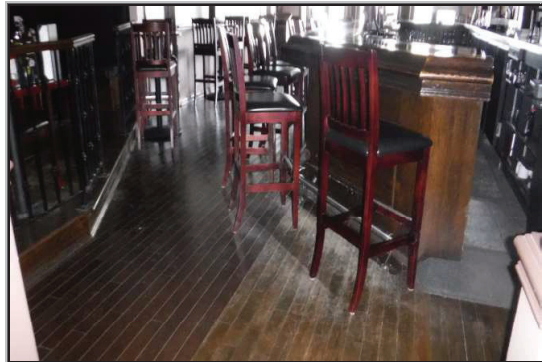
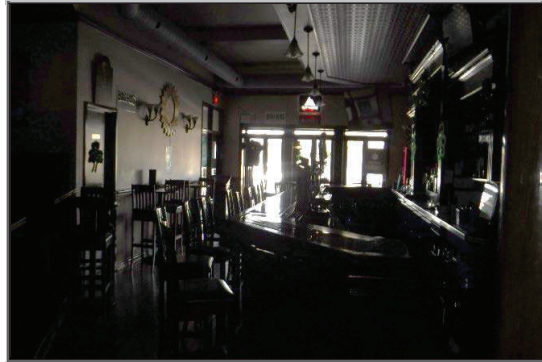
Recommendation:

None.

INTERIOR PHOTOGRAPHS



INTERIOR PHOTOGRAPHS



INTERIOR PHOTOGRAPHS



4.4 SITE FEATURES

4.4.1 Topography

An observation of the general topography and any unusual or problematic features or conditions was undertaken.

Description:

The topography of the site is level to adjacent ground and street. The subject site provides gently slope away from building to drain water. Surface drainage is directed to catch basins via slopes that are built into the parking lot pavement surfaces, both front and rear, and onto the municipal drains on street.

Assessment:

No significant deficiencies or deterioration associated with the site topography was observed or reported during the site visit.

Recommendation:

No significant capital expenditures pertaining to the site topography are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs.

4.4.2 Storm Water Drainage

An observation of the storm water collection and drainage system and note the presence of on-site surface waters, and retention or detention basins was undertaken.

Description:

Paved driveway and parking area on the subject site is sloped to direct storm water runoff towards catch basins that are located on the rear parking area to the property, and they are reported to connect with the municipal storm sewer system. As mentioned in Roof section, the storm water runoff from slope roof surface is lead to the surface ground and drain to municipal drainage.

Assessment:

No significant major ponding or erosion was noted during the assessment. The storm water system appeared to provide adequate runoff drainage, and no evidence of storm water runoff from adjacent properties was noted. However, there was no rainfall at time of inspection to confirm appropriate drainage.

Recommendation:

No significant capital expenditures pertaining to the site topography are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs. Cracks, loose pavement, concrete walks, proper drainage should always be monitored and mitigated.

4.4.3 Paving, Curbing, Parking, Landscaping

An observation of the material paving and curbing systems. Identify the types of parking, that is, garage, surface, subsurface, etc., the number and types of parking and loading spaces, and any reported parking inadequacies. Note the source of the information relating to the number and types of parking and loading spaces. sidewalks, plazas, patios, landscaping (trees, shrubs, lawns, fences, retaining walls, and material site appurtenances (irrigation systems, fountains, lighting, signage, ponds, etc.) was undertaken.

Description:

Surface-level, paved parking areas on the property are located along the easterly lot line. The parking areas have painted lines to delineate parking stalls. Also, there was no handicap parking. The site is landscaped minimally with a concrete interlock retaining wall along the east lot line.

Assessment:

The site shows signs of wear over time as it appears to be in original condition. There are no cost assessments considered within the next 3 years. Periodic maintenance is always recommended for any building system or site. Handicap parking should be provided and maximum parking efficiency is always a priority. It is not considered a cost within this report.

Recommendation:

No significant capital expenditures pertaining to the paving, curbing, parking and landscaping are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs. Cracks, and landscaping should always be monitored and mitigated as needed.

4.4.4 Ingress and Egress

An observation of the major means of ingress and egress was undertaken.

Description:

Surface-level, paved parking areas at the property are located along the easterly lot line. The parking areas have painted lines to delineate parking stalls. Also, there was no handicap parking. The site is landscaped minimally with a concrete interlock retaining wall along the east lot line. The only vehicular access point is off the side street known as Mosley Street.

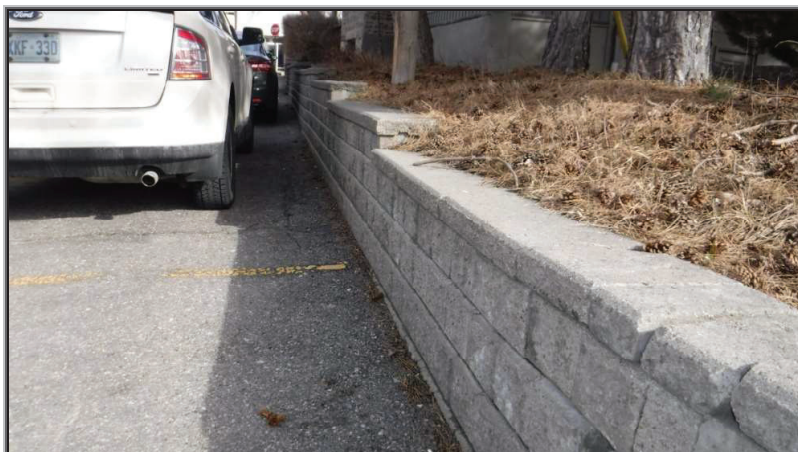
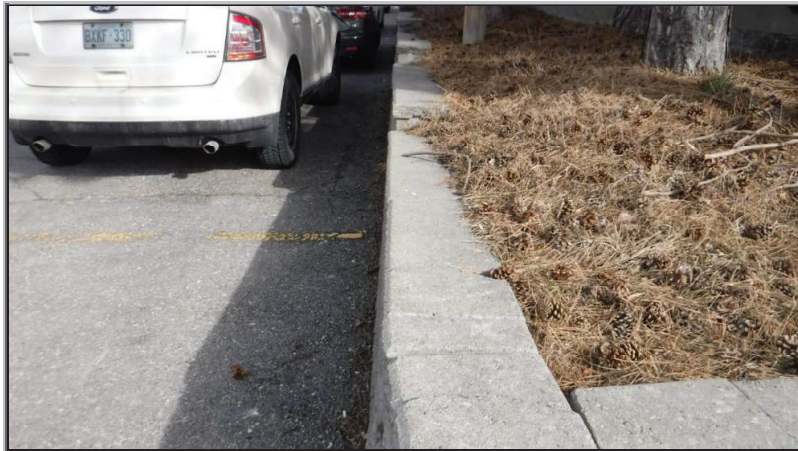
Assessment:

The site shows signs of wear over time as it appears to be in original condition. There are no cost assessments considered within the next 3 years. Periodic maintenance is always recommended for any building system or site.

Recommendation:

No significant capital expenditures pertaining to the ingress, egress, paving, curbing, parking and landscaping are anticipated over the next three (3) years, apart from ongoing routine maintenance and repairs. Cracks, and landscaping should always be monitored and mitigated as needed

SITE PHOTOGRAPHS



4.5.1 Major Service Providers

[illegible]

Description:

No significant deficiencies associated with utility services were reported or observed. The quantity of electricity and pressure of the utilities provided are understood to be adequate for their intended use. The utility meters, where observed, appeared to be in good condition.

4.5.3 Heating, Ventilation and Air Conditioning (HVAC)

The basic identification of the type of heat generating and distribution system, and the apparent or reported age of the equipment, past material component replacements/upgrades, and the apparent level of maintenance exercised was undertaken.

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

[REDACTED]

Recommendation	EUL	EFF AGE	RUL	Year	Cost
Forced air gas fired furnace	25	22	3	Immediate	\$10,000
Total					\$10,000

HVAC PHOTOGRAPHS



4.5.4 Domestic Hot Water

Description:

[REDACTED]

Assessment | Recommendation:

Domestic hot water heater and supply appear in good condition.

4.5.5 Plumbing

Identify and observe the material plumbing systems including piping (sanitary, storm and supply water), fixtures, domestic hot water production, and note any special or unusual plumbing systems.

Description:

The Town of Aurora provides the building with a domestic cold-water supply and sanitary/storm sewer hook-ups. The domestic water supply for the building enters through a common water meter room at the south side of the building. Where visible, the domestic water distribution piping was copper and plastic, and the sanitary waste and rainwater piping appeared to be galvanized piping.

Plumbing fixtures observed in washrooms within the building were standard commercial-grade models that were equipped with manual water valves. Sinks set within the counter tops of wood-framed cabinetry were typical.

Assessment:

[REDACTED]

The building's plumbing systems generally appeared to be performing as intended. There does not appear to be any existing issues related to any isolation.

Recommendation:

[REDACTED]

[REDACTED] the piping is expected to require periodic repair or partial replacement over the course of the evaluation period to maintain its function and reliability, to address general deficiencies as they occur, and to conduct renewal work in conjunction with future renovation activities.

4.5.6 Life Safety/Fire Protection

Observation of life safety and fire protection systems, including sprinklers and standpipes (wet or dry, or both), fire hydrants, fire alarm systems, water storage, smoke detectors, fire extinguishers, emergency lighting, stairwell pressurization, smoke evacuation, etc. was undertaken and a general visual review for compliance to the accessibility for Ontarians with Disabilities Act (OADA).

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

[REDACTED]

4.6 ELECTRICAL SYSTEMS

An observation to identify the electrical service provided and observe the electrical distribution system including distribution panels, transformers, meters, emergency generators, general lighting systems, and other such equipment or systems was undertaken. An observation of general electrical items, such as distribution panels, type of wiring, energy management systems, emergency power, lightning protection, etc. Identify any observed or reported special or unusual electrical equipment, systems, or devices at the subject property was also viewed.

Description:

[REDACTED]

Assessment:

[REDACTED]

Recommendation:

[REDACTED]

PLUMBING AND ELECTRICAL PHOTOGRAPHS



5.0 KNOWN VIOLATIONS OF CODE

Compliance with the Ontario Building Code and Fire Code was not reviewed as it was beyond the scope of this survey.

6.0 CONCLUSIONS AND RECOMMENDATIONS

Based on the survey of the property, conducted on March 16, 2020 the Subject Building appears to be in satisfactory condition, and competitive or comparable with competing buildings in the general area with similar age.

Based on our visual assessment the Subject Building appears to have been constructed in general accordance with standard building practices in place at the time of construction. The assessment did not reveal any evidence of major structural failures, soil erosion or differential settlement.

The opinions of costs presented in this report are based on unit rates published various industry costing services, combined with local experience and professional relationships that ACI has in the marketplace related to experts in respective fields of concern. A cost threshold of \$3,000 has generally been used in reporting opinions of cost associated with the site; however, this cost threshold may have been lowered to include events that are considered "immediate" in nature, aggregate valuations, or items that should be considered. We recommend that all maintenance contracts, and reserve fund documents be reviewed in conjunction with the opinions of costs presented in this report.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

The summary of all of the immediate and short term repair costs are summarized as follows:

Immediate Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 60-90 days to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

IMMEDIATE REPAIRS ARE ESTIMATED AT \$15,000.00
(Includes ground floor furnace, brick deterioration and insulation)

Regular maintenance should be conducted on the roof systems, wall systems, structural elements, interior finishes, the site and the mechanical/electrical systems to ensure that the useful life of the major components/long lived items is realized. Repair costs for the items have been included over the term of the analysis. The specific deficiencies identified during the PCA and their associated recommendations for repair are described in the main body of the report. These deficiencies should be corrected as part of routine maintenance unless otherwise stated within the report.

Short Term Repairs – Events that require immediate attention (i.e., events that are recommended to occur within the next 3 years to prevent further deterioration to a major system or component, to prevent possible injury due to an unsafe condition, and/or to address a possible Code violation).

SHORT TERM REPAIRS ARE ESTIMATED AT \$30,000.00
(includes roof covering)

The following chart summarizes the overall condition rating of the subject property, it is included to assist and illustrate the level of deferred maintenance and the overall condition rating for the property and its components.

CONDITION INDEX:

This table sets the ratings used by the consultant to represent the general condition of building assets.

Rating	Status	Definition of rating/condition of building asset
5	Excellent	<ul style="list-style-type: none"> no defects, in as new condition and appearance
4	Good	<ul style="list-style-type: none"> minor defects or defects that do not unduly impact on operation superficial wear and tear some deterioration to finishes, major maintenance not required
3	Fair	<ul style="list-style-type: none"> average condition or worn finishes require maintenance significant defects are evident services are functional but need attention deferred maintenance work exists
2	Poor	<ul style="list-style-type: none"> major defects and/or potential structural or safety concerns badly deteriorated or inferior appearance components fail frequently
1	Very poor	<ul style="list-style-type: none"> building or component has failed and not operational not viable to remain in use unfit for occupancy or normal use environmental/contamination/pollution issues exist



CONDITION ASSESSMENT PRIORITY RANKING SCALE:

This table sets the rankings to be used to provide an indication of recommended maintenance schedule.

Priority Ranking	Definition
4	<p>Works needed to:</p> <ul style="list-style-type: none"> • meet related statutory obligation and due diligence requirements • ensure the health and safety of building occupants and users • prevent serious disruption of building activities and/or may incur higher costs if not addressed within 1 year.
3	<p>Works that:</p> <ul style="list-style-type: none"> • affect the operational capacity of the building • are likely to lead to serious deterioration and therefore higher future repair costs if not addressed between 1 to 2 years.
2	<p>Works that:</p> <ul style="list-style-type: none"> • have minimal effect on the operational capacity of the building but are desirable to maintain the quality of the building • are likely to require rectification within 3 years.
1	<p>Works that:</p> <ul style="list-style-type: none"> • can be safely and economically deferred beyond 3 years and reassessed at a future date.



BASIC COSTS GUIDE:

This table ranks indicative cost levels for preliminary budgeting and decision making.

Ranking	Cost Component	Trades
5	Greater than \$5000	May require single trades (i.e. Full repaint, or multiple trades) Recommend obtain quotes to confirm accurate cost over opinions
4	\$1000 - \$2500	May require multiple trades to carry out full repairs and rectification. (i.e. Roof leak requiring plumber) Recommend obtaining quotes before proceeding
3	\$500 - \$1000	Generally, only requires single trade (i.e. Fencing), but may require additional trades to 'fit-off'. (i.e., Hot water system)
2	\$250 - \$500	Generally, only requires single trade. (i.e. Fence Repair)
1	\$0 - \$250	Generally, only requires single trade. (ie. Broken Aerial)



7.0 LIMITING CONDITIONS

Exclusive Use

This report, including its information and opinions, has been prepared for the exclusive and sole use of [REDACTED] Facilities Management Town of Aurora (the "Client").

Reliance

Information provided by Appraisers Canada Inc. (ACI) is intended for Client use only. ACI will not provide results or information to any party unless disclosure by ACI is required by law. Any use by a third party of reports or documents authored by ACI or any reliance by a third party on or decisions made by a third party based on the findings described in said documents, is the sole responsibility of such third parties.

ACI accepts no responsibility or liability for damages suffered by any third party as a result of decisions made or actions conducted. No other warranties are implied or expressed.

Opinions of Costs

Any opinions of costs expressed in this report are partially based on consultation with industry-recognized publications on costs for materials and labor. While ACI uses information available, combined with our judgment and past experience, the specific rationale and conditions forming the basis of contractors' bids, material or equipment pricing are beyond our knowledge and control. ACI can therefore not be held responsible if the final costs which may vary from these opinions of costs.

As well, any opinions of costs are intended for budgeting purposes only. The scope of work and the actual costs of the work recommended can only be determined after a detailed examination of the site element in question, understanding of the site restrictions, understanding of the effects on the ongoing operations of the site/building, definition of the construction schedule, and preparation of tender documents.

Opinions of costs presented in this report are also based on information received during interviews with site representatives, operations and/or maintenance staff. ACI cannot be held responsible for incorrect information received during the interview process. Should additional information become available with respect to the condition of the building and/or site elements, ACI requests that this information be brought to our attention so that ACI may reassess the conclusions presented herein.

Physical Limitations to Scope

In accordance with the proposed scope of work, no physical or destructive testing or design calculations were conducted on any of the components of the buildings. Assessment of the original or existing building design, or detection or comment upon concealed structural deficiencies and any buried/concealed utilities or components are outside the scope of work. Similarly, the assessment of any Post Tension reinforcing is not included in the scope of work. Determination of compliance with any Codes is beyond the scope of this Work. There was no access available to the roof at time of walk through survey.

Assessments

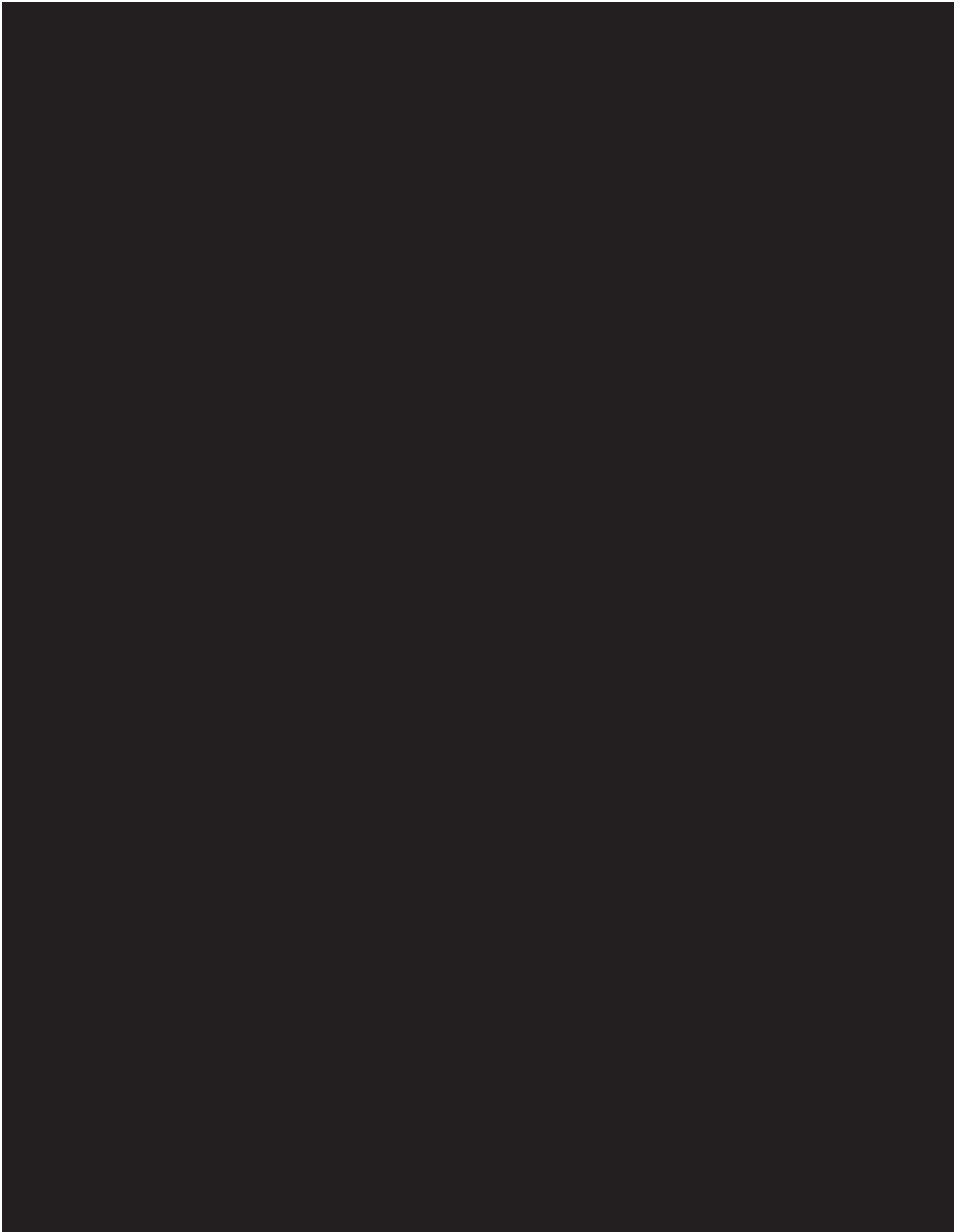
As indicated above the personnel conducting the building assessment, where applicable, have performed a non-specialist review of the building and all associated finishes and related systems including the mechanical and electrical (including fire alarm and life safety) systems, Site features, etc. The personnel conducting the assessment are knowledgeable of building systems and construction, but not technical specialists in each of these fields. The intent of the comments made on these systems are for the sole purpose of identifying areas where it has been observed a noteworthy condition which will lead to a likely significant expenditure during the term of the assignment and/or where it would recommend that the Client consider a further, more detailed investigation. The assessment is based, in part, on information provided by others. Unless specifically noted, it has been assumed that this information was correct and was relied upon in developing the conclusions.

Standard of Care

The assessment outlined in this report generally captured conditions that existed at the time of the site visit. The opinions and recommendations presented in this report are rendered in accordance with generally accepted professional standards for like services under like circumstances for similar locales. The opinions and recommendations are not to be construed as a warranty or guarantee regarding existing or future physical conditions or regarding compliance of systems/components and procedures/operations with the various regulating codes, standards, regulations, ordinances, etc.

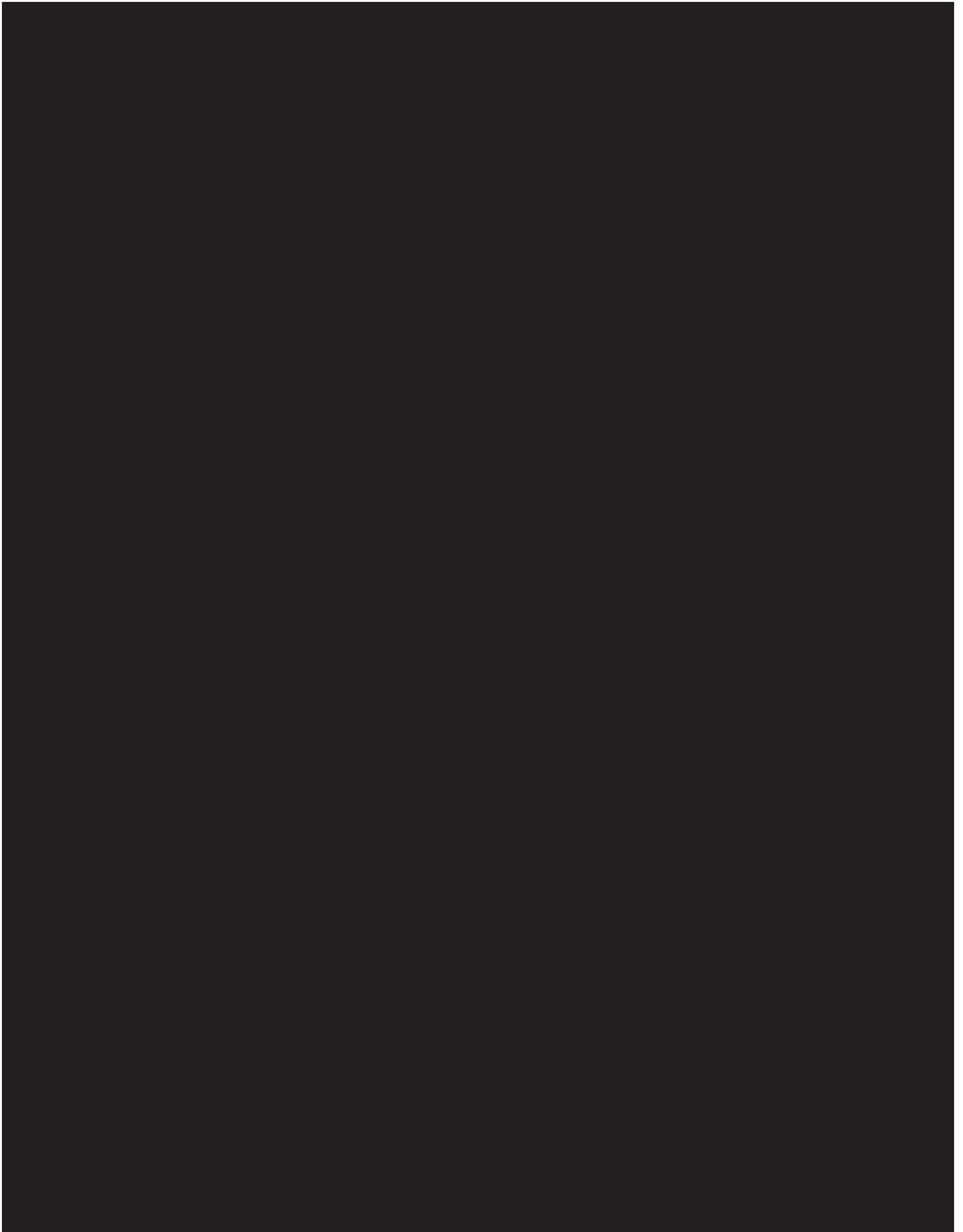


















100 John West Way
Aurora, Ontario
L4G 6J1
(905) 727-3123
aurora.ca

Town of Aurora
Memorandum
Councillor's Office

Re: Lake Simcoe Region Conservation Authority Board Meeting Highlights of March 28, 2025

To: Mayor and Members of Council

From: Councillor Michael Thompson

Date: May 13, 2025

Recommendation

- 1. That the memorandum regarding Lake Simcoe Region Conservation Authority Board Meeting Highlights of March 28, 2025, be received for information.**

Attachments

1. Lake Simcoe Region Conservation Authority Board Meeting Highlights of March 28, 2025

Board Meeting Highlights

March 28, 2025

Announcements

- a) CAO Rob Baldwin updated on some Development Services and Engineering Department changes, where Ken Cheney's is now the Director, Flood Management, Chris Currie is now Manager, Regulations, and Ashlea Brown is now Senior Director, Development Services and a member of the Executive Leadership Team.
- b) CAO Rob Baldwin advised of a recent Federal announcement where the Conservation Authority received approximately \$412K over three years for a project exploring the reduction of phosphorus loads to Lake Simcoe by prioritizing agricultural best practices and assessing their effectiveness under a changing climate.
- c) CAO Rob Baldwin advised that with Premier Ford's cabinet announcement, conservation authorities have returned to the Ministry of the Environment, Conservation and Parks, under Minister Todd McCarthy, who is also an MPP in the Lake Simcoe watershed.
- d) CAO Rob Baldwin reminder Board members of the Scanlon Creek Nature Centre Groundbreaking Ceremony taking place in the afternoon of March 28th.
- e) CAO Baldwin advised that the Staff Chili Contest is back on this spring, with Mabel Davis and Scanlon Creek staff hosting office contests, with the two office winners bringing their creations to the Board following the May meeting for a winner to be chosen.

Presentations:

a) Fourth Quarter 2024 Draft Unaudited Financial Report

General Manager, Corporate and Financial Services/CFO, Mark Critch, provided a presentation on the Fourth Quarter 2024 Draft Unaudited Financial Report, noting there was an operational surplus position of \$1,160K at year-end, which is lower than the \$1,300K provided at Q3. He advised that the main drivers of this surplus include open positions in the Corporate Services area, and salary gapping and a decrease in legal expenses in the Planning and Development area. He reviewed the reserve activity for 2024, noting that reserve draws were lower than budgeted as anticipated at Q3. GM Critch noted the 2024 Audited Financial Statements will require Board of Directors' approval at their May 2025 meeting.

To view this presentation, please click this link: [Fourth Quarter 2024 Financial Report Presentation](#)



Deputations

a) Ontario Salt Pollution Coalition

Ms. Claire Malcolmson made a deputation on behalf of the Rescue Lake Simcoe Coalition regarding their work with the Ontario Salt Pollution Coalition on limited liability for winter road maintenance. Ms. Malcolmson noted that the group is asking municipalities to pass a resolution urging the Province of Ontario to develop limited liability legislation and to create and fund an expert stakeholder advisory committee for the purposes of advising the province and municipalities on the best courses of action to protect freshwater ecosystems and drinking water from the impacts of salt pollution.

Councillor Eek noted that Conservation Authority staff have been leading this initiative for years and asked for staff to provide some guidance on this matter, including the requested resolution. CAO Baldwin advised that staff have brought this matter before the Board a few times in recent years and in 2023 circulated a template resolution for consideration. CAO Baldwin offered for staff to bring to the next meeting a presentation and staff report on the Conservation Authority's involvement to date on the issue of salt and winter road maintenance, as well as an updated template resolution for use by municipalities.

Correspondence and Staff Reports:

Correspondence

The Board received two pieces of correspondence:

- a) A January 22nd Council Resolution from the Township of Oro-Medonte regarding amalgamation of conservation authorities; and
- b) A February 25th letter from Nottawasaga Valley Conservation Authority Chair to the Conservation Authority's Chair regarding the Township of Oro-Medonte's January 22nd resolution proposing the amalgamation of conservation authorities.

Fourth Quarter 2024 Draft Unaudited Financial Report

The Board received Staff Report No. 07-25-BOD regarding the Conservation Authority's Fourth Quarter 2024 Draft Unaudited Financial Report.

Municipal Freedom of Information and Protection of Privacy Act: 2024 Annual Statistical Report

The Board received Staff Report No. 08-25-BOD regarding the Municipal Freedom of Information and Protection of Privacy Act 2024 Statistical Report.

2025 Conservation Awards Program and Ceremony

The Board received Staff Report No. 09-25-BOD regarding the 2025 Conservation Awards Program and Ceremony.

**Delegation of Power - Conservation Authorities Act (Part VI, s. 28.4)**

The Board received Staff Report No. 10-25-BOD regarding the delegation of power for the issuance of permits, made pursuant to the Conservation Authorities Act. The Board delegated the authority for the Manager, Regulations and the Manager, Development Engineering and Infrastructure to approve permits in accordance with Part VI, s. 28.4 of the Conservation Authorities Act effective March 31, 2025. The Board endorsed the updating of the signing authorization to reflect a title change for the position of Senior Director, Development Services effective March 31, 2025.

2025 Budget Companion Document

The Board received Staff Report No. 11-25-BOD regarding the Conservation Authority's 2025 Budget Companion Document.

2024 Enabling Services Internal Customer Satisfaction Survey Results

The Board received Staff Report No. 12-25-BOD regarding the 2024 Enabling Services Internal Customer Satisfaction Survey Results.

Confidential Legal Matter

The Board received Confidential Staff Report No. 13-25-BOD regarding a confidential legal matter.

Confidential Human Resources Matter

The Board received an update regarding a confidential human resources matter and provided direction to the Senior Director, Human Resources.

Confidential Human Resources Matter

The Board received Confidential Staff Report No. 14-25-BOD regarding a confidential human resources matter be received and approved the recommendations contained within the report.

For more information or to see the full agenda package, visit [LSRCA's Board of Directors' webpage](#).



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

Town of Aurora
Committee of the Whole Report
No. CMS25-011

Subject: Public Art Strategy

Prepared by: Phil Rose, Manager of Cultural Services

Department: Community Services

Date: May 13, 2025

Recommendation

1. That Report No. CMS25-011 be received;
2. That the Public Art Strategy (Attachment 1) be approved; and
3. That staff be directed to develop a corresponding Public Art Policy for Council review and approval.

Executive Summary

This report provides an overview of the Public Art Strategy.

- The Public Art Strategy will direct the development and implementation of a successful public art program in Aurora from 2025 to 2029.
- The Town may fund public art initiatives using three primary sources: Municipal Funding, Developer Investments, and Not-For-Profit Collaborations.
- The Cultural Services Division is responsible for the administration of the public art program, but the effective management of the Town's public art program requires a collective approach that includes cross-departmental collaboration.
- The public art acquisition process involves acquiring artwork for public spaces through various methods, often involving a jury or committee to ensure transparency and quality.

- To create a robust public art program that differentiates and highlights Aurora's uniqueness, it is important to prioritize sites where public art can be placed.
- In implementing the Public Art Strategy, staff will utilize various public outreach strategies to ensure the community is meaningfully engaged throughout the public art process.
- A system of ongoing feedback and assessment will be implemented throughout the public art process to allow for adjustments and improvements based on input from artists, mentors, peers, and community members.

Background

The Cultural Services Division began the process of developing the Town's first Public Art Strategy in 2022.

Cultural Services staff began the process of developing Aurora's first Public Art Strategy in March 2022, when it hosted a Public Art Forum at The Armoury. Organized in collaboration with the Town's Public Art Working Group and STEPS Public Art, the forum brought together public art professionals, artists, and the community to learn about innovative public art examples and best practices from other municipalities.

Staff issued a post-forum report that provided an overview of what was heard at the forum. It summarized attendees' perceptions, hopes and priorities related to public art in Aurora and provided direction to staff in preparing the Public Art Strategy.

Analysis

The Public Art Strategy will direct the development and implementation of a successful public art program in Aurora from 2025 to 2029.

The Public Art Strategy includes prioritizing potential sites and opportunities for new public art practices within our municipal boundaries. It also establishes transparent processes for the administration and implementation of public art projects that foster strong partnerships, embrace diverse perspectives, showcase artistic creativity, and prioritize accessibility.

The Public Art Strategy defines Public Art as art in any medium created for and placed in the public realm. Examples of spaces where public art can be situated include parks, streetscapes, intersections, underpasses, facilities, or any other publicly accessible

space. Public art can take multiple forms, including street furniture, art pavilions, murals, temporary or permanent sculptures, living art using integrated technology, and more.

More specifically, Public Art refers to original works of any medium that is:

- a) Planned in alignment with the Town's Public Art Vision and Values.
- b) Informed through established processes that gain community feedback through a range of online and in-person engagement tools.
- c) Created by one or more Professional Artists, with priority given to Artists with relevant knowledge of the Town, its diverse communities, and its histories.
- d) Planned and executed for the specific purpose of being placed and experienced in a public space.
- e) Relevant to the site or context in which it is placed and experienced by the public.
- f) Acquired using the Town's established processes and community engagement channels.

The Town may fund public art initiatives using three primary sources: Municipal Funding, Developer Investments, and Not-For-Profit Collaborations.

Municipal Funding: The Town's Official Plan recognizes the importance of public art to Aurora's built environment and its ability to promote tourism and contribute to the economic vitality of the Town. Furthermore, it states that "Council will promote the creation of public art that reflects the Town's cultural diversity and heritage."

The Town may utilize the public art reserve and maintenance and conservation budget to (a) establish community engagement programs related to public art, (b) assist with artist selection and public art acquisition, and (c) maintain, conserve and deaccession public art.

Developer Investments: Private funding for municipal public art often comes from developers or commercial investments. The Town's Planning and Development Services Department works to secure public art contributions through the development application review process. To help frame the review process, the Town shall encourage the inclusion of public art in significant developments in line with the objectives of the Town's OP. The inclusion of public art in developments provides community benefits by enhancing the public realm and streetscape.

Not-for-Profit Collaborations: Collaborating with cultural not-for-profit organizations on grant funding opportunities may allow the municipality to access additional funds for public art initiatives typically unavailable to government entities.

Annual Operating Budget: Relying predominantly on developer investments to fund public art means that some neighbourhoods will lack public art relative to others where development and growth is more prevalent. To ensure there is an equitable distribution of public art across Aurora, an annual operating budget is recommended to support public art in areas where no new developments or developer investments are planned.

The Cultural Services Division is responsible for the administration of the public art program, but the effective management of the Town's public art program requires a collective approach that includes cross-departmental collaboration.

Cultural Services staff will prepare annual workplans for Council approval with recommendations regarding potential opportunities for public art, including preferred site locations, public engagement strategies, selection panel membership, funding sources, and more.

As required, the Cultural Services Division will seek input from various other municipal divisions to provide feedback on certain topics related to public art. Some examples include:

- Negotiations with developers regarding public art funding (Planning)
- Advising on upcoming plans and projects and reviewing potential public art sites (Parks, Roads, Facilities)
- Program budgeting and implementation of municipal capital projects (Finance)
- Reviewing potential public art sites in streetscapes and transit corridors (Transportation, Planning, Economic Development)
- Reviewing public art maintenance procedures and assisting with collection assessment (Facilities)
- Preparing artist contracts (Legal)
- Record keeping and documentation (Records Management)
- Marketing and communication strategies related to call to artists, public art unveilings, etc. (Corporate Communications)

As the public art program matures, the Town may consider establishing a Public Art Advisory Committee (PAAC) composed of diverse community partners, including residents, artists, business owners, and municipal representatives. The PAAC would help the Town staff oversee the public art program to ensure it reflects diverse perspectives and addresses various community needs.

The public art acquisition process involves acquiring artwork for public spaces through various methods, often involving a jury or committee to ensure transparency and quality.

There are various public art acquisition methods available to the Town, including commission, purchase, loan, lease and donation.

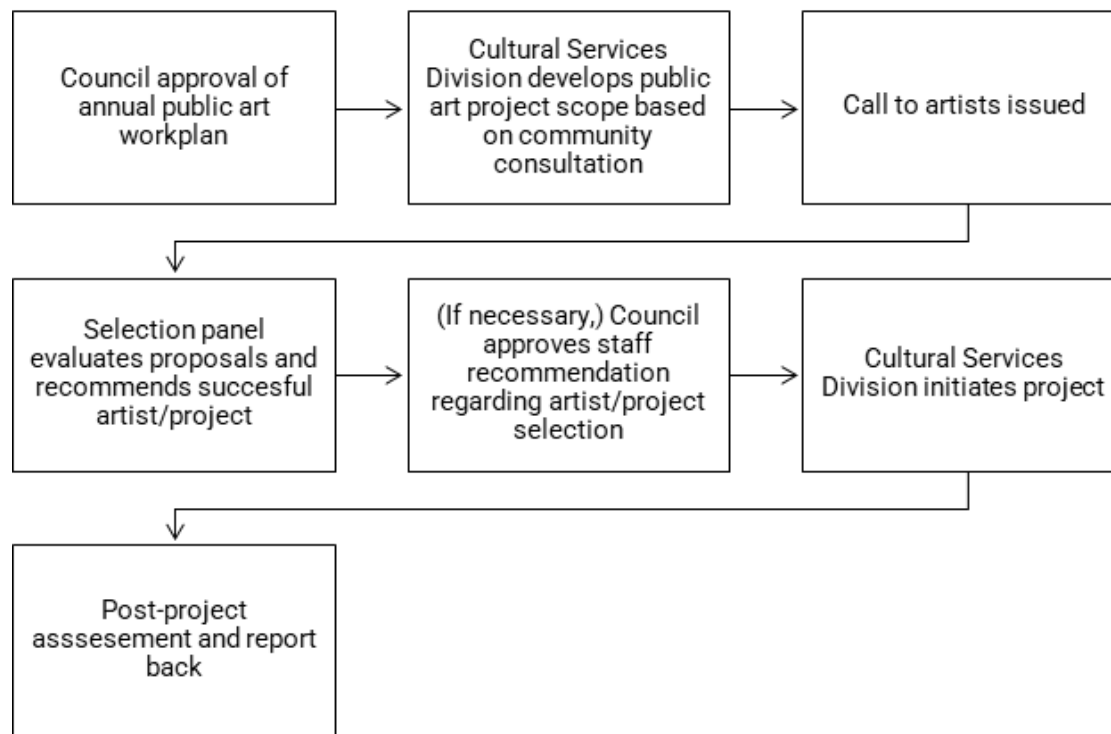
When purchasing art, staff will issue Request for Proposals and Call to Artists that align with the Town's Procurement By-law and reflect the Town's unique community dynamics. Many municipalities use a jury composed of art professionals, community members, and subject matter experts to evaluate and select artwork.

The Town will use the following evaluation criteria to when considering public art donations:

- Connection to Aurora
- Artistic merit
- Condition
- Material
- Size
- Storage factors
- Future conservation requirements
- Provenance

If the donation meets the Town's criteria, the accession process would begin. If it does not, the individual is informed in writing of the Town's decision not to accept the donation.

The following diagram identifies the typical process to be followed for municipal public art projects:



To create a robust public art program that differentiates and highlights Aurora’s uniqueness, it is important to prioritize sites where public art can be placed.

To highlight Aurora’s unique character, 8 public art site categories have been identified:

1. Key Civic Sites, such as Aurora Town Square, Aurora Town Hall, as well as parks and other municipal facilities on highly visible sites.
2. Gateways into Aurora, such as Highway 404 and Wellington Street, Yonge Street and Henderson Drive, and Yonge Street and St. John’s Sideroad.
3. Heritage Areas, such as Northeast Old Aurora Heritage Conservation District, and Historic Yonge Street.
4. Parks and Trails, such as Sheppard’s Bush Conservation Area, Oak Ridges Trail, and Fleury Park.
5. Major Private Developments, such as Addison Hall Business Park, SmartCentres Aurora North, Aurora Centre. Some municipalities set minimum square metre thresholds to determine which new private development sites will receive public art (e.g., 100,000 square metres and over).

6. Transit Hubs and Corridors, such as Regional Arterial Roads, Major Transit Station Area, and Yonge Street Multi-use Path.
7. Streetscapes within Intensification Areas, such as Aurora Promenade, Cultural Precinct, and Downtown Aurora.
8. Sport and Recreation Facilities, such as Stronach Aurora Recreation Complex, Aurora Family Leisure Complex and Aurora Community Centre.

Public art sites will be selected based on the following evaluation criteria:

1. Accessibility: is the site accessible by various modes of transportation within Aurora.
2. Visibility: is the site easily visible and is it in proximity to high pedestrian activity.
3. Relationship to proposed artwork: does the location possess unique architectural and/or natural features and will the addition of public art enhance the overall environment and public experience of this location.
4. Capacity: does the site possess the physical qualities and prominence that are conducive to hosting public art.

In implementing the Public Art Strategy, staff will utilize various public outreach strategies to ensure the community is meaningfully engaged throughout the public art process.

A strategic approach to public art creation should incorporate the community in cultivating art calls, selecting artists, and ensuring that mentorship opportunities exist throughout the project pipeline. Staff will utilize various public outreach strategies, including, but not limited to:

Art Ambassadors: these dedicated community members will promote public art, gather feedback, and engage with residents. Their role is vital for bridging gaps between the public and artists, fostering broader community participation, and strengthening the connection between residents and art projects.

Open House Meetings: these meetings will be held in the community to allow residents to discuss their vision and provide feedback at certain public art project milestones, such as upon artist selection, early art concept development, and final art proposal before fabrication begins.

Education and Programming: organizing art events and festivals and adding public art to existing events will highlight public art and make it more accessible to the community at large. Artist-in-residence programs, workshops, demonstrations, public art tours and talks, as well as pop-up installations, are some of the tools to be used to educate the community and support artists.

The Town will also provide several additional support mechanisms for artists, such as the use of mentors, training and learning opportunities, networking and resource sharing, and pilot projects.

A system of ongoing feedback and assessment will be implemented throughout the public art process to allow for adjustments and improvements based on input from artists, mentors, peers, and community members.

Surveys, questionnaires, and interviews are some of the evaluation tools to be used to determine the successes and challenges of each public art project, and this feedback will be used to refine future processes.

By adhering to a comprehensive feedback framework, the Town can create a public art landscape that enhances its physical surroundings and resonates deeply with the community it serves. Through transparent processes, diverse collaborations, and inclusive practices, the Town will seek to cultivate a vibrant and representative public art scene that enriches the lives of all residents.

The Town's Public Art Strategy will be evaluated at the five-year mark, with recommendations made on ways to strengthen the program.

Advisory Committee Review

Town staff attended the February 12, 2025 meeting of the Accessibility Advisory Committee and the March 20, 2025 meeting of the Parks and Recreation Advisory Committee. Each Committee's comments have been taken into consideration when writing this report.

Town staff will continue to consult with the Accessible Advisory Committee, Parks and Recreation Advisory Committee, and any other advisory committee as required for comment on future public art projects.

Legal Considerations

Legal Services will be involved in reviewing the policy, preparing any related agreements associated to the program, and reviewing the applicability of any legislative codes and requirements.

Financial Implications

The Town currently has \$367,989 in the public art reserve, \$60,000 of which has been allocated from the 2025 budget for the creation of exterior sports banners for the Stronach Aurora Recreation Complex and a further \$12,500 in the operating budget for 2026 to support public art maintenance and conservation.

The Public Art Strategy recommends that \$100,000 of the Public Art Reserve be earmarked to fund the Town's first official public art project in 2026. A project to this effect will be included in the 2026 capital budget for consideration.

Communications Considerations

Communications will work with Cultural Services to share the Public Art Strategy to inform the public and the two teams will work closely to develop communications plans for each public project developed over the next five years.

Climate Change Considerations

The recommendations in his report do not immediately impact greenhouse gas emissions or impact climate change adaptation. If approved, when implementing the Public Art Strategy, green infrastructure and green procurement will be considered to minimize the impacts of a changing climate.

Link to Strategic Plan

The Public Art Strategy supports the following Strategic Plan goals and key objectives:

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

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- 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 may provide further direction.

Conclusions

This report provides an overview of the Public Art Strategy and recommends that Council approve the Strategy to be implemented over the next five years.

Attachments

Attachment 1 – Town of Aurora Public Art Strategy

Previous Reports

None.

Pre-submission Review

Agenda Management Team review on April 24, 2025

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment 1

**Town of Aurora
Public Art Strategy
2025-2029**

**Prepared by the Town of Aurora
& Oddside Arts**

Table of Contents

1.0 Land Acknowledgement

2.0 Executive Summary

3.0 What We Stand For

3.1 Our Vision

3.2 Our Values

4.0 Defining Public Art

5.0 Investing in Public Art

5.1 Municipal Funding

5.2 Developer Investments

5.3 Not-for-Profit Collaborations

5.4 Annual Operating Budget

6.0 Governance

6.1 Cultural Services Division

6.2 Town Council

6.3 Art Selection Panels

6.4 Public Art Advisory Committee

7.0 Public Art Acquisition

7.1 Commission

7.2 Purchase

7.3 Loan

7.4 Lease

7.5 Donation

8.0 Cross-departmental Collaboration

9.0 Maintenance and Deaccession of Public Art

9.1 Regular Maintenance

9.2 Deaccessioning

9.3 Documenting and Archiving

10.0 Site Selection

10.1 Site Selection Categories

10.1.1 Key Civic Sites

10.1.2 Gateways into Aurora

10.1.3 Heritage Areas

10.1.4 Parks and Trails

10.1.5 Major Private Developments

10.1.6 Transit Hubs and Corridors

10.1.7 Streetscapes within Intensification Areas

10.1.8 Sport and Recreation Facilities

10.2 Site Evaluation Criteria

11.0 Community Engagement

11.1 Public Outreach Strategies

11.1.1 Art Ambassadors

11.1.2 Open House Meetings

11.1.3 Education and Programming

12.0 Supportive Infrastructure

12.1 Experienced Mentors

12.2 Training and Learning Opportunities

12.3 Networking Opportunities and Resource Sharing

12.4 Application Preparation Workshops

12.5 Create Platforms for Artists

12.6 Pilot Projects and Short-term Commissions

13.0 Implementing and Monitoring

14.0 Conclusion

15.0 Acknowledgements

16.0 Feedback

Appendix A. Public Art Definitions

Appendix B. Public Art Donation Process

Appendix C. Public Art Process Map

Appendix D. Consultation and Findings Summary

Appendix E. Additional Resources

1.0 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.

2.0 Executive Summary

Aligned with the Town's Cultural Action Plan, Official Plan, and Strategic Plan, the Public Art Strategy (PAS) will direct the development and implementation of a successful public art program in Aurora from 2025 to 2029. It establishes transparent processes for the administration and implementation of public art projects within Aurora's municipal boundaries that foster strong partnerships, embrace diverse perspectives, showcase artistic creativity, and prioritize accessibility.

3.0 What We Stand For

As an expression of culture, public art can deepen connections between and within the neighbourhoods where people reside, work and visit. The Town's PAS is guided by the knowledge that art serves as a reflection and integral part of our changing communities. It is imperative that municipally supported public art initiatives account for various experiences and perspectives, including communities that have been historically disenfranchised or underserved. A PAS centred on recognizing diverse perspectives and engaging with different lived experiences will ensure that public art in Aurora reflects the depths of our people and enhances our collective sense of belonging.

3.1 Our Vision

While implementing the PAS, the Town will view the public art process as a community endeavour that builds bridges between diverse backgrounds, values and aspirations. The Town will strive to create a public art community of practice that supports the growth of local artistic talent, prioritizes an equitable engagement with our diverse communities, and centres accessible public art practices.

3.2 Our Values

We value **Collaboration, Inclusion, Engagement, Sustainability, Connection,** and **Accessibility**, which will serve as the foundation for all stages of the public art process, including acquisition, community engagement, artist selection, and conservation practices.

We will:

- **Collaborate** with community stakeholders to ensure that public art projects align with the diverse perspectives of Aurorans.

- Emphasize the importance of cultural and social **Inclusion** in public art initiatives, including for historically marginalized and underserved groups.
- Maintain **Engagement** with community members throughout the public art process by focusing on education and mentorship, fostering community leadership and creativity, and establishing responsive feedback channels.
- Support **Sustainable** public art practices that consider the environmental impact of public art and prioritizes local sourcing of materials used to create public art, wherever possible.
- Highlight how public art can **Connect** Aurora's communities and visitors with diverse cultures and heritages, dynamic public spaces, the natural and built environment, and the local arts, culture and heritage sector.
- Incorporate the belief in universal design that recognizes the broad diversity of people so that municipal public art projects are **Accessible** to residents and visitors.

4.0 Defining Public Art

Broadly, **Public Art** can be defined as **art in any medium created for and placed in the public realm**. Examples of spaces where public art can be situated include parks, streetscapes, intersections, underpasses, facilities, or any other publicly accessible space. Public art can take multiple forms, including street furniture, art pavilions, murals, temporary or permanent sculptures, living art using integrated technology, and more. The Town understands public art as including an array of art forms and practices and is centred on the goal of embracing diverse experiences and amplifying those voices within our communities that have been under-represented within our public spaces.

More specifically, **Public Art** refers to original works of any medium that is:

- a) Planned in alignment with the Town's strategic planning priorities, as well as the Public Art Vision and Values.
- b) Informed by established processes that gain community feedback through a range of online and in-person engagement tools.
- c) Created by one or more Professional Artists, with priority given to Artists with relevant knowledge of the Town, its diverse communities, and its histories.
- d) Planned and executed for the specific purpose of being placed and experienced in a publicly accessible space.
- e) Relevant to the site or context in which it is placed and experienced by the public.

Some Public Realm initiatives, such as community art projects, even when created or led by a professional artist, are not defined as public art if their acquisition does not follow the Town's established process.

Refer to Appendix A for additional definitions.

5.0 Investing in Public Art

The Town may fund public art initiatives using three primary sources: Municipal Funding, Developer Investments, and Not-For-Profit Collaborations.

5.1 Municipal Funding

The Town's Official Plan (OP) recognizes the importance of public art to Aurora's built environment and its ability to promote tourism and contribute to the economic vitality of the Town. Furthermore, it states that "Council will promote the creation of public art that reflects the Town's cultural diversity and heritage by:

- i. encouraging public art initiatives on properties and within buildings under the jurisdiction of the Town;
- ii. encouraging the inclusion of public art in all significant public and private sector developments, including areas of high pedestrian traffic and mixed-use developments;
- iii. promoting the concept of, and actively soliciting, gifts of cash grants and gifts in-kind to the Town to implement public art initiatives; and,
- iv. requiring that 1% of the capital budget for all major Regional and local municipal buildings be dedicated to public art."

The Town may utilize the public art reserve and maintenance and conservation budget to (a) establish community engagement programs related to public art, (b) assist with artist selection and public art acquisition, and (c) maintain, conserve and deaccession public art.

5.2 Developer Investments

Private funding for municipal public art often comes from developers or commercial investments. The Town's Planning and Development Services Department works to secure public art contributions through the development application review process. To help frame the review process, the Town shall encourage the inclusion of public art in significant developments in line with the objectives of the Town's OP. The inclusion of

public art in developments provides community benefits by enhancing the public realm and streetscape.

Public art financial contributions are held within the Town's Public Art Reserve fund for future allocation toward eligible public art projects. All eligible public art projects are to be planned and undertaken by the Town as per the public art processes identified in the PAS. The Town is also responsible for the maintenance and conservation of the public art collection.

5.3 Not-for-Profit Collaborations

Collaborating with local cultural not-for-profit organizations could provide additional funds for the Town's public art initiatives. By partnering with not-for-profit organizations, the Town could support grants unavailable to government agencies. These may include the Aurora Cultural Centre, local community organizations and groups, and external organizations that are valuable partners.

In addition to these three funding sources, in some instances, local businesses may provide financial or in-kind support for public art. In-kind support could include offering logistical assistance such as materials and studio space to support artists.

5.4 Annual Operating Budget

Relying predominantly on developer investments to fund public art means that some neighbourhoods will lack public art relative to others where development and growth is more prevalent. To ensure there is an equitable distribution of public art across Aurora, an annual operating budget is recommended to support public art in areas where no new developments or developer investments are planned. An annual operating budget could also be used to support local mentorships, regular programming and educational activities, marketing efforts, and seasonal or temporary pilot projects.

6.0 Governance

6.1 Cultural Services Division

The effective management of the Town's public art program requires various competencies that are not likely found in a single staff member. Therefore, a collective approach that includes cross-departmental collaboration and the occasional use of external expertise, is required. As the Town's public art portfolio expands, staff will continually evaluate the skills and experience needed to successfully support the public art program.

Cultural Services staff is responsible for the administration of the public art program and implementation of the PAS and related policy. Staff will prepare annual workplans for Council approval with recommendations regarding potential opportunities for public art, including preferred site locations, public engagement strategies, selection panel membership, funding sources, and more.

Similar to the donation process followed by the Aurora Museum & Archives, staff will also review potential public art donations based on merit, condition, future conservation considerations, and other key factors, before determining its appropriateness for the Town's public art collection.

6.2 Town Council

In addition to approving the PAS and corresponding Public Art Policy, Town Council approves the annual public art work plans prepared by staff, as well as negotiated developer agreements that include public art provision terms.

6.3 Art Selection Panels

Panels comprised of local citizens and art professionals can be formed on a project-by-project basis to review artist credentials or artwork concepts for selection. Panellists are paid a fee for their time unless otherwise contracted by the Town.

6.4 Public Art Advisory Committee

As the public art program matures, the Town may consider establishing a Public Art Advisory Committee (PAAC) composed of diverse community partners, including residents, artists, business owners, and municipal representatives. The PAAC would help the Town staff oversee the public art program to ensure it reflects diverse perspectives and addresses various community needs. The committee's responsibilities would include:

- Assisting in the development of annual work plans for Council approval.
- Reviewing and evaluating public art project proposals.
- Establishing project-specific selection panels that include residents, artists, community groups, historians, cultural leaders, and other relevant parties.
- Coordinating with other community groups and Town committees to align public art projects with related local strategic priorities.

7. Public Art Acquisition

An acquisition constitutes the addition of an object or work of public art into the Town's public art collection whereby ownership is transferred to the Town. The public art acquisition process involves acquiring artwork for public spaces through various methods, often involving a jury or committee to ensure transparency and quality. Public art that is already in existence will be integrated into the public art collection on a case-by-case basis. If existing pieces do not meet the public art definition and evaluation criteria, they will not be accepted, but they may continue to exist outside of the formalized collection or might be eligible for deaccession.

Acquisition methods include:

7.1 Commission

The Town directly hires an artist to create a specific piece of art for a public space.

7.2 Purchase

The Town purchases existing artwork from an artist or gallery guided by the Town's Procurement By-law.

Request for Proposals (RFP) and Call to Artists (CTA) should reflect the Town's commitment to amplifying diverse community and cultural narratives. The themes or guidelines for RFPs and CTAs must consider unique community dynamics and how they

may be reflected in the public space. They should also encourage collaboration between artists and community stakeholders to ensure that original works align with community values and aspirations.

Many municipalities use a jury composed of art professionals, community members, and subject matter experts to evaluate and select artwork.

7.3 Loan

The Town borrows artwork, at no cost, from another institution or individual for a specific period.

7.4 Lease

The Town leases artwork, for an agreed upon fee, from another institution or individual for a specific period.

7.5 Donation

The Town accepts a voluntary, ideally unconditional, gift of artwork intended for permanent or long-term display in a public space, without any compensation or non-monetary consideration to the donor. Similar to the Aurora Museum & Archives' process, the following steps are to be taken regarding a potential public art donation:

1. Referral to complete an online Donation Inquiry Form.
2. Evaluation of the form by Cultural Services staff, and others as deemed necessary.

The following evaluation criteria are considered when assessing any proposed donation:

- Connection to Aurora
- Artistic merit
- Condition
- Material
- Size
- Storage factors
- Future conservation requirements
- Provenance

If the donation meets the Town's criteria, the accession process would begin. If it does not, the individual is informed in writing of the Town's decision not to accept the donation.

The Public Art Donation Review Process is further outlined in Appendix B.

The Public Art Process Map is outlined in Appendix C.

8.0 Cross-departmental Collaboration

As required, the Cultural Services Division will seek input from various other municipal divisions to provide feedback on certain topics related to public art. Some examples include:

- Negotiations with developers regarding public art funding (Planning)
- Advising on upcoming plans and projects and reviewing potential public art sites (Parks, Roads, Facilities)
- Program budgeting and implementation of municipal capital projects (Finance)
- Reviewing potential public art sites in streetscapes and transit corridors (Transportation, Planning, Economic Development)
- Reviewing public art maintenance procedures and assisting with collection assessment (Facilities)
- Preparing artist contracts (Legal)
- Record keeping and documentation (Records Management)
- Marketing and communication strategies related to call to artists, public art unveilings, etc. (Corporate Communications)

9.0 Maintenance and Deaccession of Public Art

Works of public art come in many varied materials and forms which will have distinct types of maintenance and conservation needs. The following principles should be followed when caring for the Town's public art collection:

9.1 Regular Maintenance

Maintenance plans must be established prior to the establishment of art in public space and must include routine inspections, repairs, and cleaning. Artists must provide maintenance manuals for their artworks and a minimum of 10% of every public art project budget must be set aside for future maintenance and conservation.

9.2 Deaccessioning

Deaccessioning is the formal process of removing an object from the Town's public art collection. The Town's deaccessioning process must account for community feedback and include procedures for community consultation and alternatives to removal, such as relocation or conservation. Artworks should only be deaccessioned, when necessary, based on safety, relevance, preservation reasons, artist conduct, or other related factors.

9.3 Documenting and Archiving

As part of the Town's public art process detailed records will be maintained, including artist information, historical context, and maintenance history. In doing so, the Town will ensure that its public art archives are preserved, which may inform future projects and decisions.

10.0 Site Selection

To create a robust public art program that differentiates and highlights Aurora's uniqueness, it is important to prioritize sites where public art can be placed.

10.1 Site Selection Categories

To highlight Aurora's unique character, 8 public art site categories have been identified:

10.1.1 Key Civic Sites, such as Aurora Town Square, Aurora Town Hall, as well as parks and other municipal facilities on highly visible sites.

10.1.2 Gateways into Aurora, such as Highway 404 and Wellington Street, Yonge Street and Henderson Drive, and Yonge Street and St. John's Sideroad.

10.1.3 Heritage Areas, such as Northeast Old Aurora Heritage Conservation District, and Historic Yonge Street.

10.1.4 Parks and Trails, such as Sheppard's Bush Conservation Area, Oak Ridges Trail, and Fleury Park.

10.1.5 Major Private Developments, such as Addison Hall Business Park, SmartCentres Aurora North, Aurora Centre. Some municipalities set minimum square metre thresholds to determine which new private development sites will receive public art (e.g., 100,000 square metres and over).

10.1.6 Transit Hubs and Corridors, such as Regional Arterial Roads, Major Transit Station Area, and Yonge Street Multi-use Path.

10.1.7 Streetscapes within Intensification Areas, such as Aurora Promenade, Cultural Precinct, and Downtown Aurora.

10.1.8 Sport and Recreation Facilities, such as Stronach Aurora Recreation Complex, Aurora Family Leisure Complex and Aurora Community Centre.

10.2 Site Evaluation Criteria

Public art sites will be selected based on the following evaluation criteria:

1. **Accessibility:** is the site accessible by various modes of transportation within Aurora.
2. **Visibility:** is the site easily visible and is it in proximity to high pedestrian activity.
3. **Relationship to proposed artwork:** does the location possess unique architectural and/or natural features and will the addition of public art enhance the overall environment and public experience of this location.
4. **Capacity:** does the site possess the physical qualities and prominence that are conducive to hosting public art.

11.0 Community Engagement

When the community is meaningfully engaged, public art can be the cornerstone of neighbourhood enrichment, cultural identity, and public space enhancement. A strategic approach to public art creation should incorporate the community in cultivating art calls, selecting artists, and ensuring that mentorship opportunities exist throughout the project pipeline.

Effectively cultivating public art calls is about outreach and accessibility, but also inclusivity and representation. The Town understands that utilizing diverse platforms such as social media, community newsletters, and presentations to local organizations can attract a wider range of artists. This transparency and respect for the community's voice supports artist development and encourages meaningful participation.

11.1 Public Outreach Strategies

In implementing the PAS, staff will utilize various public outreach strategies, including, but not limited to:

11.1.1 Art Ambassadors

The use of ambassadors can be integral to the public art process. These dedicated community members will promote public art, gather feedback, and engage with residents. Their role is vital for bridging gaps between the public and artists, fostering broader community participation, and strengthening the connection between residents and art projects.

A diverse range of community members can fill the role of an Arts Ambassador, each bringing valuable expertise and connections. This includes individuals working in cultural institutions, like museum curators or art educators, who can offer insights and networks within the art world. School principals and educators can also play a significant role by engaging students and families in art initiatives. Small business owners committed to supporting local arts and culture can also leverage their networks and resources to promote public art projects. Including Art Ambassadors in these varied contexts will help to ensure that a wide cross-section of the community embraces and supports public art initiatives.

It is important to note that community members serving as Art Ambassadors should be compensated for their time and efforts to ensure the sustainability and effectiveness of their role.

11.1.2 Open House Meetings

Meetings should be held in the community to allow residents to discuss their vision and provide feedback at certain public art project milestones, such as upon artist selection, early art concept development, and final art proposal before fabrication begins.

11.1.3 Education and Programming

Education is key in enhancing the public's understanding and appreciation of the arts. Artist-in-residence programs will bring artists into the community for workshops and demonstrations. Public art tours and talks will provide insights into the history and significance of existing artworks. At the same time, partnerships with schools will integrate public art into educational curricula, fostering a younger generation's appreciation for the arts.

Organizing art events and festivals and adding public art to existing events will highlight public art and make it more accessible to the community at large. Implementing temporary or pop-up art installations in high-traffic areas will also highlight public art and encourage interaction with community members.

12.0 Supportive Infrastructure

To support artists throughout the public art process, the Town will provide the following support based on the nature of the project and available resources, including staffing and budget:

12.1 Experienced Mentors

The Town of Aurora acknowledges the historic disparities in the public art sphere. More specifically, we recognize that historically marginalized groups are not often given the opportunity to create, collaborate on, or select major artworks. Through mentorship, underserved and emerging artists are guided through the complexities of the public art process. Fostering collaborations between equity-deserving and emerging artists can be an effective way to drive innovation in the arts. The creation of mentorship programs could also allow for the acquisition of art from other provincial and international artists who would mentor local artists and provide recommendations on strengthening the local arts sector.

12.2 Training and Learning Opportunities

Training on such topics as public art installation, community engagement, project management - including assistance with budgeting, logistics, and regulatory compliance - and related subject matter can enhance artists' skills and confidence. Providing these opportunities will also provide long-term benefits to the artistic community and alleviate some administrative burdens on artists to ensure smoother project execution.

12.3 Networking Opportunities and Resource Sharing

The Town has strong partnerships with key local arts and culture organizations that it will foster to create effective and beneficial collaborations between artists and other arts and culture professionals. These opportunities will build strong connections between artists, art administrators, the community, and other related parties.

Moreover, the Town will make it a priority to develop resource sharing infrastructure that allows artists to better connect with materials, equipment, and creative space.

12.4 Application Preparation Workshops

By providing clear instructions and supportive resources to help artists complete the application process barriers will be reduced for emerging artists, in particular. These

workshops would include in-depth instruction on how to complete the application as well as tips on portfolio building.

12.5 Create Platforms for Artists

The Town will work with local arts and culture organizations to create platforms for artists to showcase their work. Such platforms will include temporary exhibitions, art fairs, and community events. The Town will continue to consider additional platforms that will provide an effective way for artists to feature their work in creative and innovative ways.

12.6 Pilot Projects and Short-term Commissions

The Town will consider launching pilot projects and utilizing short-term commissions to stimulate public discourse about a place and lay the groundwork for potentially longer-term public art projects.

13.0 Implementing and Monitoring

A system of ongoing feedback and assessment will be implemented throughout the public art process to allow for adjustments and improvements based on input from artists, mentors, peers, and community members. Surveys, questionnaires, and interviews are some of the evaluation tools to be used to determine the successes and challenges of each public art project, and this feedback will be used to refine future processes.

Adapting and innovating based on feedback will ensure that public art projects remain relevant and responsive to the community's and artists' evolving needs. By adhering to a comprehensive feedback framework, the Town can create a public art landscape that enhances its physical surroundings and resonates deeply with the community it serves. Through transparent processes, diverse collaborations, and inclusive practices, the Town will seek to cultivate a vibrant and representative public art scene that enriches the lives of all residents.

The Town's PAS will be evaluated at the five-year mark, with recommendations made on ways to strengthen the program.

14.0 Conclusion

This Public Art Strategy represents a commitment to leveraging the transformative power of public art to create a more vibrant and culturally rich environment for all. The strategy's emphasis on fostering community engagement, building opportunities for local artists, and embedding inclusivity and equity in the public art process, will ensure that public art serves as a catalyst for positive change.

The following recommendations will guide the Town in implementing the public art program over the next five years:

- That the Public Art Strategy be approved.
- That staff be directed to create a corresponding Public Art Policy for Council review.
- That the definition of Public Art as described on pages 6 and 7 be approved.
- That the Public Art Site Selection Categories and Criteria as defined on pages 13 and 14 be approved.
- That \$100,000 of the Public Art Reserve be earmarked to fund the Town's first official public art project in 2026 be approved.

15.0 Acknowledgements

We would like to thank all residents, artists, cultural professionals, arts, culture and heritage organizations, and staff who have contributed to the development of the Public Art Strategy.

Special thanks to:

Mayor and Council

Nico Taylor, Co-Founder, Oddside Arts

Queen Kukoyi, Co-Founder, Oddside Arts

Allison Rolle, Cultural & Public Art Analyst, Oddside Arts

Tracey Prehay, Cultural & Public Art Analyst, Oddside Arts

Report No. CMS25-011 – Attachment 1
Town of Aurora Public Art Strategy

Catherine Dean, (Former) Public Art Officer, City of Toronto

Collin Zipp, Public Art Manager, STEPS Public Art

Clarissa M. Lewis, Artist

Town of Aurora Public Art Working Group:

- Andrea Araujo, (Former) Special Events Program Assistant, Town of Aurora
- Suzanne Haines, Executive Director, Aurora Cultural Centre
- Lisa Hausz, (Former) Manager of Economic Development & Policy, Town of Aurora
- Robin McDougall, Director of Community Services, Town of Aurora
- Phil Rose, Manager of Aurora Town Square, Town of Aurora
- Grazyna Tonkiel, Music and Visual Artist
- Jennifer Worden, Community Member

16.0 Feedback

Your feedback is welcome. Please let us know what you think about the Public Art Strategy. To request a copy in a different format, or to send us your comments, please contact us at:

Email: infotownsquare@aurora.ca

Mail: 50 Victoria Street, Aurora ON L4G 1R3

To view the PAS online, please visit aurora.ca

Appendix A. Public Art Definitions

Acquisition is the procuring of public art through commission, purchase, donation, gift, or bequest.

Accession is the procedure of acquiring and recording a public artwork as part of the Town's Public Art Collection.

Art Acquisition Group refers to a team that focuses on acquiring art for a collection, whether it is a museum, gallery, or private collection. They may act as an advisory group for acquisition decisions or directly manage the process of finding and securing artworks.

Art Selection Panel is a group of people composed of art professionals and members of the community selected to serve as members of a jury to evaluate an artist for selection for an art opportunity.

Artist-initiated Artwork is when an artist proposes their own idea for a public art project or responds to a call for a public art project without a defined site and related parameters. An artist-initiated call could ask artists to respond to a specific topic of community interest or importance.

Artist Mentorship is when an emerging artist works with an established artist, on a project relevant to their area of work and interest, for which they are compensated for. Mentee artists should be selected by the established artist together with an art professional. The goal is to develop productive matches that help to develop emerging artists' professional skills and experience.

Artist Residency is when an artist works closely with a host organisation, often over an extended period, to create artwork. Artists for a residency are typically selected through a credential call and/or interview selection process.

Calls for Artists is a document that describes a public art opportunity and invites professional artists or artist teams to apply for the project. There are three main types of public art calls: Requests for Qualifications (RFQ), Requests for Proposals (RFP), and Expressions of Interest (EOI).

A **Commemoration** is a work that is designed to honour a particular idea, individual or event.

Community Art is an artistic activity that involves community members and is based in a community setting. It is characterized by interaction or dialogue with the community and often involves a professional artist collaborating with people who may not otherwise engage in the arts.

Copyright, as defined by the Government of Canada, applies to original literary, dramatic, musical, and artistic works that are in a fixed material form...and means that a copyright owner has:

- the sole right to produce or reproduce that work or a substantial part of it in any material form
- the sole right to perform that work or any substantial part of it in public
- if the work is unpublished, the right to publish it or any substantial part of it

De-accession is the procedure of removing an object from its site and from the Town's Public Art Collection.

Digital Public Art is temporary or permanent art that uses digital technology as an essential part of the creation, process, and/or presentation.

Equity-deserving (or equity-seeking) communities, as defined by the Canada Council for the Arts, are communities that:

- face significant collective challenges, disadvantages, and discrimination in participating in society and achieving equal access, opportunities, and resources
- face marginalization created by attitudinal, historic, social, and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation, and transgender status.
- Actively seek social justice and reparation to address their history of marginalization

Installation is a three-dimensional work of art that are site specific and often intended to transform the public's perception of a space.

Integrated Public Art forms a physical part of a building, structure, or landscape. If the site were to be redeveloped, the art would be as well.

Land Art (or Earth Art) are made directly within the landscape, usually using natural materials from the site. These works are often documented through photography.

Local Artist is an artist who lives or works in the Town of Aurora, or who can demonstrate a strong connection to the Town.

Maintenance Plan is created by the Artist and explains how an artwork accepted into the Town's Public Art Collection should be cleaned, maintained, and repaired during its lifetime.

Mural is any piece of graphic artwork that is painted or applied directly to a wall, ceiling, or other permanent substrate where the primary purpose is to aesthetically enhance the general surrounds as well as the surface it covers.

Public Art refers to original works of any medium that meet the following criteria:

- f) Planned in alignment with the Town's Public Art Vision and Values.
- g) Informed through established processes that gain community feedback through a range of online and in-person engagement tools.
- h) An original work that is created by one or more Professional Artists, with priority given to Artists with relevant knowledge of the Town, its diverse communities, and its histories.
- i) Planned and executed for the specific purpose of being placed and experienced in a public space.
- j) Must be relevant to the site or context in which it is placed and experienced by the public.
- k) Must be acquired using the Town's established processes and community engagement channels.

The **Public Realm**, as defined by the Ontario Professional Planners Institute (OPPI), "is the publicly owned places and spaces that belong to and are accessible by everyone. These can include municipal streets, lanes, squares, plazas, sidewalks, trails, parks, open spaces, waterfronts, public transit systems, conservation areas, and civic buildings and institutions. It can be a passive environment, such as sitting at a café, or an active environment, such as cycling in a bike lane, or a combination of both. It can also be an interior space such as a library or a recreation centre, or an exterior space such as a multipurpose trail or a public square.

Professional Artist, as defined by the Canada Council for the Arts, is "an artist who: has specialized training in the artistic field (not necessarily in academic institutions), is recognized as a professional by his or her peers (artists working in the same artistic tradition), is committed to devoting more time to artistic activity, if possible financially, and has a history of public presentation or publication."

Public Realm Elements are artistic elements in the Public Realm, that may or may not also serve a functional purpose, that are not conceived or created by a Professional Artist.

Public Art Collection includes works of public art belonging to the Town of Aurora that will be maintained and insured by the Town. The Collection will not include unsanctioned public art or public art that does not align with the Town's definition of public art.

Stand-alone Public Art is a work of public art that is not a physical part of a building, structure, or landscape.

Temporary Public Art is created for a specific occasion, specific period or event and which is situated at a particular site on a temporary basis.

Street Art is art developed in public spaces that encompasses different media, techniques, and subject matter. Street art can include, but is not limited to, traditional graffiti, stencil graffiti, sticker art, wheatpasting, video projection, art intervention, flash mobbing, street installations, poster art, LED art, mosaic tiling, yarn-bombing, and tactical urbanism.

Social Practice Art also referred to as socially engaged art can include any art form led and conceived by a Professional Artist that involves people and communities in debate, collaboration, or social interaction.

Appendix B. Public Art Donation Process

Step 1: Public Art Donation Inquiry Form received by the Town

Step 2: Cultural Services staff review the Inquiry Form and proposed donation to see if it meets the following basic criteria:

- (a) an artist has created/will create the proposed artwork
- (b) the artwork has clear authenticity and provenance
- (c) compatibility with Town plans and policies
- (d) technical feasibility if there is a proposed site
- (e) artistic merit
- (f) physical condition
- (g) maintenance/conservation requirements

If the donation meets all the requisite criteria, the donor will receive a letter from the Town informing them that their donation is accepted contingent upon:

- (a) a signed donor release
- (b) donation appraisal (where a tax receipt is requested)
- (c) maintenance and conservation plan
- (d) unless waived by the Town, the donor is responsible for all costs related to the donation including, but not limited to, appraisal, transportation, engineering, site prep, installation and at least 10% of the value of the donation to cover future maintenance and conservation costs.
- (e) Review by the Art Acquisition Committee if one has been established

If the donation does NOT meet the requisite criteria, does NOT align with Town plans and policies, and/or is NOT feasible for the site, and the artwork's suitability cannot be adequately addressed, then the donor will receive a letter from the Town informing them why the donation will NOT be accepted.

Step 3: Cultural Services staff will draft a report on the proposed donation and present it to the Art Acquisition Committee, if one has been established, for review.

If the Art Acquisition Committee does NOT recommend the Town accept the donation a letter from the Town informing them why the donation will NOT be accepted.

Step 4: Cultural Services staff will prepare an information report for Council regarding the acceptance of the public art donation.

Note: If the Town forms a Public Art Advisory Committee in the future, the PAAC will be asked to review all donation proposals based on the criteria above.

Appendix C. Public Art Process Map

The following diagram identifies the typical process to be followed for municipal public art projects:

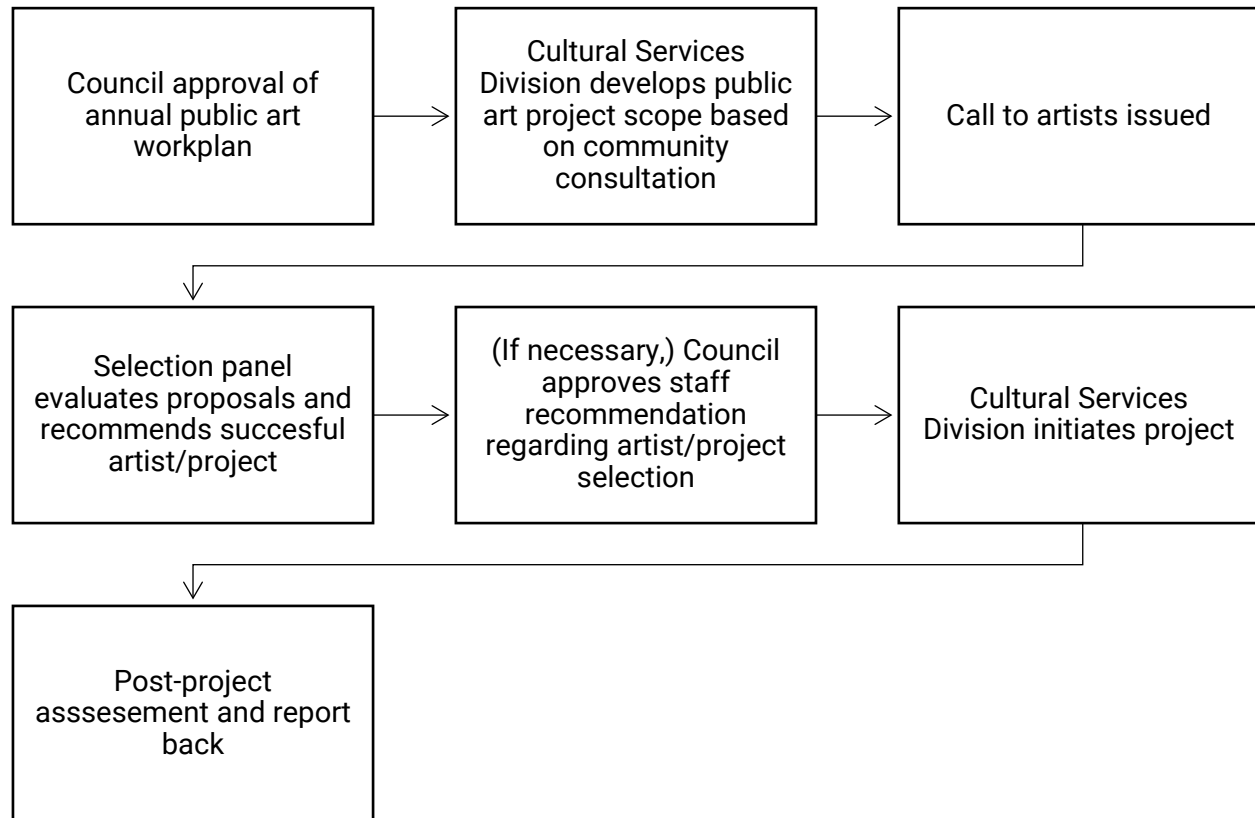


Diagram 1. Municipal Public Art Process

Note: some municipalities have processes for temporary art installations, which may involve different procedures than permanent acquisitions.

Report No. CMS25-011 – Attachment 1
Town of Aurora Public Art Strategy

Appendix D. Consultation and Findings Summary

[Aurora Public Art Consultation](#) and [Summary and Recommendations Document](#)

Appendix E. Additional Resources

[What is Public Art? - Lawrence Heights - Public Art Engagement](#)



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

Town of Aurora

Committee of the Whole Report

No. CMS25-012

Subject: Community Partnership Grant – Status Update and Recommendations for Future

Prepared by: Lisa Warth, Manager, Recreation

Department: Community Services

Date: May 13, 2025

Recommendation

1. That Report No. CMS25-012 be received; and
2. That Council endorse the recommendations contained in this report for the future management of the Community Partnership Grant; and
3. That the Community Partnership Grant Policy be amended as set out in this report.

Executive Summary

This report provides an update on the current status of the Community Partnership Grant Fund and recommendations for the future management of the fund.

- The Community Partnership Grant has picked up significant traction since its' creation in 2023. \$72,177.72 has been distributed in 2025 to date, leaving \$2,422.28 in funding for the remainder of the year.
- Several recommendations are being proposed to manage the grant in future.

Background

The Community Partnership Grant was created in April 2023 to support Recreation and Culture organizations and individuals that serve the Town of Aurora. The grant is a merger of the former Recreation and Culture grant and the Sponsorship of Community Events program. The total annual budget for this program is \$89,600 which is a combined total of the amounts allocated to the previous programs. No new money has

been added since the creation of the new program and of the \$89,600, \$13,000 is allocated to the Chamber of Commerce and \$2,000 is allocated to the John West memorial scholarship, leaving \$74,600 to allocate to Community grant applications each year.

Analysis

The Community Partnership Grant has picked up significant traction since its creation in 2023. \$72,177.72 has been distributed in 2025 to date, leaving \$2,422.28 in funding for the remainder of the year.

Community awareness of the grant has grown significantly over the past two years and the number of applications is growing quickly. Most applications meet the criteria and would have meaningful community impact by fostering physical activity, building strong connections and creating a sense of belonging in the community, enriching lives through culture, arts and heritage, and fostering leadership skills among other benefits.

Two intakes for 2025 have taken place (December 2024, for projects taking place the following year, and March 2025). Through these two intakes, \$72,177.72 has been approved and distributed to worthy community projects. This leaves only \$2,422.28 for the remainder of the year. \$200,060 in eligible applications were requested between these two intakes.

The final two intakes are scheduled for June 1 and September 1. The remaining funds will be distributed during the June intake and the September intake will be cancelled.

The Community Partnership Grant policy (attached) does state that if funds are exhausted in the calendar year prior to year end, applications will no longer be accepted.

Several recommendations are being proposed to manage the grant in future.

In order to get the most out of the grant funding and ensure maximum community impact, staff are suggesting the following changes to the Community Partnership Grant policy:

- The annual maximum amount granted to any one organization shall be capped at \$7,000. Previously, the maximum annual grant amount was \$10,000.
- That two intakes per year take place annually in December (for the next year) and April for the remainder of the year.

- That the community partnership grant fund no more than 75 per cent of the cost of a project (or a maximum of \$7,000). Applicants are encouraged to find alternate funding sources for their projects.

Advisory Committee Review

None

Legal Considerations

None

Financial Implications

A total of \$89,600 has been allotted within the operating budget for this purpose. Of this amount, \$2,000 is funded from the John West Memorial Scholarship reserve fund with the remainder funded by the tax levy.

Communications Considerations

Advertisements, enewsletters and social media messages are used to promote the intake for applications for the community grant. If the proposed recommendations are approved, the Town's website and associated campaigns will be updated.

Climate Change Considerations

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

Link to Strategic Plan

The Community Partnership grant supports the following Strategic Plan goals and key objectives:

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

- Invest in sustainable infrastructure
- Celebrating and promoting our culture

- Encouraging an active and healthy lifestyle
- Strengthening the fabric of our community

Alternative(s) to the Recommendation

1. Council may decide to increase the annual funding for the Community Partnership grant.

Conclusions

The Community Partnership grant is an excellent way for the Town to accomplish some of the goals in the Corporate Strategic Plan which otherwise may be challenging to achieve with the limited resources the Town has.

By partnering with community organizations and individuals, and pooling resources, the Town is able to foster a healthy, thriving, vibrant community and meet the diverse needs of our residents.

Attachments

1. Community Partnership Grant Policy

Previous Reports

Report No. CMS25-003 – Community Partnership Grant – 2024 Year in Review, February 11, 2025

Pre-submission Review

Agenda Management Team review on April 24, 2025

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer



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

Town of Aurora

Attachment 1

Community Partnership Grant

Community Services

Contact: Community Services Department

Approval Authority: Council

Effective: April 25, 2023

Purpose

The Community Partnership Grant (“the Grant”) provides temporary financial assistance to community groups and individuals within the Town of Aurora, (“The Town”) or those who provide services within The Town, with respect to the delivery or implementation of cultural and/or recreation-based initiatives that serve and benefit the Aurora community. The Town’s funding contribution is intended to assist groups or individuals to build capacity and sustainability within their organization and further their mandate/mission, while supporting the Town’s strategic plan. This Policy ensures that the funds provided by the Town are allocated in a fair, transparent and impactful manner.

Scope

This Policy applies to not-for-profit organizations, charitable community groups, and individuals applying for grant funding. All applicants must primarily service the Aurora community to be eligible for the Grant.

Definitions

Criteria:

A standard established by the Town that will be used to evaluate Grant applications and to make decisions on Grant eligibility and approval based on how the Grant will be used to benefit the Aurora community.

Grant Review Committee:

A committee made up of Town staff who are required to use a Rubric tool to objectively score each Grant application and make recommendations to the Director of Community Services for a final decision on the approval of the issuance of a Grant.

Rubric:

An evaluation tool established by the Town to evaluate the Criteria to ensure the consistent, fair and transparent measurement of Grant applications.

Semi Annual Report:

A semi annual report submitted to Council, identifying all applicants, their application status and the amount of any approved Grant.

Policy**Funding Framework:**

The Grant funding framework as set out below, describes Criteria and the process for the allocation of Grant funding.

- Base Grant funding is allocated by Town Council through the Town's annual Operating Budget deliberation process.
- Town staff will develop a Grant Application and a Rubric to evaluate grants objectively.
- Town staff will establish a Grant Review Committee
- Grant applications may be made by the following categories of applicants who provide services within the Town with respect to the delivery or implementation of cultural and/or recreation-based initiatives that serve and benefit the Aurora community:
 - Organized community groups
 - Not for profit organizations
 - Charitable community groups, and
 - Individuals who provide cultural and/or recreation-based services primarily in the Aurora community.
- Four (4) grant application intake due dates will be defined annually, and Town Staff will host information sessions for interested/prospective Grant applicants prior to each intake due date.
- For Grant applications under five hundred dollars (\$500), intake dates will be continuous throughout the year, unless funds are no longer available.
- The maximum amount of a Grant to an eligible organization or individuals will be no more than ten thousand dollars (\$10,000) annually as determined by the Grant Review Committee. Funding in this category is subject to the final approval of the Director of Community Services.
- Grant applications will be evaluated by the Grant Review Committee using a rubric based on the following Criteria:
 - Scale, inclusivity, direct and indirect benefits;
 - Strength of the concept including resources and other funds;
 - The importance of the Town's contribution;
 - How the project will support the Town's vision and strategic plan; and

- How the success of the project will be determined
- If the Town's Grant funding becomes exhausted in the calendar year prior to year end, applications will no longer be accepted.
- All Grant recipients shall enter into an agreement with the Town that outlines various provisions, including but not limited to the expectations for payment, reporting on expenditures of all Grant funds provided by the Town and usage of the Town's name and logos.
- Town staff will prepare a semi-annual report.
- The John West Memorial grant will continue to be administered under the umbrella of this new grant program and the process for that specific grant will not change. Funds have been allocated within the Community Partnership grant for the John West Memorial grant.

Responsibilities

Community Services Department

- To promote the Grant in coordination with the Town's Communications Division
- To ensure sufficient funds are available to administer the Grant from the Town's Operating Budget and are included in the Operating Budget submission for consideration during the Town's annual Operating budget deliberations.
- Approve or deny Grant applications, based on the recommendations of the Grant Review Committee.

Grant Review Committee

- Develop a Grant application and Rubric
- Review Grant applications and provide recommendations for approval to the Director of Community Services based on the Community Partnership Grant Guidelines and the approved Policy. All decisions made by the Director of Community Services will be final.
- Prepare a semi-annual report.

Applicants

- Comply with the terms and conditions set out in the Policy and Community Partnership Grant Guidelines.

Monitoring and Compliance

In accordance with the Town of Aurora policies, collective agreement and applicable legislation and policies any employee found to be demonstrating actions / behaviours that are not consistent with the terms of this policy will result in an investigation. Any employee found to be disrespecting the terms of this policy other than under exceptional circumstances, emergencies or operational requirement is subject to possible discipline up to and including termination. CAO / Director / Managers /

supervisors and employees should work collaboratively to resolve issues related to this policy. Employees can escalate issues to Human Resources where difficulties continue.

References

- Community Partnership Grant Guidelines (Procedure)
- Town's Strategic Plan

Review Timeline

This Policy will be reviewed two (2) years after the initial approval date.



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

Town of Aurora

Committee of the Whole Report

No. CMS25-013

Subject: Sport Plan Update 2025-2029 – Additional Information

Prepared by: Lisa Warth, Manager, Recreation and Hailey Jones, Specialist, Sport and Community Development

Department: Community Services

Date: May 13, 2025

Recommendation

1. That Report No. CMS25-013 be received; and
2. That Council endorse the recommendations contained in the attached Sport Plan update.

Executive Summary

At the February 11, 2025, Committee of the Whole meeting, consultants from Optimus SBR presented the Sport Plan update. Some members of Council had questions at that time that required further information. This report addresses those questions.

- The scope of the update was limited due to resource constraints
- The consulting firm was vetted through the approved procurement process
- The process and communication of building the Sport Plan was extensive
- A detailed work plan includes strategies and tactics broken down into timeframes

Background

In June 2024, staff began the process of procuring a consulting firm to help with the update of the Sport Plan. The initial sport plan was intended to provide guidance from 2015 to 2020 and was overdue for an update. Through a proper procurement process,

the Sport Plan update was awarded to Optimus SBR, a consulting firm based in Toronto, and work on developing the sport plan update took place from August 2024 to January 2025.

Report CMS25-004 was brought forward to Council on February 11, 2025 to share the Sport Plan Update. At that time, additional information was requested by Council, and this report serves to provide that information.

Analysis

The scope of the update was limited due to resource constraints

The sport plan update focuses on enhancing the foundational framework for sport in Aurora by building on the existing Sport Plan. This update aims to ensure inclusivity, sustainability and growth within the Town's sport community, by engaging local stakeholders and interested parties to align priorities effectively.

The key components of the update include:

- Grounding the 4 pillars (Leadership Development & Volunteer Support, Sport Participant Engagement, Community Sport Sustainability and Sport Tourism) that have been previously validated through community engagement and expert consultations.
- Addressing emerging issues and trends affecting local sport organizations (LSO's) and community sport organizations (CSO's).
- Strengthening alignment between community stakeholders and interested parties, municipal policies and national sport development strategies such as the Parks and Recreation Master Plan, the Facility Allocation policy, the Sport Tourism policy and others.
- Ensuring that the plan remains applicable to all sport participants, from athletes and coaches to volunteers and administrators.
- Leveraging existing data, expert analysis and community engagement to maintain the validity of the plan while staying within the defined scope and resources.

Unfortunately, the scope and budget did not allow for in depth demographic data (beyond what was collected through census data), investment tracking, economic impact assessments or facility needs. Facility needs are addressed in the Parks and Recreation master plan, the facility allocation policy and the Sport Field Development strategy.

The consulting firm was selected through the approved procurement process

Through the procurement process, proponents for this project were scored in various areas including:

- Corporate Profile
- Experience of Project Team
- Experience with similar projects
- Project Understanding and approach/methodology
- Project work schedule
- Pricing

Optimus SBR was selected as the successful proponent. They are one of the largest independently owned professional services firms in North America. They have skilled consultants with various areas of expertise including sport planning, research methodologies and community engagement. In addition to the lead consultants on this project, a sport management consultant and DEI consultant were part of the team. Optimus SBR has experience in working with municipal governments on similar projects.

The methodology and expertise applied to this update was rigorously vetted to maintain the integrity and validity of the Sport Plan.

Staff found Optimus SBR extremely professional and knowledgeable to work with and feel the Town got exceptional service and value from this firm.

Engagement and communication of building the Sport Plan was extensive

A robust engagement and communication strategy was implemented to ensure that all relevant stakeholders and interested parties were given ample opportunity to provide input. Key communication activities included:

- Invitations to LSO's and CSO's, equity committees and community groups to participate in consultation discussions. A specific discussion guide was developed to engage with each of these groups. The questions differed in the discussion guides depending on which group was being consulted because it's known that these different groups are going to have different perspectives on the role of sport in the community. The invitation to participate in these discussions was extended multiple times and offered based on LSO and CSO schedules.

- A general community wide survey was distributed through various platforms including email, social media and enewsletter listservs. Additionally, LSO's and CSO's were asked on multiple occasions to distribute this survey on the Town's behalf to their membership and contacts. Some LSO's and CSO's received a personalized email with a request to distribute. To ensure adequate response time, the survey end date was extended beyond original deadline.
- Virtual collaborative sessions were held with organizations upon request, to get feedback and clarify any questions or concerns.
- Specific outreach to Sport Equity & Inclusion committees and cultural consultants to ensure diverse representation in the discussions.
- The discussion guides and the community wide survey were validated by an internal team to ensure language was clear, the intent of the questions were clear and that there was a clear link to the scope of the project.

The results of the community consultations and discussions, along with the general community wide survey were validated with stakeholders and interested parties during a validation step to ensure the data collected and resulting strategies resonated with those who could be impacted by the work and direction of the sport plan update.

A detailed work plan includes strategies and tactics broken down into timeframes

A supplementary document to the Sport Plan update (attached) has been developed that makes up a work plan for staff. This document is formatted to include 11 strategic initiatives under 4 pillars as follows:

Pillar 1 – Leadership Development and Volunteer Support

Strategic initiatives include:

- 1.1. Identify, source and help provide community sport leadership training for all LSO leaders, including under resourced and underrepresented groups.
- 1.2. Support the creation of leadership empowerment programming for those groups not traditionally represented in sport leadership.
- 1.3. Create and provide administrative support tools and templates for LSO's to support leadership with operations and governance.

Pillar 2 – Sport Participant Engagement

Strategic initiatives include:

- 2.1. Identify and create opportunities for feedback to pinpoint the most prominent barriers to enter sport in Aurora, across various resident and participant groups.
- 2.2. Collaborate with LSO's and community partners to trial new flexible programming options.
- 2.3. Develop a comprehensive communications strategy to increase sport participation.

Pillar 3 – Community Sport Sustainability

Strategic initiatives include:

- 3.1. Develop a governance training program in collaboration with LSO's.
- 3.2. Create an online, self serve resource hub for LSO's and community partners that will support the operations of organizations.

Pillar 4 – Sport Tourism

Strategic initiatives include:

- 4.1. Develop a structured review process to help determine and examine potential sport tourism opportunities.
- 4.2. Build a partnership with a national leader (s) values-based sport to ensure a positive experience and enhance Aurora's exposure across the sport tourism landscape.
- 4.3. Engage other community partners to identify if/how they can support one off or continuous sport tourism opportunities.

Each outcome includes strategic initiatives, tactics, milestones and timelines for implementation, these can be found in the attached Action Plan.

The action plan is fluid and may require adjustments as staff work through implementation with various partners. Staff will continue to bring status updates to Council on the progress made on the implementation of the Sport Plan throughout the life of the plan.

Advisory Committee Review

Parks and Recreation Advisory Committee

September 19, 2024 – consultation with Optimus SBR

At this meeting, consultants from Optimus attended and gathered feedback from the

committee on the distinction between sport and recreation, current support for local sport organizations, the pillars of the sport plan update and ensuring the plan is updated with a lens on diversity, equity and inclusion.

November 21, 2024 – Sport Plan Refresh – Status Update

At this meeting, staff presented the preliminary findings of the community consultation. The committee and staff discussed the management strategies, themes and implementation of the recommendations.

Legal Considerations

None.

Financial Implications

This Sport Plan update, including any associated consulting costs, are funded through Project No. SO0076 – Sport Plan Update which currently has a total of \$40,000 in budget authority.

Communications Considerations

None.

Climate Change Considerations

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

Link to Strategic Plan

The Sport Plan Update supports the following Strategic Plan goals and key objectives: Supporting an exceptional quality of life for all in its accomplishments in satisfying requirements in the following key objectives

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encouraging an active and healthy lifestyle
- Strengthening the fabric of our community

Alternative(s) to the Recommendation

1. Council may provide other direction.

Conclusions

Staff feel confident with the Sport Plan update. The process and validation have resulted in a document that will help not only sustain sport but grow sport in the Aurora community over the next five years. The ultimate goal of the Sport Plan is to facilitate greatest possible participation. By continuing to work with our LSO's, CSO's and other community partners, the Sport Plan update provides the guidance needed to achieve that goal.

Attachments

1. Sport Plan Update – 2025-2029
2. Sport Plan 2025-2029 Action Plan

Previous Reports

CMS25-004 – Sport Plan Update 2025-2029, February 11, 2025

Pre-submission Review

Agenda Management Team review on April 24, 2025

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer

2025— 2029

SPORT PLAN UPDATE



Table of Contents

1	Executive Summary.....	1
1.1	Introduction	1
1.2	The Sport Plan.....	2
1.3	Next Steps	4
2	Acknowledgements.....	5
2.1	Town of Aurora Council.....	5
2.2	Local Sports Organizations, Community Sports Organizations, and Community Partners.....	5
3	Land Acknowledgement	6
4	Introduction	7
4.1	Sport Plan at a Glance	9
4.2	Purpose of the Sport Plan	10
4.3	Benefits of Sport and a Sport Plan	12
4.4	Approach to the Development of the Sport Plan	13
4.5	The Environment Today.....	16
5	The Sport Plan	19
5.1	Our Guiding Ethos	19
5.1.1	The Heart of Our Plan – Equity, Diversity, and Inclusion	19
5.1.2	Our Guiding Principles	19
5.2	The Vision.....	21
5.3	The Pillars.....	21
5.3.1	Pillar 1: Leadership Development and Volunteer Support	22
5.3.2	Pillar 2: Sport Participant Engagement	24
5.3.3	Pillar 3: Community Sport Sustainability.....	26
5.3.4	Pillar 4: Sport Tourism	28
6	Next Steps	30
7	Appendix	31
7.1	Definitions.....	31
7.2	Comparator Scan Leading Practices.....	34
7.3	National Values-Based Sport Bodies.....	41

1 Executive Summary

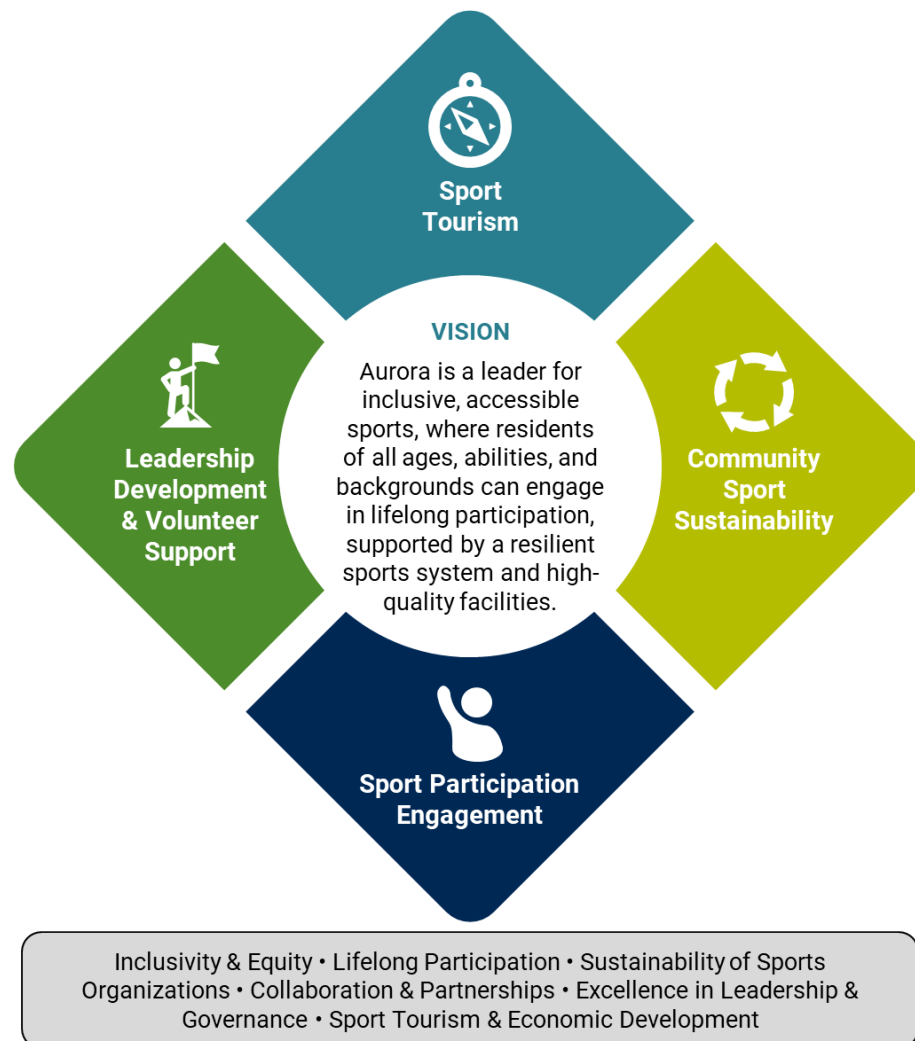
1.1 Introduction

Welcome to the Town of Aurora’s 2025 – 2029 Sport Plan. This Sport Plan is designed to focus the Town’s efforts in enhancing the creation of a more inclusive, accessible, and resilient sport community. Sport provides benefits for individuals and the broader community, and we are excited to work with our local and community sport providers to ensure they are able to offer high-quality sport programming that welcomes everyone in our community to participate, volunteer, lead, and spectate. This Sport Plan is built on a foundation of equity, diversity, and inclusion, which can be seen from our overarching Vision statement through to each Pillar and individual Initiative. We hope you will be as excited about this Plan as we are, and we look forward to beginning the implementation of this Plan with one simple phrase: Game on!



1.2 The Sport Plan

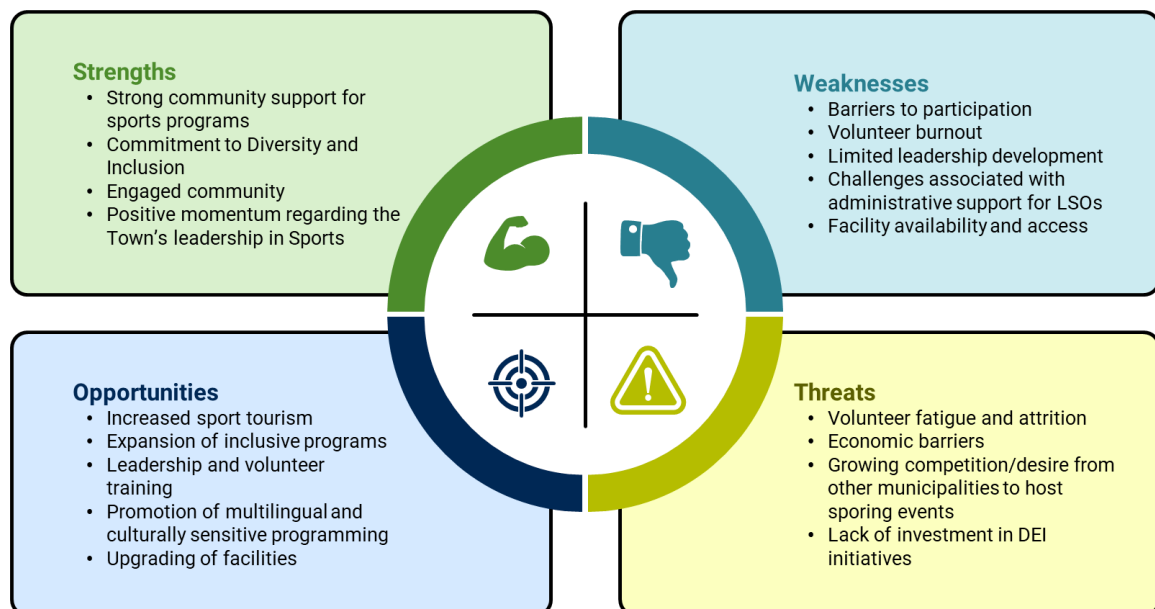
As noted in the section above, the heart of the Sport Plan is equity, diversity, and inclusion. We know that we see the best of our community and individuals when all of Aurora is welcomed and involved in sport. To this end, the Town of Aurora and our partners want to ensure this Plan is as much for someone who has just moved to Aurora as it is someone whose family has lived here for generations; this Plan is for you regardless of your age, religion, sexual preferences, gender identity, ethnic or racial identity; the languages you speak, economic status, or any other aspect of your being. We are excited to present this Sport Plan to our community, and hope you can see how you fit into the Sport Plan's Framework, outlined in the graphic below.



This Sport Plan will help to organize our Town’s efforts when we work with Local Sport Organizations (LSOs), Community Sport Organizations (CSOs), and other community, regional, provincial, and national partners. It is designed to ensure that the Town of Aurora’s work to improve the sport landscape is focused, efficient, and drives meaningful change for our community. In short, the Sport Plan ensures that we have a clear direction and goal for how we want sport to look, feel and engage each other in Aurora, and this Plan ensures we focus on the right activities to help us achieve these goals.

The Sport Plan was developed based on the input received from a community survey, interviews and focus groups with LSO/CSO partners, Council, and engagement of Community Partners more broadly. Feedback from multiple consultation activities ensured that we heard a wide range of the Aurora sport and community landscape, and these findings were then aggregated to identify overarching themes and trends that could be used to develop the core of the Sport Plan.

While some additional detail is provided in the body of the Sport Plan, the graphic below outlines some of the headline findings from our consultation activities, organized into a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment. A SWOT assessment allows organizations, such as the Town of Aurora, to understand the strengths they have today that should be maintained and protected, the opportunities to be developed into the future, the weaknesses that require further attention to remedy, and the threats that can negatively impact our goals.



1.3 Next Steps

This Sport Plan will be actioned over the coming five years, led by representatives from the Community Services—who will actively work with our local community to build tactical plans that will move our Initiatives forward year over year. On an annual basis we will report back to Council on our progress against the Plan, so that we can actively celebrate the progress we know we will make with our partners.

2 Acknowledgements

We wish to thank all members of the community that have contributed their time and input to the Sport Plan. Special thanks is extended to Community Services staff, who led the work, Parks and Recreation Advisory Committee, Sport Equity and Inclusion Committee and members of our Local Sports Organizations and Community Sport Organizations, and Community Partners who helped shape the focus and content of the Sport Plan.

2.1 Town of Aurora Council

Mayor Tom Mrakas

Councillor Harold Kim

Councillor John Gallo

Councillor Michael Thompson

Councillor Rachel Gilliland

Councillor Ron Weese

Councillor Wendy Gaertner

2.2 Local Sports Organizations, Community Sports Organizations, and Community Partners

The following groups had representatives offer their time to provide input into the future of the Sport Plan:

Aurora Sports Hall of Fame

Aurora Men's Slo-Pitch League

Aurora Skating Club

Aurora Lawn Bowling Club

Aurora Barbarians RFC

Ducks Swimming

Aurora Black Community Association

Central York Girls Hockey Association

York Artistic Swimming Club

Redbirds Lacrosse Club

York Curling Club

Team Ontario Baseball

See What She Can Do

Special Olympics Aurora

Aurora Soccer Club

Pickleball Seniors Association

Aurora Diggers

Jump Start Canadian Tire

Storm Volleyball Club

Centre for Immigrant & Community Services

You Can Play

Aurora Chamber of Commerce

Aurora King Baseball Association

Sport Aurora

3 Land Acknowledgement

A Land Acknowledgement is a formal statement that recognizes our relationship between Indigenous peoples and their traditional territories.

Acknowledging the land is an Indigenous practice that has been happening for thousands of years. It recognizes and respects the legal and spiritual relationship Indigenous peoples have with their territories. Today, a land acknowledgement remains a way of recognizing and expressing gratitude to the Indigenous peoples whose land we reside on.

At the Town of Aurora, we open our public meetings and events with the following Land Acknowledgement. This statement is available to all members of our community to be used as appropriate.

The Town of Aurora acknowledges that the Anishinaabe lands on which we live and work are the traditional and Treaty #20 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.



4 Introduction

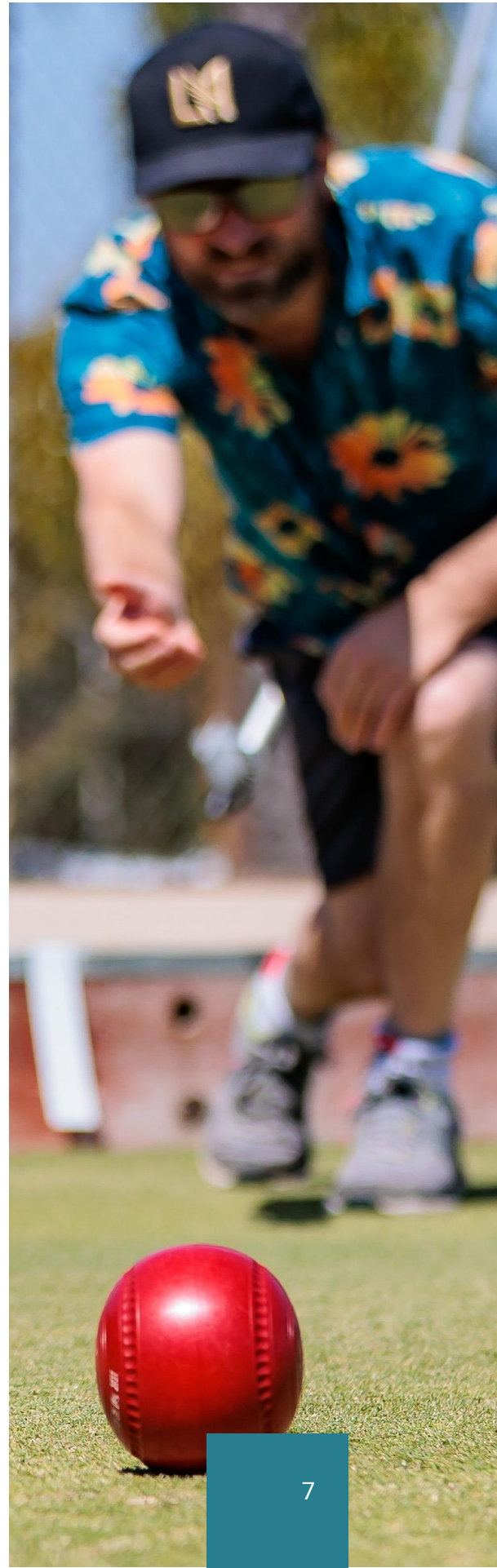
Welcome to the Town of Aurora’s 2025 – 2029 Sport Plan Update.

The Sport Plan Update will guide decision making with respect to community sport and recreation over the next five years. The plan is an update to the original Sport Plan which was a five year plan completed in 2016.

This plan provides a basis for future planning, while still considering the original Sport Plan. This plan captures updated input pertaining to local needs and priorities and recognizes that community characteristics, and trends have changed in Sport. This Sport Plan is designed to focus the Town’s efforts in enhancing the creation of a more inclusive, accessible, and resilient sport community. Sport can bring out the best in individuals and communities, and we are excited to continue to grow our sport community through focused efforts and strong community partnerships.

Sport has benefits that are applicable to everyone – it builds bridges, connects us with others, develops a sense of community, and promotes individual growth and resilience. That is why this Sport Plan emphasizes the importance of diversity, equity, and inclusion with core linkages across every pillar. We want everyone in Aurora to feel welcomed in our sport community, and to be able to see themselves in this Sport Plan.

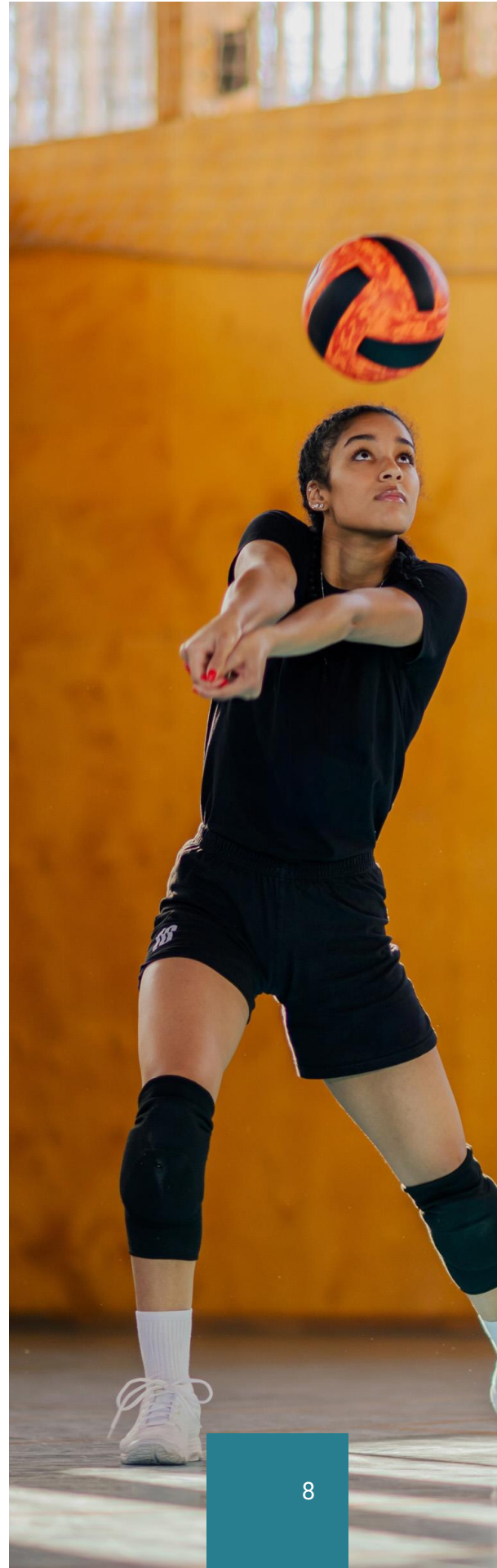
Aurora is thrilled to move this Sport Plan from theory to action, and we look forward to working with our partners across the sport landscape and beyond to realize all of the benefits that sport can bring to the Town. In this Sport Plan you will find an overview of the contextual factors that informed the Plan, as well



as a deeper dive into each facet of the Plan's components.

The development of the Sport Plan would not be possible without the significant contributions of our community, including many Local Sport Organizations (LSOs), Community Partners, and residents who shared their thoughts and perspectives through participation in interviews, focus groups, and surveys.

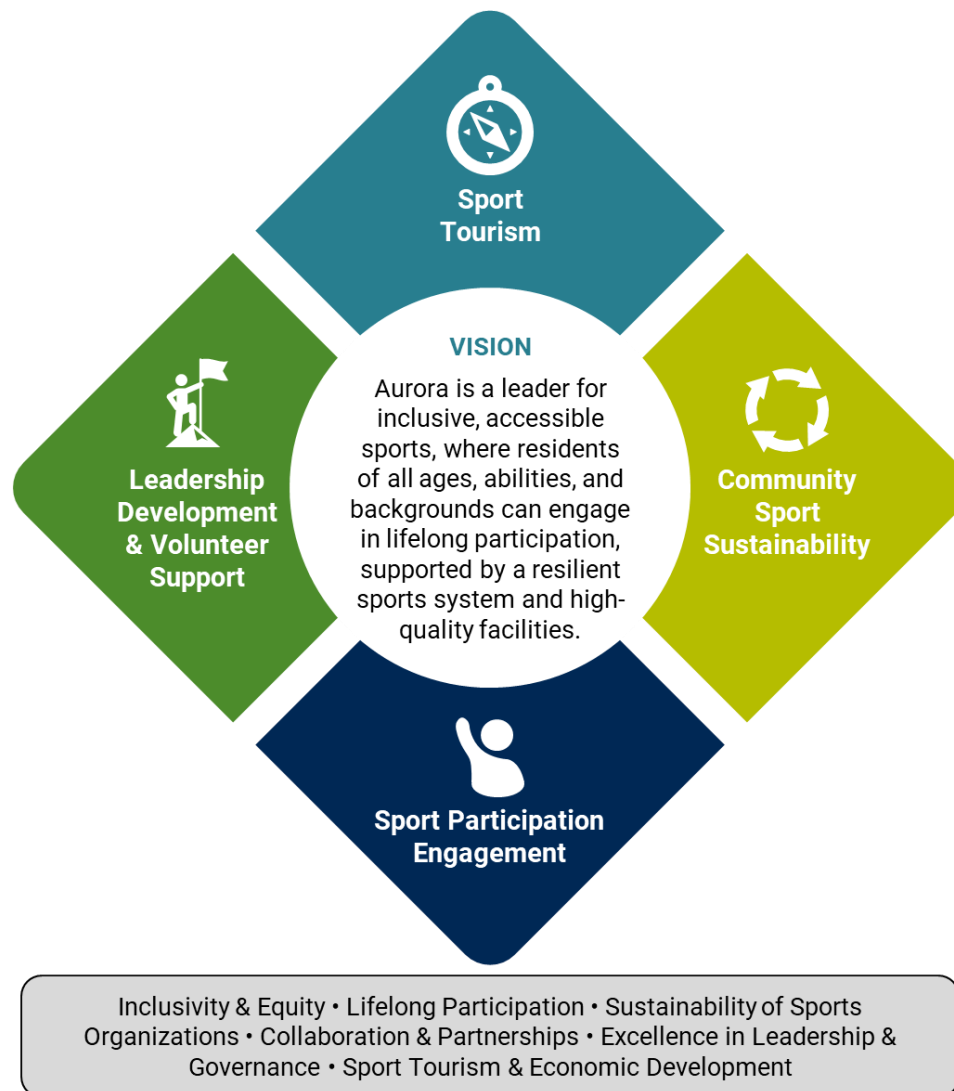
We look forward to beginning the implementation of this Plan with one simple phrase: Game on!



4.1 Sport Plan at a Glance

With an almost unlimited number of avenues that could be focused on when creating this iteration of the Sport Plan, it was imperative that we narrowed our focus and prioritized a limited number of key areas. For us to have the biggest and best impact that we can on our sport landscape and the broader Aurora community, we have identified a Vision, Guiding Principles, and four Pillars. The visual below depicts the framework of our Sport Plan.

Figure 1: The Sport Plan Framework



In the center of the Framework is our Vision for the future. This defines what we are hoping to achieve through the Sport Plan, ensuring that we are always looking forward and weighing our actions against our targets for the future.

Located around the circle are our four Pillars, which define the areas that we intend to focus on. Success across these areas will give the Town the best chance of achieving our Vision for the future.

At the bottom of the graphic is a bed of Guiding Principles that are fundamental principles needed to continue to build a sport community that welcomes everyone and best serves the Aurora community. Across every aspect of the Sport Plan is a commitment to diversity, equity, and inclusion because we know that sport is applicable to everyone, and it is only when we all come together that we get the best out of ourselves and our community.

4.2 Purpose of the Sport Plan

A common question that can be asked is, “Why does the Town of Aurora have a Sport Plan? What is the purpose of this Plan, and what is included?” To help understand the boundaries of the Sport Plan, it is important to understand where it lives within the Town of Aurora.

The Sport Plan is an initiative of the Community Services Department – the group responsible for providing recreation, sport, and facilities services to Town residents and for working with our LSOs and Community Partners to help create a sport community that we can all benefit from. The Sport Plan is specific to sports within the Town of Aurora and exists as a secondary plan under our [Parks and Recreation Master Plan](#) (2023-2027), which is designed to guide decision-making with respect to municipal parks and recreation facilities and services in the Town of Aurora. Table 1 below outlines the core differences between the Parks and Recreation Master Plan and the Sport Plan.

Table 1: Differences between the Parks and Recreation Master Plan and the Sport Plan

Parks and Recreation Master Plan	Sport Plan
<ul style="list-style-type: none"> Has a broad scope, including programming, infrastructure (buildings, parks, fields, and trails), and service delivery models. Sets an implementation plan for activities related to any and all of the above, guiding capital projects (i.e., facility creation or redevelopment), or service changes (e.g., new 	<ul style="list-style-type: none"> Has a narrow scope, specifically focused on sport in Aurora. This does not include infrastructure, facilities, or recreation broadly. Identifies key areas of focus for the Town to help achieve advancement in the sport community and landscape of Aurora. Can have linkages to other, broader requirements/initiatives (e.g.,

Parks and Recreation Master Plan	Sport Plan
<p>programs to be provided or services to be scaled back over time).</p> <ul style="list-style-type: none"> Has a five-year outlook with a focus on the longer-term objectives of the Town. Identifies core activities/services the Town will take on and must own to improve the sport and recreation landscape of Aurora. 	<p>facilities, systems) of the Town, but does not focus on these aspects as part of the direct scope of the Plan.</p> <ul style="list-style-type: none"> Has a five-year outlook to achieve enhanced sport participation and benefits from all residents in the Town of Aurora. Has a concerted focus on diversity, equity, and inclusion within the sport landscape – from participation through to sport volunteerism and leadership. Understands and respects that the sport landscape is a combination of the efforts of all our Local Sport Organizations, and that the Town is a supporting partner, not the sole owner or driver.

As indicated in the final points of Table 1 above, the Town of Aurora understands that while we are the stewards of the Sport Plan, we are not the owners of the sport landscape in Aurora. Rather, we are a supporting player in this game, with the MVPs being our LSOs, and CSO's who work to provide programming, engage residents and visitors, and drive engagement in sport from the participant, volunteer, and leadership levels.

As such, the Town recognizes that, like a team sport, the ideas and initiatives introduced in this Plan will require collective effort to be successful, along with consensus that we are working towards a singular objective – advancing sport in our community and creating a more open, accessible, and inviting sport environment for all Aurorans.

For the purposes of this Sport Plan, the following definitions are given to help separate the two terms 'sport' and 'recreation', given their close linkages:

- Sport** refers to organized, competitive, and skillful physical activities that follow specific rules and regulations. These can be either team-based (e.g., cricket, rugby, hockey), or individual (shotput, boxing, long-jump). The goal is typically to compete against and best an opponent (or opponents) to improve an overarching "record".
- Recreation** refers to a wide range of activities that people can engage in for enjoyment, relaxation, exercise, and leisure. These can be physical in nature (e.g., going for hikes, exercising at the gym, or playing a game of shinny at a local rink), or can be mental (e.g., sudoku) or social (e.g., group activities such as mall walks). Recreational activities are ones that people choose to participate in during their free time and can include both competitive and non-competitive activities. Some sports can be part of recreation activities, such as pick-up games of basketball.

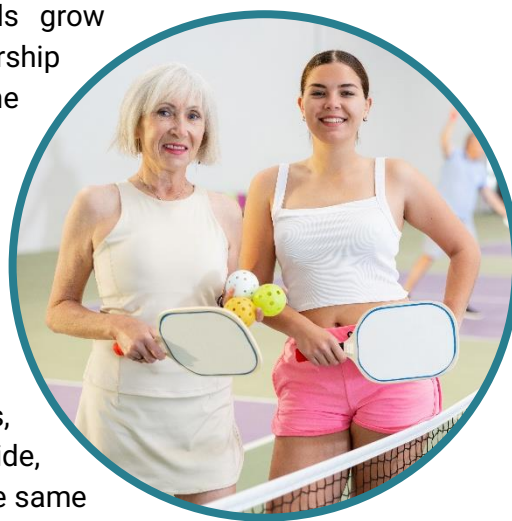
While the two terms are similar, and recreation can encompass some elements of sport, the core difference between the two is that sport is organized, competitive, and objectives-based, while recreation does not have to abide by these requirements

4.3 Benefits of Sport and a Sport Plan

While sport will mean different things to different people, there are universal benefits for individuals and communities that underpin the reason for caring about sport and the necessity to develop a plan to grow sport within our community.

At an individual level, sport can help people maintain a physically healthy lifestyle, reducing the risk of chronic disease and injury during tasks of everyday life. Similarly, sport can promote improved mental health by providing individuals with an outlet for stress and anxiety – enhancing mental health outcomes, including improving mood and overall wellbeing. Sport can also help build resilience as individuals face and overcome obstacles, challenges, and achieve goals. Critical life skills grow when we engage in sport, including leadership capabilities, personal discipline, resilience, and time management. Lastly, sport improves physical literacy for individuals of any age and never stops providing the opportunity to build character and channel growth.

At the community level, sport fosters a sense of community by bringing groups of people together for a shared purpose. As sport reaches higher levels, this sense of community spirit can drive civic pride, allowing us to celebrate our team's wins in unity. The same goes for when local individuals succeed on national and international stages, as we saw with the success of the Canadian Women's Rugby 7's team during the Paris 2024 Olympics, which included Aurora Barbarian rugby player Chloe Daniels. Municipalities can also experience economic impacts from sport – hosting tournaments brings more individuals to our community, providing additional revenues to hotels and other local industries. Sport's infrastructure can also drive development in our communities, as we build to support our sport goals and build community for all. Sport can increase the overall health of our residents and create a healthier, safer, and more connected community that drives vibrancy at all levels. Finally, sport can break down barriers that separate us from one another, promoting inclusion and community building in a manner that emphasizes equity in our community.



One of the best parts of sport is that it can be accessible for everyone in Aurora – there are almost no restrictions on sport engagement except those we create for ourselves and allow to exist. This Sport Plan recognizes that sport is for everyone – regardless of how long you have lived in Aurora, your religion, creed, sexual orientation, age, or mother tongue.

This Sport Plan should be seen as a commitment to everyone in our community – we recognize the importance of sport, and we want to ensure that you are able to participate at the level that makes the most sense for you. We are committed to reducing barriers to participation, to increasing inclusivity with our LSO and Community Partners, and to ensuring all sports can see the Town of Aurora as an advocate for sport success in Aurora.

4.4 Approach to the Development of the Sport Plan

The development of the Sport Plan was guided by a structured and inclusive approach, designed to ensure that all relevant perspectives and insights were considered. The process was built upon engagement with key stakeholders, a comprehensive review of foundational data and documents, and an analysis of comparator municipalities.

Figure 3 illustrates the structured approach introduced above.

Figure 2: Structured Approach to Create the Sport Plan



Who we engaged:

We engaged extensively with stakeholders across the community to inform the Sport Plan:

- **Council Engagement:** Conducted interviews with 3 Council members, focusing on goals for the Plan and providing background context.
- **Local Sports Organizations (LSOs) and Community Sport Organizations (CSOs):** Conducted interviews with 19 individuals across 16 LSO and CSO bodies, exploring key topics such as facility access, volunteer support, and participant engagement.
- **Community Partners:** Held 12 meetings with community organizations to gather insights on partnerships and opportunities for collaboration.
- **Public Survey:** Received 268 responses from residents, identifying barriers to participation and demand for drop-in programs.
- **Staff Engagement Session:** Held one session to discuss internal challenges, opportunities for collaboration, and alignment with community goals.
- **Validation Meetings:** To test results with stakeholders prior to finalizing the Plan.

Comparator Analysis

We reviewed best practices from five comparator municipalities—Markham, Brantford, Windsor, London, and Mississauga. These comparator municipalities were chosen as they have similar internal resources dedicated to Sport (i.e., sport plan, staff resources). This analysis enabled us to:

- Benchmark Aurora's performance and identify innovative practices.
- Understand strategies used by similar communities to address shared challenges.
- Incorporate lessons learned to ensure Aurora's Sport Plan reflects both ambition and feasibility.

Data and Documents Reviewed

To supplement stakeholder engagement, we reviewed key documents and data, including:

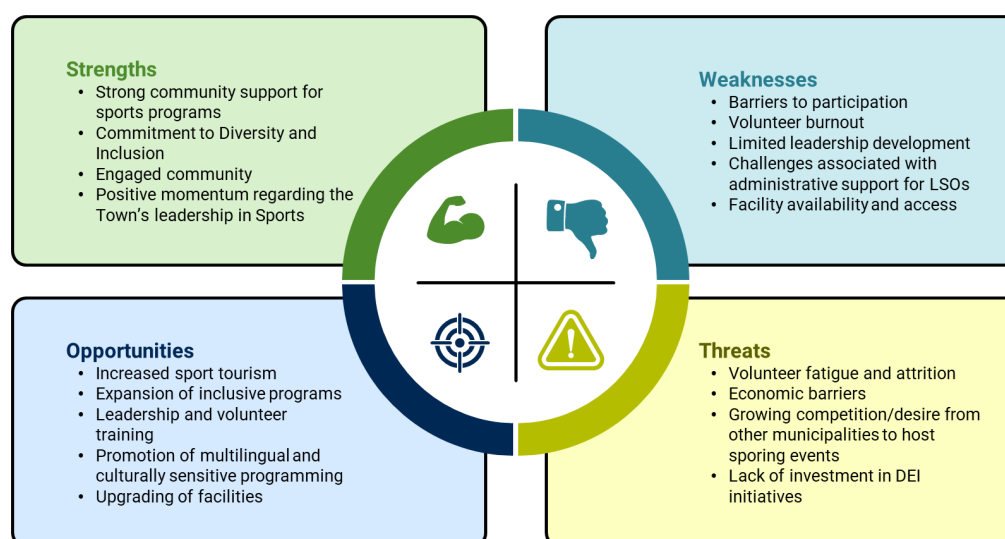
- The Town's updated Parks and Recreation Master Plan.
- Previous iterations of the Sport Plan.
- The Town's Sport Tourism Plan
- Content from previous discussions with stakeholders and partners about ideal updates to Sport Plan topics.
- Reviews of non-sport specific national values-based sport bodies, understanding the key commonalities and differences between them to ensure that the Aurora sport landscape promotes an ethical and inclusive sport environment.



4.5 The Environment Today

The Town of Aurora, along with our partners, has made significant strides since the inception of our first Sport Plan in enhancing the local sport landscape. Through strong leadership and a commitment to diversity and inclusion, the Town has built a solid foundation for sport in our community. The creation of our sport landscape is a marathon with no defined finish line, requiring continuous improvement to enhance the sport landscape in our Town. To ensure that the updated Sport Plan is grounded in reality, a strengths, weaknesses, opportunities, and threats (SWOT) analysis was conducted. The inputs for the SWOT assessment included engagement with LSOs/CSOs and Community Partners, research into other municipalities to identify leading practices, and a public survey. All this content was then aggregated and themed to present the summary in the image below:

Figure 3: SWOT Analysis of the Town's Sports Programs: Strengths, Weaknesses, Opportunities, and Threats



To help give greater context to the points raised above, a summary of the key findings which informed the structure of the Sport Plan are included below.

Strengths

- The Town benefits from strong community support for sports programs, which provides a solid foundation for further development.
- Across Aurora, there is a demonstrated commitment to diversity and inclusion whereby our LSO partners do their best to ensure that sports and recreation are accessible to all residents.
- Aurorans are an engaged community that actively participate in programs, contributing to the Town's positive momentum.
- The Town's leadership in sports has been widely recognized and provides a stable platform to build upon.

Weaknesses

- Barriers to participation persist, such as financial constraints, timing of programming, and accessibility challenges.
- Volunteer burnout remains a significant issue, with many organizations commenting that competing demands and time constraints leads to volunteer attrition, which can make maintaining programs a challenge.
- LSO leadership is often stretched from coaching and administrative work, as well as ensuring alignment with broader provincial/national body requirements for themselves and all others volunteering. This can create challenges to take on additional leadership development opportunities and can hinder long-term growth.
- Those engaged noted that facility availability and access continues to be a concern, particularly for emerging sports and during peak times. These challenges can negatively impact growth of the LSOs.



Opportunities

- While not a viable option for every sport, there is potential for increased sport tourism that could drive additional economic growth and community engagement.
- Expansion of inclusive programs and the promotion of multilingual and culturally sensitive programming can help engage underrepresented groups.
- Investing in leadership and volunteer training that is unique and focused on areas that are non-duplicative of provincial/national bodies can strengthen the capacity of LSOs.
- Aligned to the Parks and Recreation Master Plan, the careful review and upgrading of facilities can meet the needs of a growing and diverse population.

Threats

- LSO participation is a volunteer activity, and as has been demonstrated nationwide, there are waning levels of volunteerism due to fatigue and attrition, which can limit the sustainability of sports programs.
- Despite best efforts of LSOs and the Town, economic barriers persist that can negatively impact the participation of individuals in sport.
- Municipalities across Ontario are increasingly focusing on sport tourism as an economic driver, which is creating competition for Aurora, potentially reducing Aurora's share of sports tourism opportunities.
- While the Town has taken strides to enhance diversity, equity, and inclusion in sport and recreation, there continues to be a demand/need for these initiatives which requires a continued focus to ensure opportunities are not missed to engage diverse communities.

5 The Sport Plan

This section of the Sport Plan provides a deeper dive into the Plan’s various components, ensuring that our commitments and activities are understood, so that in the future we can look back at our progress and celebrate our successes, together.

5.1 Our Guiding Ethos

5.1.1 The Heart of Our Plan – Equity, Diversity, and Inclusion

At the heart of our Sport Plan is a commitment towards diversity, equity, and inclusion. We know that we see the best of our community and individuals when all of Aurora is welcomed and involved in sport. To this end, throughout the Sport Plan, its Vision, Pillars, and Guiding Principles you will see multiple references to ensuring that everyone can see themselves in sport and in this Plan.

We want to ensure this Plan is as much for someone who has just moved to Aurora as it is someone whose family has lived here for generations; this Plan is for you regardless of your age, religion, sexual preferences, gender identity, ethnic or racial identity; the languages you speak, or any other aspect of your being. You are welcome, invited, and we are excited to have you be part of our sport community in Aurora.

5.1.2 Our Guiding Principles

In creating the Sport Plan, we had six Guiding Principles that we followed, including:

- **Inclusivity and Equity** – We want to ensure we are reducing barriers to sport and facilities so that opportunities are accessible to everyone.
- **Lifelong Participation** – Sport is for everyone, regardless of age and your stage of life. We want to foster physical literacy from childhood through to older adulthood.
- **Sustainability of Sports Organizations** – In Aurora, sport is facilitated by our LSO partners, and we want to ensure that these organizations continue to be sustainable by providing resources that can support volunteers, leadership, and more.
- **Collaboration and Partnerships** – Building relationships and partnerships between Aurora, local businesses, community organizations, schools, LSOs, and regional/national sports bodies that will help make the best use of our resources and enhance the sport experience for our residents.
- **Excellence in Leadership and Governance** – Working with our LSOs, we want to promote strong, ethical, and inclusive leadership within sports organizations, ensuring responsible decision-making, transparency, and accountability.
- **Sport Tourism and Economic Development** – Leverage sport tourism to act as a driver for economic growth in Aurora by hosting events that showcase our vibrant and inclusive sport community.

These Guiding Principles have been developed based on three key facets:

- **We Know It's Right** – These Principles ensure that we are giving fair opportunities to everyone, and that we are actively creating the landscape and community we want to see in Aurora.
- **The Wants of Our Partners** – These six items were common refrains we heard as we undertook engagement activities with LSOs and Community Partners
- **Alignment with National Sports Bodies** – These Principles align with the principles and values of national sports bodies that promote sport, inclusivity, and physical literacy for all. To this end, we know that if we want to see the fullest benefits, partnering with national bodies will help to provide Aurora with another level and recognition on broader stages.



5.2 The Vision

Our Vision for this Strategic Plan is:

Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.

This Vision is one that prioritizes our guiding ethos of diversity, equity, and inclusion, ensuring that we are explicitly stating how we want everyone to be able to see themselves in and participate in sport in our community. Furthermore, the Vision statement recognizes that sport is not just for one age group but rather is a community for people of all ages, as we know this broad approach to sport will create the most resilient system for our community. Lastly, we recognize that while we as the Town are a facilitator of the sport landscape we want to see, we are not the key players. The key players in our sport landscape are our LSO and Community Partners, and as such, we know we need to work jointly to drive the improvements we want to see.

5.3 The Pillars

This section provides a deeper dive into each of the Pillars of the Sport Plan. Each section provides an overview of the Pillar and explicitly defines our commitments as the Town of Aurora to the Pillar. Lastly, each section outlines the type of initiatives, or multi-faceted projects, that we will work on across the coming five-year period.



5.3.1 Pillar 1: Leadership Development and Volunteer Support



5.3.1.1 Overview of the Pillar

Sport in Aurora relies on volunteers to act as coaches, referees, and leaders. This time that is offered is a labour of love and creates opportunities to engage in sport that our participants enjoy. We recognize that strong leadership and development are core goals that will create a sustainable, inclusive, and fulfilling sport experience for participants and audiences alike. To this end, we know that we have to do more to support our LSOs and their volunteers.

The Leadership Development and Volunteer Support Pillar is designed to focus on supporting our LSO partners to ensure that they are able to continue to shape the success, ethics, and inclusivity of community sports in Aurora. To this end, we, as the Town of Aurora, commit to the following:

- We will support the development of strong, inclusive leadership across the Aurora sport landscape.
- We will provide training that helps grow the skills and capacity of LSO leaders, supporting the adoption of sport across all segments of the Town’s residents.
- We will provide administrative support and mentorship to LSOs to support long-term growth and appropriate decision-making.

#	Initiative Title	Description
1.	Support sport leadership training	<p>To help create a sport landscape that ensures all leaders have the necessary skills and supports to help grow their sports, the Town will help to identify the trainings that will have the most impact for leaders. We recognize we cannot do it all, and we will identify and source partners that have the specialties required to equip LSOs for success. We will ensure these are not duplicative of what LSOs already receive and will be offered in various formats to be accessible to all.</p> <p>A key focus for this work will be ensuring that we are supporting under-resourced and under-represented groups in the process. This may mean that there are additional training supports identified to support an equitable landscape for all and may involve finding training partners who better align with the needs of everyone in our community.</p>

#	Initiative Title	Description
2.	Support the creation of leadership empowerment programming	Welcoming everyone into sport becomes easier when they can see themselves in the sport – from participation through to leadership. When we engaged with our LSO and CSO partners, we heard a clear desire to engage new leaders in sport, and this initiative will help achieve that goal. Specifically, this initiative will engage those groups who have not been traditionally represented in sport leadership to provide programming that empowers them to take on leadership roles in LSOs and CSOs across Aurora.
3.	Provide tools and templates to support the administrative and governance work of LSOs	<p>LSO/CSO leadership is a labour of love but it is one that has multiple draws for attention and time: the sport itself, the volunteers, administrative activities, governance activities, and more. Oftentimes these leaders are doing their best with what they have available and are using templates they have been provided from others and/or that they've found online. All of this takes time away from their core goal – providing a great sport experience.</p> <p>We are going to work with LSOs and CSOs to identify the templates that are currently working well and where there are items that are lacking and will help to develop tools and templates to drive greater standardization across groups and will remove the unnecessary guesswork.</p>

5.3.2 Pillar 2: Sport Participant Engagement



5.3.2.1 Overview of the Pillar

Sport is for everyone and ensuring that those sport experiences are enjoyable and accessible is a priority for our LSOs and the Town as a whole. We want everyone in Aurora to have the ability to engage in sport, because we want everyone to benefit from the healthier lifestyles, increased social cohesion, and stronger community connections that sport provides. When everyone can engage in sport in a manner that is fun, competitive, aligned to their abilities, and inclusive, the Town of Aurora will see improvements in social quality, wellness of our neighbours, and an overall improvement in the quality of life for residents.

Knowing the benefits that sport provides our communities means we know we need to reduce barriers to participation and do our best to work with our LSO partners to ensure there are flexible, inclusive programs that encourage lifelong participation. To this end, we as the Town of Aurora commit to the following:

- We will reduce barriers to sport participation across all ages, abilities, and backgrounds.
- We will support the development of flexible and inclusive programming to increase engagement across all the Town's residents.
- We will collaborate with our LSO partners to foster an environment attracts lifelong engagement in sport.

#	Initiative Title	Description
4.	Identify barriers to sport participation	<p>If we want to create a landscape where everyone in Aurora is able to participate in sport, we need to understand what is currently standing in the way of participation for people. This means we need to better understand the unique experiences of various resident and participant groups to identify common, cross-cutting barriers as well as those that are unique.</p> <p>This Initiative will involve the Town working with various groups across Aurora to understand their experiences and to work with others to test potential solutions. Through a continuous improvement process we hope to dismantle barriers to empower everyone to enjoy the sport of their choosing.</p>

#	Initiative Title	Description
5.	Trial new flexible programming options	<p>Building on the Initiative above, a finding that was clear from our public engagement activities was that one barrier groups experience is a lack of flexibility in programming options. This could be sport programs being offered during times that are inconvenient, costs, or accessibility. While sports may take place at Aurora-owned facilities, the reality is that the Town does not control the provision of sport. Rather, sport is offered by our network of fantastic LSOs and CSOs.</p> <p>This Initiative will see the Town working with our LSO and CSO partners to trial new flexible programming options that would increase the accessibility of sport to the public. What this will look like in practice still has to be developed, but we will trial new ways to offer programs and will evaluate their impact.</p>
6.	Develop a Comprehensive Sport Communications Strategy	<p>Aurora does a lot of great work to support those interested in sport participation, leadership, and volunteering, but we recognize that we may not be the best at communicating what we do. Furthermore, there are many events, weeks, weekends, or days that are recognized in the sport community, such as Rowan's Law Day – a day that raises awareness about concussion safety in sports. We will develop a Comprehensive Sport Communications Strategy to ensure that we are structuring and sharing key communications that will impact the sport community in Aurora.</p>



5.3.3 Pillar 3: Community Sport Sustainability

5.3.3.1 Overview of the Pillar

This Pillar takes a different approach to supporting sport in Aurora, because we recognize that for sport to flourish and provide benefits to everyone, it also requires that the LSOs who offer sport are able to sustain themselves. LSOs are the foundation of our sports system, and as such it is critical that we provide them with the supports that they need to offer programming, recruit volunteers, and maintain the facilities that they steward. Without receiving this support, there is a risk that LSOs will falter as they battle with volunteer burnout, administrative challenges, and financial viability long-term.

Supporting our LSOs will mean that we must focus on core aspects of their operations, including helping LSOs with their governance models, including financial management. We will work with all LSOs to foster a community of resource sharing, so that groups across Aurora have a viable means to collaborate. To this end, we as the Town of Aurora commit to the following:

- We will commit to long-term sustainability of LSOs by partnering to refine and enhance governance structures and support for volunteers.
- We will continuously identify new and innovative partnerships that will provide LSOs with the support that they need to grow the sport landscape of the Town.
- We will provide resources that support the leadership of LSOs as it relates to financial and administrative requirements to reduce burden and burnout for volunteers.

#	Initiative Title	Description
7.	Develop a governance training program with LSOs	<p>Governance is a deceptively complex topic – it can seem simple at a base level, but when it is fully explored the various nuances, offshoots, and potential tripping points emerge. LSOs are often working through governance structures they’ve created for themselves, attempting to align with leading practices, required activities from provincial or national bodies, or just trying to manage their respective teams. Engagement with LSO and CSO partners highlighted the need for greater support to leadership on this topic.</p> <p>This Initiative will focus on how the Town can work with LSOs to offer tailored recommendations and guidance on governance to support leadership and offer a more consistent experience across each group in Aurora. It will be a collaborative effort that will ensure recommendations are tailored, realistic, and impactful.</p>

#	Initiative Title	Description
8.	Create an online, self-serve resource hub for LSOs and the community	<p>Templates, tools, resources, and supports currently span multiple topic areas, such as financial supports, governance, grant funding, etc. These same supports exist in multiple locations – on our website, with Town staff, with our LSO/CSO partners, etc. The Town will work with our partners and the community to help source and provide information so that those offering their time and efforts to the broader sport community can continue to effectively do so. This is a role and responsibility we are happy to play, however, having to always reach out to the Town for this information can be cumbersome, can feel inefficient, and can take time that proponents may not always have the luxury of.</p> <p>This Initiative will develop a self-serve resource hub on the Town's website so that the public and our partners can look up known/existing supports in a single location. This will make lives easier for our partners and the community, and will help to create a more efficient and effective experience for everyone.</p>



5.3.4 Pillar 4: Sport Tourism

5.3.4.1 Overview of the Pillar

Beyond the physical, mental, and community benefits of sport are the economic benefits sport can bring to Aurora. When we attract tournaments – be it from the regional, provincial, national, or international levels – we bring visitors to our town that stay in our hotels, eat at our local restaurants, shop in our stores, and ultimately add to our local economy. When visitors to Aurora come for sporting events, we have the opportunity to drive our profile by showing the vibrancy and inclusivity we can offer. In short, bringing sport tourism events to Aurora can create a lot of benefits for our town, and it is something we are keenly interested in pursuing into the future. To this end, we as the Town of Aurora commit to the following:

- We will work with our partners to establish Aurora as a vibrant sports tourism destination that will provide economic benefits and community engagement for all of Aurora.
- We will identify opportunities to attract sporting events together with our LSOs.
- We will do our best to use our facilities to their highest and best purpose in service of residents and visitors.
- We will continue to work with our partners across the Town, including ensuring continued alignment with the Sport Tourism Plan.

#	Initiative Title	Description
9.	Build relationships and partnerships with values and ethics-based bodies that can enhance the sport experience in Aurora	<p>Beyond single-sport focused national, provincial, and local bodies exists values-based and ethics-based organizations who are either directly linked to sport or whose work can directly benefit those engaging in sport. These bodies will often aim to instill ethical and moral structures and decision-making into everyday activities and into sport which often acts as an amplifier in the sport landscape, enhancing messaging and allowing for greater visibility in the sport landscape.</p> <p>The Town of Aurora intends to consistently identify and build relationships with these organizations from the local through to the national levels. These activities will help to raise our status, perception, and reach in the sport landscape in a manner that aligns with the goals and attitude we have for sport.</p>

#	Initiative Title	Description
10.	Engage Community Partners to support sport tourism opportunities	Beyond the direct LSO and CSO partners we have in Aurora, there are other bodies outside of the immediate sport landscape that want to see Aurora sport thrive. We know partnerships and activities already exist between the broader Aurora community and the sport landscape, and the Town will continue to work with Community Partners to identify new and interesting opportunities to enhance the reach of sport and the experience that we have for sport activities, particularly in realm of sport tourism. When we all work together, we know we can clearly highlight and display the vibrant, welcoming, and incredible Town that Aurora is to our visitors.
11.	Develop a structured process to review and pursue sport tourism opportunities.	<p>Sport tourism can have great impacts on our community, including economic benefits, cultural benefits, and potentially enticing new residents and businesses to join Aurora. While we recognize the clear benefits that sport tourism brings, we are also acutely aware of the impact it has on those who live in our Town. Those who use certain facilities may be directed to other locations if a tournament takes over their regular space, roads may be more congested, and there may be environmental impacts in increased waste production.</p> <p>For this reason, this Initiative will serve to create a structured process in which all of the possible benefits and downsides of a sport tourism event are systematically weighed and evaluated to ensure that we are pursuing those opportunities that will bring real and positive benefits for Aurora. Not every event is equally beneficial, and we will ensure that we select and highlight those that are most impactful and meaningful to our community.</p>

6 Next Steps

This Sport Plan will be actioned over the coming five years, led by representatives from the Community Services Department who will actively work with our local community to build tactical plans that will move our Initiatives forward year over year. On an annual basis we will report back to Council on our progress against the Plan, so that we can actively celebrate the progress we make with our partners. The game is about to start for our Sport Plan, and we're ready to win big over the next few years – we are excited to play with you all and to continue to make Aurora the great sport community we know it to be!

7 Appendix

7.1 Definitions

LOCAL SPORT ORGANIZATION (LSO)

A community-based group or association that organizes and delivers competitive sports programs for residents of the Town of Aurora. LSOs foster participation, skill development, and community engagement in sports and often collaborate with municipal facilities and resources to support their activities. LSOs have a formal relationship with either a provincial or national sport body above them that instills requirements on the LSO (e.g., coach training requirements).

COMMUNITY SPORT ORGANIZATION (CSO)

A community-based group or association that organizes and delivers competitive sports programs for residents of the Town of Aurora. A core difference between a CSO and an LSO is that CSOs do not have a formal relationship with an overarching body (i.e., a provincial or national parent body).

PROVINCIAL SPORT ORGANIZATION (PSO)

A governing body that oversees the development, regulation, and promotion of a specific sport within a province or territory. PSOs provide support and resources to local and regional sport organizations, ensure alignment with national standards, and deliver programs that promote participation, athlete development, and competition at the provincial level. They serve as a critical link between National Sport Organizations and municipal-level sport initiatives.

NATIONAL SPORT ORGANIZATION (NSO)

A governing body responsible for the administration, regulation, and promotion of a specific sport across Canada. NSOs establish national standards, oversee athlete development, and support participation at all levels, from grassroots to high-performance. They work in collaboration with provincial and local sport organizations to ensure alignment and consistency in the delivery of programs and competitions.

COMMUNITY PARTNERS

Organizations, groups, or stakeholders within Aurora that collaborate with the Town on initiatives that can and often are broader than just sport or recreation. These may include schools, non-profit organizations, health and wellness groups, service clubs, or private businesses that contribute to promoting equity, active living, community engagement, and resident well-being.

SPORT

Sport refers to organized, competitive, and skillful physical activities that follow specific rules and regulations. These can be either team-based (e.g., cricket, rugby, hockey), or individual (shotput, boxing, long-jump). The goal is typically to compete against and best an opponent (or opponents) to improve an overarching “record”.

RECREATION

Recreation refers to a wide range of activities that people can engage in for enjoyment, relaxation, exercise, and leisure. These can be physical in nature (e.g., going for hikes, exercising at the gym, or playing a game of shinny at a local rink), or can be mental (e.g., sudoku) or social (e.g., group activities such as mall walks). Recreational activities are ones that people choose to participate in during their free time and can include both competitive and non-competitive activities. Some sports can be part of recreation activities, such as pick-up games of basketball.

VISION

A long-term statement that articulates the desired future goal/outcome for Aurora’s sport and recreation system, prioritizing inclusivity, accessibility, and lifelong participation. Vision statements provide a target that the rest of a strategy focuses upon and builds towards achieving.

PILLAR

A focus area that, if focused upon in a systematic manner, will support the achievement of the Vision. Pillars group key activities and help define what will and will not be a focus area for the strategy’s lifetime. In this regard, key areas are prioritized for future effort.

GUIDING PRINCIPLE

A core value or belief that shapes the priorities and actions of the Sport Plan, ensuring alignment with the Town’s goals and objectives. Guiding Principles identify and define the types of behaviours that we as a municipality want to identify, prioritize, and reward.

INITIATIVE

A multi-faceted project/piece of work aligned to one of the Pillars. Initiatives are a collection of tangible activities that will drive success within a Pillar and ultimately contribute to the successful achievement of the Sport Plan’s Vision.

VALUE BASED SPORT BODY

A governing or organizing entity that prioritizes ethical principles, inclusivity, fairness, and community well-being in its operations and programming. These organizations aim to foster environments where sport contributes to personal growth, social connection, and collective values, ensuring that decisions and activities reflect respect, equity, and integrity. These are not organizations focused on a single sport (e.g., Hockey Canada), but rather are focused on all sports and the principles and values that sport espouses.

SPORT LITERACY

The knowledge, skills, and attitudes that enable individuals to understand, participate in, and appreciate sport. Sport literacy encompasses physical competence, tactical understanding, and an awareness of the rules, values, and culture of sport, promoting lifelong engagement and enjoyment in both competitive and recreational activities.

7.2 Comparator Scan Leading Practices

The following table outlines a series of leading practices identified during the comparator scan, and then provides insights to what this may mean for Aurora as it moves into the future. This table is meant to provide an overview and understanding of the broader landscape, to help provide direction and insight for Aurora as it continues to evolve and grow its sport landscape.

Leading Practices	How Aurora can Apply these Leading Practices
<p>Athlete Development and Physical Literacy:</p> <ul style="list-style-type: none"> • Markham in Motion: A program that integrates physical literacy into all recreation and sport offerings, focusing on fundamental movement skills like throwing, swimming, and climbing to encourage lifelong activity. • Act-i-Pass (London): Provides free recreation access to Grade 5 students, promoting early engagement in physical activity and fostering healthy habits. • Physical Literacy Action Plan (Mississauga): Aligns with the Canadian Sport for Life (CS4L) model to ensure consistent and quality programming for all ages, supporting pathways from grassroots participation to elite performance. <p>In Practice:</p> <ul style="list-style-type: none"> • Markham: Implements "Markham in Motion" to embed physical literacy into all programs. • London: Offers free recreation through the "Act-i-Pass" program for Grade 5 students. • Mississauga: Aligns programming with the CS4L model to ensure consistent pathways. • Brantford: Focuses on long-term athlete development through introductory and skill-building programs. 	<p>The Town can continue to work with its LSO and CSO partners to identify opportunities to embed physical literacy as a core staple for public education. Identifying unique opportunities – either in partnership with a national values-based sport body, school boards, Town programming, or programming of LSOs/CSOs – is critical to developing a populace with strong athletic and sport fundamentals.</p> <p>Furthermore, with fundamental skillsets in place, the Town will likely benefit from an increase in sport participation at all levels and age groups. This becomes a self-sustaining cycle in which the Town will have residents excited and able to participate, foster greater community mindedness, and can support broader health benefits for residents throughout their lives.</p>

Leading Practices	How Aurora can Apply these Leading Practices
<p>Coach and Officials Development:</p> <ul style="list-style-type: none"> • Multi-Sport Workshops: Delivering National Coaching Certification Program (NCCP) workshops in partnership with the Coaches Association of Ontario. This approach simplifies access to certification for community coaches. • Retention Strategies for Officials: Addressing issues like burnout and abuse by offering training in conflict resolution, stress management, and communication. • Annual Recognition Events: Celebrating contributions during events like Coaches Week to promote pride and retention among coaches. <p>In Practice:</p> <ul style="list-style-type: none"> • Markham: Partners with CAO to deliver NCCP workshops, celebrates Coaches Week, and integrates feedback into retention strategies. • Mississauga: Identifies coaching gaps and offers tailored workshops and recruitment incentives. • Windsor: Organizes retention-focused workshops and ongoing support for coaches. 	<p>Partner with LSOs to understand if/where there is currently a need for more training to support coaches and officials, and work with provincial or national values-based sports bodies to provide these more regularly and/or in alternative formats. Continue to work with LSO and CSO partners to define and enforce the type of environment the Town wants its coaches and officials operating within to reduce negative or harmful interactions to drive long-term retention.</p> <p>Continue to work with Sport Aurora and the Aurora Sports Hall of Fame to recognize the contributions and outcomes of athletes, coaches, and other volunteers in the Town. Determine if there are broader opportunities (e.g., with others in York Region) to further recognize local sport/athlete/volunteer impacts.</p>

Leading Practices	How Aurora can Apply these Leading Practices
<p>Sport System Sustainability</p> <ul style="list-style-type: none"> • Governance and Capacity-Building Workshops: Assisting sport organizations with strategic planning, financial management, risk management, and human resources through tailored workshops. • Networking Events: Hosting regular networking events to unite sport leaders and create a collective voice for local sports. • Assistance for Compliance with Provincial Standards: Helping organizations meet Ministry expectations (e.g., Ontario Sport Recognition Policy) through governance support and training. <p>In practice:</p> <ul style="list-style-type: none"> • Markham: Hosts governance workshops and SportsLink events. • London: Builds capacity through the London Sport Council and governance support. • Mississauga: Helps organizations meet provincial compliance standards. • Brantford: Changing the structure of its meetings to ensure meetings have representatives from the same type of sport (e.g., all aquatics based leaders together) to openly discuss challenges and attempt to find joint resolutions to issues. 	<p>Aurora can collaborate with LSOs and CSOs to deliver targeted governance workshops focusing on strategic planning, financial management, and compliance with provincial standards, such as the Ontario Sport Recognition Policy. These workshops can be developed in partnership with provincial sport organizations or local leaders to ensure alignment with leading practices.</p> <p>Additionally, the Town could host annual networking events to unite sport leaders, providing opportunities for collaboration, knowledge sharing, and collective problem-solving. By prioritizing governance support and fostering a connected sport system, Aurora can enhance the long-term sustainability and effectiveness of its local sport organizations.</p>

Sport Tourism

- **Hosting Strategies:** Leveraging existing infrastructure for national and international events while promoting all available community facilities to maximize economic and social impact.
- **Grant Funding:** Proactively aligning local hosting strategies with available federal and provincial grants.
- **Event Planning and Impact Assessment:** Using models like the STEAM (Sport Tourism Economic Assessment Model) to evaluate the economic impacts of hosted events and justify further investment.
- **Strategic Partnerships:** Collaborating with local economic development departments, tourism boards, and education partners to broaden sport tourism offerings.
- **Tournament Hosting Focus:** Brantford maximizes sport tourism by aligning facilities with tournament requirements, such as adequate seating, parking, and ancillary amenities.

In Practice:

- Markham: Developed a Sport Tourism Strategy, uses STEAM model for impact evaluation.
- Brantford: Heavy focus on sport tourism as a key driver for the City's brand and image. Examples including hosting events like the Walter Gretzky Street Hockey Tournament, aligns facilities with tournament needs.
- Mississauga: Collaborates with over 100 Community and Local Sport Organizations (CSOs/LSOs) through the Community Group Support Program. The City supports these organizations by providing facility access, governance guidance, and financial assistance (e.g., Active Assist). The Mississauga Sports Council acts as a key partner, fostering collaboration and alignment between the City and sport organizations.
- London: Attracts competitions through Tourism London, balancing community and elite needs.

Aurora can develop a sport tourism strategy that leverages its existing facilities to attract regional, national, and international tournaments. By aligning hosting strategies with federal and provincial grants, the Town can secure funding to offset costs and maximize the economic and social benefits of events.

Aurora could also adopt tools like the STEAM model to assess the economic impact of tournaments and justify further investments in sport tourism infrastructure. Partnering with economic development, tourism boards, and local education institutions can enhance offerings and attract diverse events. Ensuring facilities meet tournament needs—such as seating, parking, and amenities—will position Aurora as a premier host for sport tourism.

Leading Practices	How Aurora can Apply these Leading Practices
<p>Youth and Grassroots Sport Support</p> <ul style="list-style-type: none"> • Affordable Access to Sport: The City addresses financial barriers by offering subsidized programs and equipment for youth and families in need. • Emerging Sports Development: Focused efforts are made to foster new sports, like pickleball and disc golf, in response to growing local demand. <p>In Practice:</p> <ul style="list-style-type: none"> • London: The "Play Your Way" program offers subsidies to families, enabling children and youth to participate in recreation programs. This complements London's "Act-i-Pass" initiative, which provides free recreation access to Grade 5 students. • Mississauga: The "Active Assist" program offers financial assistance to residents, promoting participation in sports and recreation. The city has also partnered with Canadian Tire's Jumpstart program and introduced the "Wal-Mart at Play" initiative, providing free or low-cost sports programs to youth. • Brantford: The "Can We Help" program offers subsidies to families in need for youth recreation programs. Additionally, the city collaborates with regional partners through "Active Grand" to promote affordable recreation access. 	<p>Aurora can enhance affordable access to sports by collaborating with both national bodies (e.g., Jumpstart, True Sport) as well as local organizations (e.g., Chamber of Commerce, local businesses) to provide subsidies, equipment, and fee assistance for youth and families facing financial barriers. This ensures equitable participation opportunities across the community.</p> <p>By investing in grassroots sport development, Aurora can foster a culture of inclusivity and lifelong participation, helping to engage youth while nurturing a pipeline of future athletes.</p>

Leading Practices	How Aurora can Apply these Leading Practices
<p>Data-Driven Planning</p> <ul style="list-style-type: none"> • Geographic Information System (GIS) Analysis: Windsor uses GIS to assess the distribution of recreational facilities, identifying gaps and areas for improvement. • Performance Metrics: Establishing measurable goals helps evaluate the success of sports initiatives and ensures continuous improvement. <p>In Practice:</p> <ul style="list-style-type: none"> • Windsor: Uses GIS tools to assess facility distribution and gaps. • London: Analyzes demographic and participation trends to guide investments. • Mississauga: Tracks performance metrics to measure program success and align with community needs. • Brantford: Actively developing a Sport Fields and Courts Strategy that explores the types and distribution of sport and recreation facilities throughout the city. 	<p>Aurora can leverage Geographic Information System (GIS) tools to analyze the distribution of sports facilities and identify gaps in accessibility or areas requiring additional resources. Furthermore, a detailed review and analysis of the types of parks and sport facilities in the Town, paired with any potential utilization data (e.g., based on permits) can help to identify priorities for future infrastructure development. This data-driven approach will help ensure equitable access to recreational spaces across the community.</p> <p>The Town can also establish performance metrics to evaluate the success of sports initiatives, such as participation rates, facility utilization, and community satisfaction. Regularly monitoring and reporting on these metrics will support continuous improvement, align investments with community needs, and provide evidence for future funding or development priorities.</p>
<p>Collaboration with Community Partners</p> <ul style="list-style-type: none"> • Leased Facility Spaces: Windsor leases facility spaces to community partners like private schools, maximizing utility and generating additional revenue. <p>In Practice</p> <ul style="list-style-type: none"> • Windsor: Leases spaces to community partners like private schools to increase utility and revenue. • Markham: Collaborates with private organizations and groups to share spaces for recreation. • London: Co-locates facilities with schools and non-profits to expand access. 	<p>Aurora can explore leasing facility spaces to community partners, such as private schools or non-profit organizations, to maximize utilization and generate additional revenue. This ensures there is a resident tenant who can use the spaces during non-peak hours. These partnerships can also support shared programming, reduce operating costs, and expand access to recreational opportunities for residents.</p>

Leading Practices	How Aurora can Apply these Leading Practices
<p>Emphasis on Multi-Sport Programming</p> <ul style="list-style-type: none"> • Sport Diversification: Windsor supports multi-sport programs to improve athlete development and reduce burnout in youth sports. <p>In Practice:</p> <ul style="list-style-type: none"> • Markham: Embeds multi-sport practices in "Markham in Motion." • London: Leverages the CS4L framework to provide diverse multi-sport opportunities. 	<p>Aurora can promote multi-sport programming by collaborating with LSOs to design programs that encourage youth to participate in multiple sports throughout the year. This approach helps improve skill development, reduce the risk of burnout, and foster long-term engagement in physical activity. The Town could also host multi-sport clinics or events to introduce youth to diverse activities, ensuring programming aligns with community interests and available facilities. Additionally, partnering with LSOs and CSOs can have them identify sports that are mutually reinforcing in off-seasons, so that there can be cross pollination and growth of local sports.</p>

7.3 National Values-Based Sport Bodies

This section provides an overview of the commonalities and differences between some of the leading national values-based sports bodies in Canada. This is designed to provide some background information that will enable the Town of Aurora to then determine if there are any specific aspects they wish to more fully embed within its own sport landscape. In particular, the Optimus SBR team reviewed three bodies: Sport for Life, True Sport, and Participation.

Org.	Mission	Focus Area	Key Programs and initiatives	Similarities	Differences	Benefits to the Town in Adopting a Values-Based Approach to Sport
True Sport	To promote values-based and principle-driven sport to instill character in individuals and build strong communities.	Ethical competition, inclusion, community impact.	<ul style="list-style-type: none"> • True Sport Principles: A framework of seven core values (Go For It, Play Fair, Respect Others, Keep It Fun, Stay Healthy, Include Everyone, Give Back) • Jr. True Sport Champions Program: Trains and engages youth to become advocates for True Sport values in their communities. • Educational Resources: Provides coaches, parents, and athletes with tools and resources to foster a positive and values-based sport environment. 	Focus on character development and values in sport	Primarily focused on youth sport and athlete development	Improved Youth Development, Reduced Pressure, Increased Participation, Enhanced Community Spirit, Improved Physical and Mental Health Improved Youth Development: Fosters crucial life skills such as teamwork, leadership, resilience, respect, and sportsmanship in young athletes. Reduced Pressure: Creates a less pressure-cooker environment for young athletes,

Org.	Mission	Focus Area	Key Programs and initiatives	Similarities	Differences	Benefits to the Town in Adopting a Values-Based Approach to Sport
						<p>minimizing anxiety and burnout.</p> <p>Increased Participation: Encourages greater participation in sports and physical activity by creating a more welcoming and inclusive environment for all athletes, regardless of skill level, background, or ability.</p> <p>Enhanced Community Spirit: Promotes a sense of community and shared values among residents through shared experiences in sports. Fosters stronger bonds and a greater sense of belonging within the community. Cultivates positive role models for younger generations</p>

Org.	Mission	Focus Area	Key Programs and initiatives	Similarities	Differences	Benefits to the Town in Adopting a Values-Based Approach to Sport
						<p>through coaches and athletes who embody True Sport values.</p> <p>Improved Physical and Mental Health:</p> <p>Fosters a love of physical activity that can translate into healthy habits throughout life, reducing the risk of chronic diseases. Provides a healthy outlet for stress and improves mental well-being.</p>

Sport for Life	To increase sport's contribution to Canadian society by promoting each child's healthy and logical development in a sport or physical activity.	Physical literacy, long-term athlete development, quality sport programming	<ul style="list-style-type: none"> • Long-Term Development Framework: A multi-stage pathway guiding individuals' experience in sport and physical activity. • Physical Literacy Resources: Tools and guides to develop physical literacy across various environments. • Community Projects: Initiatives aimed at enhancing sport and physical activity at the community level 	Emphasis on long-term athlete development and physical literacy	Broader scope, encompassing all stages of life and various levels of participation	<p>Improved Youth Development: Fosters positive character traits like teamwork, leadership, resilience, and respect in young athletes.</p> <p>Enhanced Physical and Mental Health: Promotes healthy lifestyles and well-being by encouraging physical activity and skill development. Increased</p> <p>Participation: Creates a more inclusive and welcoming environment for all athletes, regardless of their skill level or background.</p> <p>Community Building: Strengthens community bonds by providing opportunities for people of all ages to participate in sport and physical activity.</p>
-----------------------	---	---	---	---	--	---

Org.	Mission	Focus Area	Key Programs and initiatives	Similarities	Differences	Benefits to the Town in Adopting a Values-Based Approach to Sport
ParticipACTION	To encourage Canadians to lead active lifestyles and make physical activity a vital part of their everyday lives	Physical activity promotion, public awareness, community engagement.	<ul style="list-style-type: none"> • Community Challenge: A national competition that encourages communities to get active and improve their overall well-being. • School Programs: Programs that promote physical activity and healthy eating habits in schools. • Social Marketing Campaigns: Creative campaigns to raise awareness about the importance of physical activity and inspire Canadians to be more active. 	Broader focus on general physical activity and public health	Improved Youth Development, Reduced Pressure, Increased Participation, Enhanced Community Spirit, Improved Physical and Mental Health	<p>Improved Public Health: Contributes to a healthier population by increasing physical activity levels and reducing chronic disease risks.</p> <p>Enhanced Quality of Life: Improves the overall well-being of residents by promoting an active and healthy lifestyle.</p> <p>Economic Benefits: Can boost local economies by attracting tourism, supporting local businesses, and creating jobs in the sports and recreation sector.</p> <p>Community Development: Fosters a sense of community and social cohesion.</p>



<https://aurora.ca>



info@aurora.ca



Aurora Town Hall
100 John West Way, Box 1000
Aurora, Ontario, L4G 6J1



AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 1: Leadership Development and Volunteer Support	<ul style="list-style-type: none"> We will support the development of strong, inclusive leadership across the Aurora sport landscape. We will provide training that helps grow the skills and capacity of LSO leaders, supporting the adoption of sport across all segments of the Town's residents. We will provide administrative support and mentorship to LSOs to support long-term growth and appropriate decision-making. 				
Expected Outcome	Strategic Initiatives	Short Term	Medium Term	Long Term	Owner
<ul style="list-style-type: none"> Increased diversity and representation in LSO leadership and across Aurora sport landscape LSO leader training that supports the growing needs in sport across all segments of Aurora residents LSO leaders equipped with tools and templates that support long-term administrative function and decision making 	1.1. Identify, source, and help provide community sport leadership training for all LSO leaders, including under-resourced and under-represented groups.	<ul style="list-style-type: none"> Identify any known trainings that LSOs receive from PSO/NSO bodies (i.e., required trainings for certification of coaches) Stratify LSOs (e.g., sport-based, facility-based, age-based) and ask what topics want to learn Identify core themes from LSO engagement Search online/within a list of trusted advisory trainers who offer programs that align with identified themes For those items that the Town cannot find offered by providers, or feel they have the necessary time, skillsets, and bandwidth internally, create education program frameworks Create an education program that outlines the topics of training, when they will be offered, the medium by which they will be offered, etc. <ul style="list-style-type: none"> Note: This training program can be seen as similar to a post-secondary course syllabus – identifying core topics, speakers, approximate duration, and providing a calendar of when these would be offered. Publicize the training program to all LSOs Develop a method to solicit feedback post training for all participants to share insights with the Town. 	<ul style="list-style-type: none"> Conduct training activities in a systematic and structured manner For each training provided, create an evaluation questionnaire where LSOs are asked to determine how well the training aligned with expectations/needs Make tweaks to the trainings offered based on the feedback received Continue to roll out trainings in a systematic manner in which topics build upon one another Examine feasibility and interest for knowledge sharing of leading practices across LSOs/CSOs led by LSOs/CSOs. 	<ul style="list-style-type: none"> Continue evaluation of trainings provided, ensuring that these are appropriate and meeting the needs of LSOs Engage LSOs to identify other trainings that would be desired in the future 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 1: Leadership Development and Volunteer Support	<ul style="list-style-type: none"> We will support the development of strong, inclusive leadership across the Aurora sport landscape. We will provide training that helps grow the skills and capacity of LSO leaders, supporting the adoption of sport across all segments of the Town's residents. We will provide administrative support and mentorship to LSOs to support long-term growth and appropriate decision-making. 				
Expected Outcome	Strategic Initiatives	Short Term	Medium Term	Long Term	Owner
	1.2. Support the creation of leadership empowerment programming for those groups not traditionally represented in sport leadership	<ul style="list-style-type: none"> Consult with LSO leadership to understand how under represented groups are currently being engaged Develop a consolidated list of known under-represented/under-resourced communities in Aurora Identify marginalized communities to be engaged For each group identified determine if there is a contact/engagement lead known to the Town For each group, determine if there have been successful engagement approaches used in the past. If not, new/alternative communication modalities are required Conduct consultations (e.g., focus groups, surveys, or interviews) with members of under represented groups to confirm/further identify barriers to sport participation and leadership and identify needs and aspirations Refine engagement as required (e.g., due to language, cultural, and contextual barriers) Analyze collected data to identify themes, gaps, and opportunities for empowerment programming Use findings to inform the development of core concepts/ideas for leadership empowerment programming 	<ul style="list-style-type: none"> Test core concepts/ideas with LSO leadership and leaders of identified groups for feedback Develop (or source) pilot leadership empowerment programming Consult with LSO leadership and leaders of identified groups to ensure program relevance Pilot leadership empowerment programming with a group representative of target populations Incorporate surveys or focus groups to evaluate the pilot's effectiveness and areas for improvement Refine leadership empowerment programming based on feedback Develop inclusive outreach campaign 	<ul style="list-style-type: none"> Launch outreach campaign for the leadership empowerment programming Fully launch the empowerment program Use evaluation data to refine the program and keep it aligned with evolving community needs Continue to build partnership and network of alumni participants to foster ongoing collaboration and mentorship 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 1: Leadership Development and Volunteer Support	<ul style="list-style-type: none"> We will support the development of strong, inclusive leadership across the Aurora sport landscape. We will provide training that helps grow the skills and capacity of LSO leaders, supporting the adoption of sport across all segments of the Town's residents. We will provide administrative support and mentorship to LSOs to support long-term growth and appropriate decision-making. 				
Expected Outcome	Strategic Initiatives	Short Term	Medium Term	Long Term	Owner
	1.3. Create and provide administrative support tools and templates for LSOs to support leadership with operations and governance	<ul style="list-style-type: none"> Consult with LSOs to gather and inventory current tools and templates Conduct a needs assessment to understand administrative challenges as they relate to operations and governance via surveys, focus groups, or interviews with LSO leaders Based on feedback, determine administrative support tools and requirements for usability Create a prioritized list of tools and templates that the Town will help to develop 	<ul style="list-style-type: none"> Develop the first batch of tools and templates for administrative support that meet requirements and usability Pilot administrative support tools and templates with LSOs Collect feedback on administrative support tools and templates Refine administrative support tools and templates 	<ul style="list-style-type: none"> Roll out finalized tools and templates to all LSOs accompanied with training sessions and user guides Continue to develop tools and templates on the prioritized list Provide mechanism for feedback to ensure relevance and refinement of tools and templates Begin engagement again to identify any issues/challenges 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 2: Sport Participant Engagement	<ul style="list-style-type: none"> We will reduce barriers to sport participation across all ages, abilities, and backgrounds. We will support the development of flexible and inclusive programming to increase engagement across all the Town's residents. We will collaborate with our LSO partners to foster an environment that attracts lifelong engagement in sport. 				
Expected Outcome	Strategic Initiatives	Short Term	Medium Term	Long Term	Owner
<ul style="list-style-type: none"> Foster a vibrant and inclusive sport landscape where everyone in Aurora has the opportunity to participate as they wish Reduce barriers for entry into sport while consistently reviewing leading practices. Partnerships with LSOs that ensure a range of programming for differing abilities, ages, and other individual factors that fosters a broad base of participation in sport from all in our community 	2.1 Identify and create opportunities for feedback to pinpoint the most prominent barriers to enter sport in Aurora, across various resident and participant groups	<ul style="list-style-type: none"> Develop a listing of all the barriers that are known and understood today Identify leads for various resident, LSO, and participant groups who are willing to be further engaged on this topic Determine the most appropriate feedback channels that could be used for each group to gain immediate feedback (note: ideally focused on small group or individual-level engagement to gain richer feedback as opposed to broad-based surveys) Determine if other engagement methods should be considered for longitudinal and/or point-in-time engagement Begin the engagement process with specific sub-groups, making detailed notes about where the Town can enhance its offerings vs. the offerings of LSO partners Use feedback to create a comprehensive listing of the various barriers that groups face 	<ul style="list-style-type: none"> With the various barriers identified, create proposed solutions that may positively impact/reduce the prevalence of barriers Test potential solutions with leads of various groups prior to piloting Select a sub-set of possible solutions and begin pilot projects, carefully measuring the impact of interventions to enhance sport participation for groups Make refinements to pilot options prior to full implementation. <ul style="list-style-type: none"> Note: there may be instances where interventions have no real impact on sport participant engagement. In these instances, the Town should strongly consider the benefits of implementation vs. scrapping this intervention Continue consistent engagement (e.g. twice a year) with various sub-groups to gauge how interventions are supporting engagement and/or the identification of emerging barriers that should be addressed in the future 	<ul style="list-style-type: none"> Continue the process of identifying barriers, developing potential interventions, testing these with key stakeholders/partners, piloting solutions, and broader implementation Review updated sport participant engagement demographic data to understand if new groups are seeing unforeseen barriers to sport engagement 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 2: Sport Participant Engagement	<ul style="list-style-type: none"> We will reduce barriers to sport participation across all ages, abilities, and backgrounds. We will support the development of flexible and inclusive programming to increase engagement across all the Town's residents. We will collaborate with our LSO partners to foster an environment that attracts lifelong engagement in sport. 				
Expected Outcome	Strategic Initiatives	Short Term	Medium Term	Long Term	Owner
	2.2 Collaborate with LSOs and community partners to trial new flexible programming options	<ul style="list-style-type: none"> Select a sub-set of sports where there are possible opportunities to implement flexible programming (i.e., starting with a smaller, controlled group) Work with LSO partners to identify if/how there are potential ways that flexible programming options could be employed (e.g., drop-in programming, shifting program times, increased Town-subsidized opportunities, etc.) Identify pockets of time in the Town's holdings where alternative/flexible programming could be offered to LSOs/the community Once timeslots are identified, identify LSO partners for the Town to work with and trial new flexible programming options, updating the service agreements between the LSOs and the Town to create a longer timeline whereby flexible programming can be trialed Develop plan to trial up to two (2) flexible programming models with up to five (5) LSOs, setting unique structures, frameworks, timelines, and evaluation criteria for each programming model 	<ul style="list-style-type: none"> Trial the two programming options with the specific LSOs <ul style="list-style-type: none"> The Town will likely need to provide the LSOs with increased marketing and promotional support, so that those groups who are requesting flexible programming options are made aware of these offerings Evaluate each programming model against its own unique evaluation criteria, ensuring there is a clear understanding of what would be considered "success" or "significant impact" vs. where the investment does not produce positive impacts Review the outcomes of each programming model to determine if/how these can be maintained, scaled, or rolled out to other sports/LSOs Review the outcomes of unsuccessful programming models to determine if/where there are changes that could or should be considered or if the idea should be dismissed for future plans Where possible and appropriate begin planning for broader rollout of successful interventions 	<ul style="list-style-type: none"> Make successful interventions permanent (or semi-permanent, dependent upon the intention of the intervention) Identify new LSOs and sports where potential flexible programming options could be considered Follow a similar process with new sports/LSOs Ensure continuous evaluation to stop those interventions that are not beneficial for the Town 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 2: Sport Participant Engagement	<ul style="list-style-type: none"> We will reduce barriers to sport participation across all ages, abilities, and backgrounds. We will support the development of flexible and inclusive programming to increase engagement across all the Town's residents. We will collaborate with our LSO partners to foster an environment that attracts lifelong engagement in sport. 				
Expected Outcome	Strategic Initiatives	Short Term	Medium Term	Long Term	Owner
	2.3 Develop a Comprehensive Communications Strategy to increase sport participation	<ul style="list-style-type: none"> Identify the objectives for and boundaries of a Communications Strategy, ensuring there is a unique and realistic purpose Identify an owner for the Communications Strategy who will have ultimate carriage over the contents, initiatives, and execution If required, procure third party support to create the Communications Strategy. If this will be created internally, begin the Strategy development process Agree upon a Vision and the areas of focus for the Strategy Identify if/how existing content and activities of the Town already align with the Strategy's particulars 	<ul style="list-style-type: none"> Identify where the Strategy's focus areas align with other Town Strategies and/or content (e.g., if there are areas where greater Communication can improve sport participant engagement, or leadership development) Begin implementation of the Strategy, identifying target events/activities that the Town should begin moving towards in a more expedited manner (e.g., Rowan's Law Day, Women in Sport Celebration Weekend) Continue broader Strategy implementation, working with Town resources, LSO partners, and Community Partners to ensure content aligns with needs/goals 	<ul style="list-style-type: none"> Conduct a retrospective review of the Communications Strategy Activities completed to date to determine if/how these are positively impacting the Aurora landscape Implement mid-Strategy course corrections that you feel are absolutely required Finish the activities associated with this round of the Strategy and begin development of future Communications Strategy iterations 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 3: Community Sport Sustainability	<ul style="list-style-type: none"> • We will ensure long-term sustainability of LSOs by partnering to refine and enhance governance structures and support for volunteers. • We will continuously identify new and innovative partnerships that will provide LSOs with the support they need to grow the sport landscape of the Town. • We will provide resources that support the leadership of LSOs as it relates to financial and administrative requirements to reduce burden and burnout for volunteers. 				
Expected Outcome	Strategic Initiatives	Short Term	Medium Term	Long Term	Owner
<ul style="list-style-type: none"> • Improved, sustainable, and effective governance structures and volunteer support • Collaborations that provide LSOs with resources and opportunities to expand and enhance the sport landscape • Offer financial and administrative resources that help reduce burden and burnout on LSO leadership 	3.1 Develop a governance training program in collaboration with LSOs	<ul style="list-style-type: none"> • Develop a framework for what a governance training program could include, developed at a relatively high-level, specifically focusing only on topics and learning goals. • Once a framework is developed, provide LSOs the opportunity to review key topics and offer any suggestions prior to building out the training program in greater detail. • Once validated by the LSO community, develop a more detailed governance training program, building on the framework to include greater detail on each training provided, a calendar of trainings for the first 2 modules, and for Town staff, an overview of how trainings will be conducted and the materials needed for success. 	<ul style="list-style-type: none"> • Develop the first two modules of the governance training program and trial these with internal Town staff first, ensuring that the programs are sufficiently detailed and the processes and structures are effective at conveying the appropriate messages. • Select a small number of initial governance items and conduct a pilot project where LSOs are invited and the effectiveness of training is evaluated • Review the participation of LSOs in training and the feedback received by LSOs and refine training program as required 	<ul style="list-style-type: none"> • Launch the governance training program broadly to LSOs within Aurora • Refine as needed to ensure long-term viability and relevance of governance program training 	•
	3.2 Create an online, self-serve resource hub for LSOs and community partners that will support the operations of organizations	<ul style="list-style-type: none"> • Engage with LSOs, community partners, and Town staff to identify needs and expectations of the Resource Hub • Create resource categories (e.g., governance tools, financial tools, leadership trainings, etc.) and the types of resources that might fall under them (e.g., videos, templates, tools, guides, links to other sites, etc.) 	<ul style="list-style-type: none"> • Begin outreach to website developers, or leverage internal municipal resources, to create a resource hub that aligns with the primary goals and requirements • Concurrent to the development of the website, begin sourcing and developing tools and templates that align with needs identified in the previous activities • Share an early version of the Resource Hub with targeted LSOs, Community Partners, and Town staff • Collect feedback from users and incorporate to optimize features and address gaps 	<ul style="list-style-type: none"> • Roll out Resource Hub with a communication campaign • Provide training sessions and onboard support for users • Monitor use analytics (e.g., resource downloads, user engagement metrics) and feedback mechanisms to assess effectiveness • Continue to make refinements and updates as required 	•

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 4: Sport Tourism	<ul style="list-style-type: none"> We will work with our partners to establish Aurora as a vibrant sports tourism destination that will provide economic benefits and community engagement for all o We will identify opportunities to attract sporting events together with our LSOs. We will do our best to use our facilities to their highest and best purpose in service of residents and visitors. 				
Expected Outcomes	Strategic Initiatives	Tactical Activities Year 1-2	Tactical Activities Year 3-4	Tactical Activities Years 5+	Owner
<ul style="list-style-type: none"> Alignment with a national body who can help to elevate the status of sport in Aurora Enhanced use of local facilities in a manner that ensures we actively display Aurora to visitors. Ability to effectively partner with our local community to enhance the scale and scope of sport tourism opportunities. A structured and repeatable process for reviewing and approving sport tourism opportunities 	4.1 Develop a structured review process to help determine and examine potential sport tourism opportunities	<ul style="list-style-type: none"> Ensure a common definition and understanding for what “sport tourism opportunity” means for the Town of Aurora Identify the specific factors (qualitative and quantitative) that the Town believes would be important to know and consider in advance of any potential decisions on a Go/No-Go decision on a sport tourism opportunity <ul style="list-style-type: none"> As an example, items such as length of opportunity (e.g., day, weekend, week), quality and suitability of existing Aurora facilities, availability of Aurora facilities, expected number of participants, expected economic impact, impact to local community/LSO facility usage, etc. With a full list of factors identified, identify the types of indicators for each factor that would be seen positively or negatively Test the list and factors with Town staff and LSO partners to ensure this is a comprehensive and fair list of indicators Identify a potential sport tourism opportunity that the Town would normally host and apply the criteria Review the outputs of the initial test of the factors to determine if the assumed response (i.e., Go) is aligned with the suggested test response 	<ul style="list-style-type: none"> Make tweaks as necessary to the factors, dependent upon the outcomes of the initial test Ensure alignment on the updated suite of criteria and begin application of the review process to future opportunities Consistently review and apply the factors to ensure maximum fit in the Town’s operating environment 	<ul style="list-style-type: none"> Continue the application of the review process, instituting changes and tweaks as necessary 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 4: Sport Tourism	<ul style="list-style-type: none"> We will work with our partners to establish Aurora as a vibrant sports tourism destination that will provide economic benefits and community engagement for all o We will identify opportunities to attract sporting events together with our LSOs. We will do our best to use our facilities to their highest and best purpose in service of residents and visitors. 				
Expected Outcomes	Strategic Initiatives	Tactical Activities Year 1-2	Tactical Activities Year 3-4	Tactical Activities Years 5+	Owner
	4.2 Build a partnership with a national leader(s) in values-based sport to ensure a positive experience and enhance Aurora's exposure across the sport tourism landscape	<ul style="list-style-type: none"> Identify potential national-level partners that focus on values-based sport that align with the Town's current and desired sport ethos (e.g., True Sport, Participaction) Reach out to possible partners to discuss the scope and scale of potential partnership opportunities Select the partner the Town feels most aligns with current and future goals/opportunities Begin development of a work plan for how this partnership could be implemented in Aurora, focusing both on specific Sport Tourism opportunities as well as opportunities broadly Identify quick wins and ideally execute these in relatively short order (i.e., before the end of year 2) 	<ul style="list-style-type: none"> Begin execution of key partnership opportunities that are longer-term builds/opportunities (e.g., if there are facilities changes, updates, etc.) Create marketing material with the partner body that will help to promote Aurora as a values-based partner Identify longer-term goals for sport tourism and set key accountabilities with the partner to encourage future sport tourism growth 	<ul style="list-style-type: none"> Evaluate the partnership and determine if/how changes should be made in the future to drive the growth of values-based sport in Aurora, as well as the sport tourism landscape Make any changes to the partnership model, as required Continue to identify and implement new opportunities together 	<ul style="list-style-type: none">

AURORA SPORT PLAN - ACTION PLAN

VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.



Pillar 4: Sport Tourism	<ul style="list-style-type: none"> We will work with our partners to establish Aurora as a vibrant sports tourism destination that will provide economic benefits and community engagement for all o We will identify opportunities to attract sporting events together with our LSOs. We will do our best to use our facilities to their highest and best purpose in service of residents and visitors. 				
Expected Outcomes	Strategic Initiatives	Tactical Activities Year 1-2	Tactical Activities Year 3-4	Tactical Activities Years 5+	Owner
	4.3 Engage other Community Partners to identify if/how they can support one-off or continuous sport tourism opportunities	<ul style="list-style-type: none"> Engage with the Economic Development team to understand the most recent conversations that have taken place regarding Community Partners and desire to host/sponsor events, including sport tourism opportunities. Based on the results from the Economic Development team, begin discussions with Community Partners (e.g., the Chamber of Commerce), building on any discussions they have had with the Economic Development team regarding partnerships for sport tourism opportunities Create a list of partners willing to engage on this topic, and define the type and level of support they are able to contribute (e.g., financial supports, marketing, outreach, etc.) Create a team structure in which the Town of Aurora, Community Partner, and a single/small group of LSOs work together to support a single sport tourism opportunity, as an initial pilot project Work with other Town supports as necessary to host and execute a single pilot where Community Partners have a meaningful role in the planning and execution of a sport tourism activity Debrief on lessons learned 	<ul style="list-style-type: none"> Dependent upon the results of the first pilot, work with the team to implement necessary changes in structures Go back out to the Partner community and publicize the joint initiative, identifying the event, the role of each partner, and the positive impact it had overall – use this as a recruitment tool to gain greater support from a broader swath of partners Identify future sport tourism events and apply the updated structure/lessons learned 	<ul style="list-style-type: none"> Continue this process of working with Community Partners on a project-by-project basis, ensuring that there is enough structure to ensure a win-win scenario for all involved Continuously evaluate the structures to ensure that the partnerships continue to be fruitful, and if they are seen as not being mutually beneficial, determine if/how this initiative is either enhanced or sunsetted. 	<ul style="list-style-type: none">



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

Town of Aurora

Committee of the Whole Report

No. CS25-009

Subject: Periodic Report from the Integrity Commissioner

Prepared by: Michael de Rond, Town Clerk

Department: Corporate Services

Date: May 13, 2025

Recommendation

1. That Report No. CS25-009 be received for information.

Executive Summary

Attached to this report is the Periodic Report of the Town's Integrity Commissioner. The report covers their work for the Town between June 2023 and May 2025.

Background

Council appointed Principles Integrity to the role of Integrity Commissioner for the Town in December 2018. The attached report provides information regarding their role and the work they have done over the last two years.

Analysis

See attached report

Advisory Committee Review

None

Legal Considerations

The terms of the agreement entered into with the Town's Integrity Commissioner requires the Integrity Commissioner to provide a periodic report to Council.

Financial Implications

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

Communications Considerations

None

Climate Change Considerations

None

Link to Strategic Plan

Integrity Commissioners serve as an independent resource, coach, and guide, focused on enhancing the municipality's ethical culture which promotes the strategic goal of good governance.

Alternative(s) to the Recommendation

1. Council provide direction

Conclusions

None

Attachments

Attachment 1 – Periodic Report of the Integrity Commissioner

Previous Reports

[CS23-042 – Periodic Report of the Integrity Commissioner](#)

Pre-submission Review

Agenda Management Team review via email on April 30, 2025

May 13, 2025

3 of 3

Report No. CS25-009

Approvals

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

Approved by Doug Nadorozny, Chief Administrative Officer

May 1, 2025

Integrity Commissioner's Periodic Report
Town of Aurora

The purpose of an Integrity Commissioner's periodic report is to provide the public with the opportunity to understand the ethical well-being of the Town's elected and appointed officials through the lens of our activities. Principles *Integrity* is pleased to submit this report, covering the period from June 1, 2023, the date of our last report, through April 30, 2025.

About Us:

Principles *Integrity* is a partnership focused on accountability and governance matters for municipalities. Principles *Integrity* currently serves as Integrity Commissioner (and as Lobbyist Registrar/Closed Meeting Investigator/Municipal Ombudsman for some clients) in over 60 Ontario municipalities and other public bodies.

The Role of Integrity Commissioner, Generally:

An Integrity Commissioner's statutory role is to carry out, in an independent manner, the following functions:

- Advice on ethical policy development
- Education on matters relating to ethical behaviour
- Providing on request, advice and opinions to Council, members of Council and members of Local Boards
- Providing a mechanism to receive inquiries (often referred to as 'complaints') which allege a breach of ethical responsibilities
- Resolving complaints informally, where appropriate, and
- Investigating, reporting and making recommendations to Council on those complaints that cannot be resolved informally, while being guided by Council's codes, policies and protocols.

This might contrast with the popular yet incorrect view that the role of the Integrity Commissioner is primarily to hold elected officials to account; to investigate alleged transgressions and to recommend 'punishment'. The better view is that Integrity Commissioners serve as an independent resource, coach, and guide, focused on enhancing the municipality's ethical culture.

The operating philosophy of Principles *Integrity* recites this perspective. We believe there is one overarching objective for a municipality in appointing an Integrity Commissioner, and that is to raise the public's perception that its elected and appointed officials conduct themselves with integrity:

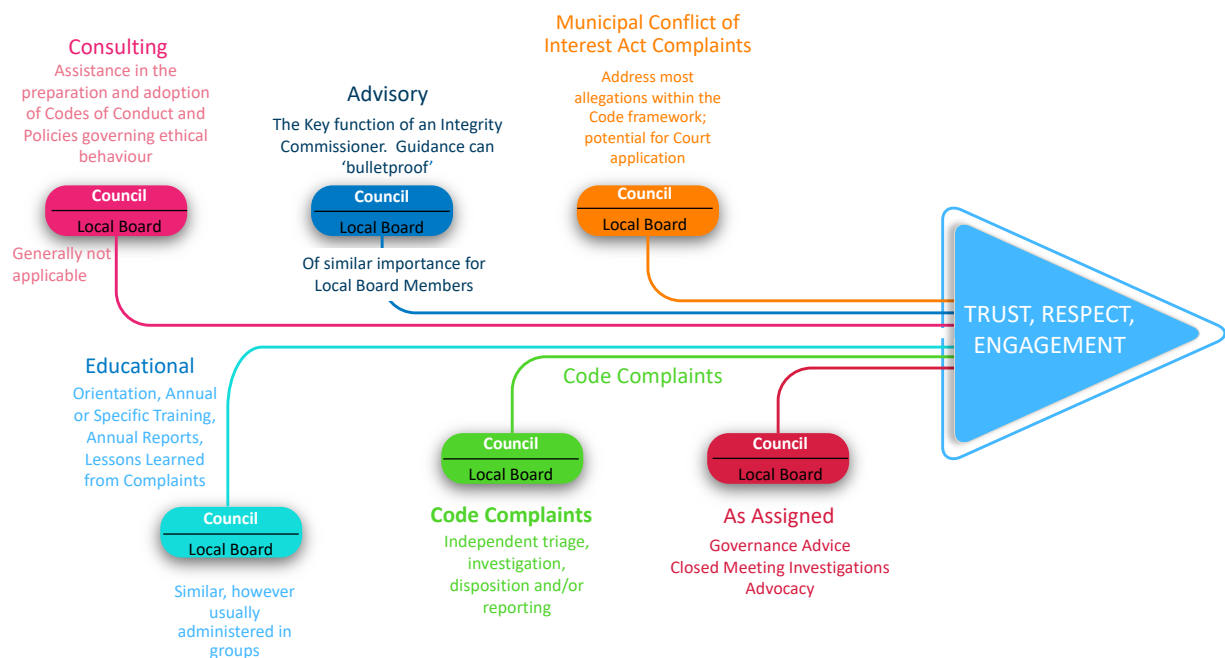
The perception that a community's elected representatives are operating with integrity

Principles *Integrity*

is the glue which sustains local democracy. We live in a time when citizens are skeptical of their elected representatives at all levels. The overarching objective in appointing an Integrity Commissioner is to ensure the existence of robust and effective policies, procedures, and mechanisms that enhance the citizen's perception that their Council (and local boards) meet established ethical standards and where they do not, there exists a review mechanism that serves the public interest.

The practical effect of achieving this objective is an increase in trust, respect and engagement in local and upper tier affairs.

In carrying out our broad functions, the role falls into two principal areas. 'Municipal Act' functions, focused on codes of conduct and other policies relating to ethical behaviour, and 'MCIA' or *Municipal Conflict of Interest Act* functions. From an activity perspective, an Integrity Commissioner's role can be depicted this way:



The emphasis of Principles *Integrity* is to help municipalities enhance their ethical foundations and reputations through the drafting of effective codes of conduct and other policies governing ethical behaviour, to provide meaningful education related to such policies, and to provide pragmatic binding advice to Members seeking clarification on ethical issues. As noted in the graphic, we believe that the support we give to Members of Council increases the public's perception of them, which in turn leads to greater trust, respect and engagement.

Because the development of policy and the provision of education and advice is not in every case a full solution, the broad role of the Integrity Commissioner includes the function of seeking and facilitating resolutions when allegations of ethical transgressions are made, and,

Principles *Integrity*

where it is appropriate and in the public interest to do so, conducting and reporting on formal investigations. This in our view is best seen as a residual and not primary role.

Confidentiality:

Much of the work of an Integrity Commissioner is done under a cloak of confidentiality. While in most cases secrecy is required by statute, the promise of confidentiality also encourages full disclosure by the people who engage with us. We maintain the discretion to release confidential information when it is necessary to do so for the purposes of a public report, but those disclosures would be limited and rare.

Town of Aurora Activity:

During the period covered by this report, we have been engaged in a moderate level of activity as Integrity Commissioner for the Town of Aurora which subdivides roughly into three categories:

1. Policy Development and Education

During the period covered by this report we provided policy guidance and advice in regard to Strong Mayor Powers and with respect to the development of a Social Media Policy.

2. Advice

The advice function of the Integrity Commissioner is available to all Members of Council and where applicable their staff and Members of local boards on matters relating to the code of conduct, the *Municipal Conflict of Interest Act* and any other matter touching upon the ethical conduct of Members. Advice provided by the Integrity Commissioner is confidential and independent, and where all the relevant facts are disclosed, is binding upon the Integrity Commissioner.

Our advice is typically provided in a short Advice Memorandum which confirms all relevant facts and provides with clarity our analysis and a recommended course of action.

During the period covered by this report, we responded to seven (7) such requests for advice.

3. Complaint Investigation and Resolution

Our approach to reviewing complaints starts with a determination as to whether an inquiry to us is within our jurisdiction, is beyond a trifling matter, is not either frivolous or vexatious, and importantly, whether in its totality it is in the public interest to pursue. We always look to the possibility of informal resolution in favour of formal investigation and reporting. Once a formal investigation is commenced, the opportunity to seek informal resolution is not abandoned.

Where we are able to resolve a matter without concluding a formal investigation, our practice is to provide a written explanation in the form of a Disposition Letter to the complainant to close the matter. Often the respondent Member is involved in preliminary

Principles *Integrity*

fact-finding and will also be provided with a summary of the disposition.

Where formal investigations commence, they are conducted under the tenets of procedural fairness and Members are confidentially provided with the name of the Complainant when that information is necessary to enable them to respond to the allegations raised.

During the period covered by this report, we received seventeen (17) separate complaints, some of them naming multiple members of Council. The majority of these have been concluded with a disposition letter, without a report to Council. Three (3) matters are still ongoing.

When complaints are concluded without a public report, (for example, because no breach was substantiated or because a matter was able to be satisfactorily resolved) we do not disclose the details publicly. Each party – the complainant and the respondent(s) – receives a disposition letter containing a brief explanation as to why the matter was concluded without a report.

We can, however, share that several concerns that have been brought to our attention have arisen in regard to the use of social media.

Members who are active on social media should take care not to arbitrarily block others without notice or justification.

Other matters which were brought to our attention involved lack of diligent attendance at boards to which members have been appointed by Council; alleged conflicts of interest (where there were none) arising as a result of membership on other bodies; alleged procedural missteps at Council meetings (whereas an integrity commissioner will generally not intervene in Council's decisions interpreting or applying its own procedural by-law); and exercise of Strong Mayor Powers.

As Integrity Commissioner, we try to resist allowing the role to become weaponized.

Observations from across Ontario

With due regard to our obligation to maintain confidentiality, this report enables us to identify learning opportunities gleaned from our experience in municipalities across Ontario.

Disclosure of confidential information from closed meeting sessions

There have been some examples where elected or appointed officials fail to recognize the serious implications of disclosing confidential information, particularly information learned of through attendance in closed session.

A Member's obligation to maintain confidentiality is clear. They may not unilaterally decide to share confidential information, even if they believe the information should be publicly disclosed. This extends to releasing information even to their own legal counsel to obtain a 'second opinion'.

Principles *Integrity*

We treat this breach of ethical responsibility as breach of a cardinal rule, and if an allegation in this regard is proved to be true, it tends to attract a recommended sanction at the upper end of the prescribed range. Left unchecked, a confidentiality breach undermines not only Council's interests on the matter subject to the breach, but destroys the trust required of elected officials, and the staff that support them, to ensure that all relevant, and sensitive, information required to support the deliberation on a matter is freely supplied.

Non-disparagement

One area of prominence continues to be the failure of some Members of Council to adhere to rules against disparagement. Members of Council are entitled to, and indeed expected to, disagree on all manner of issues. However, one of the cornerstones to democracy must be the recognition that different opinions and perspectives are to be respected, and disagreement should not devolve into disrespect, disparagement and name-calling.

Disrespectful interactions and/treatment of others can fall along a continuum which may manifest as occasional incivility and micro-aggressions, but when unchecked can culminate in bullying and harassment. Members of Council should be mindful to treat each other, staff and the public with appropriate respect and professionalism at all times.

Some Members of Council hold a view was that they are entitled to their freely express their opinion, even if that includes disparagement of others, and so long as they share it via personal email, and not on the municipal server, they are not constrained by any rules around decorum. This is incorrect. Members are bound by the Code provisions of respectful and non-disparaging communication, whether sharing views on their own email, social media, or elsewhere.

Participation in social media discussions lends its own opportunity for attracting Code of Conduct complaints alleging disparagement. Members should be mindful that comments can be used or amplified in ways that bring municipal integrity into disrepute. It is important that Members be careful, accurate, and non-disparaging even as they attempt to offer what they see as a fair critique of municipal policy and actions. Municipal policy is advanced through the deliberations of Council and so wherever possible the focus should be on facilitating a discussion 'in the Chamber', and not in internet channels, so the general public, staff, and Council colleagues, can participate in the mechanisms through which a variety of important interests can be balanced and distilled into Council decisions made through democratic process.

Regardless of the medium, regardless of the intended audience, and regardless of motive, we have observed several instances where Members of Council in municipalities around the province have been found to have breached ethical standards by saying or recording things they have come to regret.

Recognizing and avoiding conflicts of interest

Recognizing and appropriately avoiding conflicts of interest when they might arise is the topic of most advice requests we receive. As confirmed by the Collingwood Judicial Inquiry

Principles *Integrity*

(November 2020) there can be a complex array of circumstances that can give rise to conflicts of interest, including those that though not covered by the *Municipal Conflict of Interest Act*, are nevertheless covered by the common law

In any event, obtaining clear and reliable advice from the Integrity Commissioner can help avoid costly and time-consuming investigations if there is any uncertainty about the application of the Rule.

Staying in your lane

One area of concern that continues to arise relates to members of Council overstepping their role, attempting to ‘take the reins’ to fix a constituent’s problem, or directing staff how to do their job. Members of Council serve an important role in putting constituents in touch with appropriate staff, and leading them to established processes, but it is important to strike the correct balance between guiding constituents and becoming their advocate.

It continues to be the case that elected officials attempt to inject themselves in quasi-judicial matters such as by-law enforcement, or with respect to insurance claims. While it is important for Council to retain an oversight role, and have the ability to monitor how its by-laws and programs affect the community, file-level interference by individual elected officials must be avoided.

Strong Mayor Powers

In municipalities subject to ‘stronger mayor powers¹’ the question arises as to whether a mayor with those powers can give direction to staff beyond the specific circumstances mentioned in the Act (essentially to carry out ‘Mayoral Decisions’ authorized by the Act, or to direct that staff conduct research and provide advice).

For non-‘stronger mayors’ and for stronger mayors exceeding their jurisdiction, inappropriate interference arises because of a misinterpretation of the *Municipal Act* provision which identifies the role of the Head of Council as ‘Chief Executive Officer’. This provision has led to confusion and, occasionally, overreach by Heads of Council in erroneously perceiving a role in leading the municipality’s administration. Elected officials – even Heads of Council – have no role in the day-to-day administration of municipal government unless specifically authorized by statute.

Failing to recognize this, stepping outside of their proper role as elected officials to ‘take the reins’ of administration, undermines staff and can be perceived as interfering with management. This overstepping of the proper role by Members, even Mayors, must be recognized as inappropriate under the Code of Conduct and the Council-Staff Relations Policy, both mandated under the *Municipal Act*.

¹ The recent amendments to the *Municipal Act* which provide designated mayors to make unilateral decisions with respect to municipal organization and prescribed provincial interests is neither indicative of non-designated mayors being ‘weak’, nor representative of the extensive powers American ‘strong mayors’ have, particularly in light of the role partisan politics plays in electing administrators there.

Principles *Integrity*

As always, obtaining clear and reliable advice can help avoid a costly and time-consuming investigation.

Provincial Review of Code of Conduct/Integrity Commissioner System

In December 2024, proposed amendments to the *Municipal Act* were introduced by the province in the form of Bill 241, titled '*An Act to amend the City of Toronto Act, 2006 and the Municipal Act, 2001 in relation to codes of conduct*'. (With the calling of the recent provincial election the Bill is no longer capable of adoption, although it signals the approach the government may take, having been returned to office.)

Code of Conduct development for various municipalities has been paused because the Bill contemplated a universal code of conduct for all municipalities in Ontario. No detail was provided with respect to the form or content of such a code, nor to the future role of the Integrity Commissioner of Ontario in developing training or in otherwise influencing the approach municipal integrity commissioners are to take in serving their client municipalities.² What the Bill did specify is a mechanism to remove elected officials from office. In our view the mechanism set out in the bill is lengthy, uncertain and expensive, and does not adequately deal with what might be done to achieve course correction while the process is underway, nor at the conclusion of a non-unanimous Council vote should the Integrity Commissioner of Ontario recommend that removal from office is appropriate.

That mechanism would be engaged, should a municipal integrity commissioner find after a complaint investigation:

1. The member has contravened the code of conduct.
2. The contravention is of a serious nature.
3. The member's conduct that is the subject of the inquiry has resulted in harm to the health, safety or well-being of any person.
4. The penalties set out in subsection 223.4 (5) [reprimand or suspension of pay] are insufficient to address the contravention or to ensure that the contravention is not repeated.

In such case, the municipal integrity commissioner would refer the matter to the Integrity Commissioner of Ontario who will conduct their own inquiry. Upon the completion of that inquiry the Integrity Commissioner of Ontario, if they agree the above criteria have been met, will report to the respective municipal council with a recommendation that the elected official be removed from office. Council must vote unanimously (the respondent elected official cannot vote and is not counted) in order to cause the member's seat to become vacant.

Regrettably the Bill represents a virtually single-minded approach to remedying the deficiencies of the current system by focusing on mechanisms leading to removal from office.

² It should be noted that the Integrity Commissioner of Ontario does not currently have any role in the administration of municipal code of conduct/integrity commissioner matters.

Principles *Integrity*

It is hoped that there will be more fulsome consultations, including with practicing municipal integrity commissioners, prior to any further legislative action.

Conclusion:

We look forward to continuing to work with Members of Council to ensure a strong ethical framework. We embrace the opportunity to elevate Members' familiarity with their obligations under the Code and to respond to emerging issues. As always, we welcome Members' questions and look forward to continuing to serve as your Integrity Commissioner.

It has been a privilege to assist you in your work by providing advice about the Code of Conduct and in resolving complaints. We recognize that public service is not easy and the ethical issues that arise can be challenging. The public rightly demands the highest standard from those who serve them, and we congratulate Council for its aspirational objective to strive to meet that standard.

Finally, we wish to thank staff for their professionalism and assistance where required. Although an Integrity Commissioner is not part of the administrative hierarchy, the work of our office depends on the facilitation of access to information and policy in order to carry out the mandate. This was done willingly and efficiently by the staff of the municipality.



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

Town of Aurora

Committee of the Whole Report

No. CS25-008

Subject: Fence By-law Variance Request

Prepared by: Alexander Wray, Manager of Bylaw Services

Department: Corporate Services

Date: May 13, 2025

Recommendation

1. That Report No. CS25-008 be received; and
2. That a variance to Fence By-law No. 6429-22 to permit an existing non-compliant fence in the rear yard of 39 Hackwood Crescent be denied.

Executive Summary

The purpose of this report is to consider a request from the property owner of 39 Hackwood Crescent to maintain an existing rear yard fence with a maximum height of 3.04 metres. The permitted height in the Town's Fence and Pool Enclosure By-law No. 6429-22 (the "By-law") is 2.0 metres. The existing fence is constructed to provide privacy to the applicant's backyard. If approved, the fence will exceed the permitted height of a rear yard fence by 1.04 metres.

- The requested variance is significant and if granted, it is likely to set a community precedent.
- Historical data indicates that the Town has only received four formal requests for a fence variance in the past.
- If a fence variance at 39 Hackwood Crescent is approved by Council, the approval would require the applicant to obtain a new swimming pool enclosure permit.

Background

The subject property is a single detached dwelling situated in the Bayview Avenue and Stone Road neighbourhood of Ward 4. The dwelling is a pie shaped lot which fronts onto Hackwood Crescent and backs onto single family homes fronting on Stone Road. The Fence and Pool Enclosure By-law No. 6429-22, being a by-law to regulate and prescribe the standards for fences and pool enclosures (the “By-law”), permits the height of 2.0 metres for a fence in a rear yard of a residential neighbourhood. The existing fence measures between 2.13 to 3.04 metres and exceeds the permitted height. Additionally, the By-law requires a permit for any changes to an approved swimming pool enclosure, which has not been obtained.

The property owner applied for a Fence By-law variance because of a community complaint and the subsequent issuance of an Order to Comply. As part of the variance application, the property owner has submitted signatures of support from three of six abutting properties. Bylaw Services has provided notice to all abutting property owners advising them of the variance request and how they can delegate to Council.

Analysis

The requested variance is significant and if granted, is likely to set a community precedent.

Fencing is a common solution to address privacy, security, and aesthetics. It is also a requirement for properties that contain swimming pools, such as at the requestor’s address. If a variance approval is granted, it is probable that a precedent would be set in the community and may encourage other properties to go through the same process. By permitting the variance both current and future decisions may be viewed as subjective and may diminish the integrity of the Town’s Fence and Pool Enclosure By-law No. 6429-22.

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

Available historical data indicates that the Town has received four formal fence variance requests. The history of these requests and subsequent Council decisions are illustrated in the below chart. It should be noted that the approved variance for 15516 Leslie Street has since been removed as the lands have been redeveloped.

May 13, 2025

3 of 5

Report No. CS25-008

Year of Request	Report Number	Property Address	Reason for Variance Request	Council Decision
2004	BA04-16	15516 Leslie Street	Dust and Noise mitigation	Approved
2019	CS19-011	203 St. John's Sideroad West	Privacy	Denied
2021	CS21-059	32 Knowles Crescent	Privacy	Denied
2024	CS24-021	241 Holladay Drive	Privacy	Approved

If a fence variance at 39 Hackwood Crescent is approved by Council, the approval would require the applicant to obtain a new swimming pool enclosure permit.

Section 5 of the By-law prescribes standards for swimming pool enclosure permits. One of the prescribed standards requires applicants to notify the Chief Building Official (the "CBO") if there are any changes to an approved enclosure permit. A review of Town records indicates that notification to the CBO of the enclosure changes has not yet occurred. After consulting with the Town's CBO on this variance request, he is not in support of this request.

Advisory Committee Review

Not applicable.

Legal Considerations

In accordance with Section 9 of the By-law, where a proposed fence does not comply with the By-law, the owner may request a variance from any of the applicable provisions of the By-law, including height. Council is the approval authority for all variance requests. Any decision of Council is deemed to be final without any further right of appeal.

If Council approves the variance request, any variance granted is effective and valid until such time as the fence to which the variance applies is substantially replaced or removed entirely, unless otherwise specified by Council as part of its decision.

Financial Implications

There are no financial implications to the Town as a result of this report.

Communications Considerations

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

Climate Change Considerations

The items for consideration in this report do not impact climate change.

Link to Strategic Plan

N/A

Alternative(s) to the Recommendation

1. Council approve the applicant's request for a Fence variance at 39 Hackwood Crescent, subject to the applicant obtaining a new swimming pool enclosure permit, until such time that the fence requires replacement.

Conclusions

For reasons outlined in this report, staff are recommending the provisions of the Fence and Pool Enclosure By-law No. 6429-22 be upheld and the variance request refused.

Attachments

Attachment 1 – 39 Hackwood Cres Fence

Previous Reports

N/A

May 13, 2025

5 of 5

Report No. CS25-008

Pre-submission Review

Agenda Management Team review on April 24, 2025

Approvals

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

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment 1





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

Town of Aurora

Committee of the Whole Report

No. FIN25-029

Subject: 2025 Investment Policy Update and 2024 Year End Investment Results

Prepared by: Laura Sheardown, Financial Management Advisor

Department: Finance

Date: May 13, 2025

Recommendation

1. That Report No. FIN25-029 be received; and
2. That Council approve the updated Investment Policy Statement (Attachment 4).

Executive Summary

The purpose of this report is to provide Council with a summary of Aurora's investments and investment activity for the fiscal year ending December 31, 2024, and to review any changes to the existing Investment Policy Statement that are recommended by staff.

- The total investment portfolio had a book value of \$127.9 million as of December 31, 2024
- The average yields achieved on Aurora's investment portfolio were higher than comparable investment vehicles
- ONE JIB is transitioning to an Outsourced Chief Investment Officer (OCIO) model
- As required under the Prudent Investor regulations, Council shall review the Investment Policy Statement and any changes recommended by staff annually

May 13, 2025

2 of 7

Report No. FIN25-029

Background

In March 2023, Council approved an updated Investment Policy Statement for the Town that included an annual report back to Council with the following information:

- the Town's investment portfolio's performance over the past year
- the performance of the Town's Prudent Investor long-term (Monies Not Required Immediately) investments
- the Town's transition of its portfolio to a prudent investor regime
- any changes to the existing Investment Policy Statement as recommended by staff

Analysis

The total investment portfolio had a book value of \$127.9 million as of December 31, 2024

As of December 31, 2024, the book value of the Town's total investment portfolio was \$127.9 million with 30.3 percent of the portfolio being invested in short term (< 2 years) and the remainder in longer term investments. The total portfolio decreased by 17.8 percent in 2024 over 2023 because of capital project spending.

Table 1
Composition of Aurora's Portfolio Holdings at the End of 2024

Investment Type	% of Portfolio	Value (\$M)	Short or Long Term
HISA	9.86%	\$12.6	Short
GICs	25.49%	\$32.6	Short & Long
Bonds	1.27%	\$1.7	Short & Long
Coupons	9.10%	\$11.6	Long
Step Up Deposit Notes	9.15%	\$11.7	Long
Protected Deposit Notes	7.82%	\$10.0	Short & Long
Prudent Investor	37.31%	\$47.7	Long
Total	100.00%	\$127.9	

Please see Attachment #2 for investment type definitions.

May 13, 2025

3 of 7

Report No. FIN25-029

The average yields achieved on Aurora's investment portfolio were higher than comparable investment vehicles

In 2024, investment earnings on the Town's managed funds totaled \$6.78 million, including daily bank interest. This amount does not include any unrecognized investment gains or losses arising from Principal Protected Notes, the ONE Fund or Prudent Investor (ONE Joint Investment Board) holdings. The \$6.78 million in recognized investment earnings was allocated proportionately to the operating budget (\$1.6M) and reserve funds (\$5.18M) as per the town's interest allocation methodology.

The Town bettered its 2024 average yield rate compared to 2023 as presented under Table 2.

Table 2
Town of Aurora's Average Yield Rates

	2024		2023	
	Year-End Balance	Average Yield Rate	Year-End Balance	Average Yield Rate
Total Short-Term	\$ 38.7m	5.34%	\$ 44.4m	4.77%
Total Long-Term	89.2m	3.28%	111.2m	2.88%
Total Portfolio	\$127.9m	3.92%	\$ 155.6m	3.44%

In comparison to other investment return indices, Aurora's investments for 2024 generated a higher short- and long-term rate than the comparable Government of Canada numbers.

Table 3
Comparison of Rates to Market for 2024

	Aurora	Government of Canada Indices	Difference
Short-Term	5.34%	4.54 %	0.80%
Long-Term	3.28%	1.50%	1.78%

ONE JIB is transitioning to an Outsourced Chief Investment Officer (OCIO) Model

The ONE JIB's Strategic Plan includes a key goal of growing assets under management through the attraction of new large municipal members to the Prudent Investor Program. On February 28, 2024, the ONE JIB agreed to proceed with the implementation of an Outsourced Chief Investment Officer (OCIO). In support of the transition to the OCIO model, the ONE JIB undertook a review process resulting in the identification of Phillips, Hager & North Investment Management Ltd, (PH&N), a wholly owned subsidiary of RBC Global Asset Management Inc. The ONE JIB's engagement of an OCIO further supports this goal as well as strengthens its governance.

The transition to an OCIO model allows the ONE JIB to offer participating municipalities access to the full suite of funds offered by PH&N. PH&N will provide a wide range of investment products and services as part of the OCIO framework. Through the OCIO framework, PH&N will provide a much broader range of investment funds beyond the five currently available to the ONE JIB, offering many more options to build and customize its various investment its portfolios. Currently, ONE JIB offers five different investment funds to municipalities, compared to the anticipated 36 different investment funds that will be offered by PH&N under the OCIO framework.

The ONE JIB will strive to ensure that its OCIO framework offers maximum flexibility in its implementation of Investment Plans while achieving operational efficiency in support of its growing number of municipal members of the Prudent Investment Program.

As part of the transition to OCIO, all participating municipalities are required to update their respective investment policies to allow for the outsourcing of management of the combined holdings of the ONE JIB. Staff brought the recommended changes forward to FAC in April 2024 and received approval to proceed.

As required under the Prudent Investor regulations, Council shall review the Investment Policy Statement and any changes recommended by staff annually

As required under the Prudent Investor regulations (O. Reg. 43/18, s.10), Council shall review the Investment Policy Statement and any changes recommended by staff annually.

Staff reviewed the policy and brought the following list of changes to Finance Advisory Committee for their input and review:

- Changes in terminology from short and long-term money to money required immediately and money not required immediately
- Addition of an alternative investment section to the policy
- Addition of a listing of restricted special assets that are identified investments longer than 24 months, but not controlled by the ONE JIB

Advisory Committee Review

Changes to the Investment Policy Statement were reviewed by Finance Advisory Committee on April 15, 2025.

Legal Considerations

This report is to comply with the reporting requirements of Aurora's Investment Policy Statement and O. Reg. 43/18,s. 10.

Financial Implications

Investment income provides much needed supplementary revenue support to both the operating and capital budgets. The Town's potential investment income is determined by the average yield rate it can achieve, as well as the overall size of its investment portfolio.

Yield rate potential is heavily influenced by the types of investments that the Town can access. Also, the larger the proportion of its portfolio that is invested over a longer time horizon, the greater its overall return possibility.

For short term investments, Aurora competitively solicits input from multiple investment brokers to ensure its access to the highest returns available over its required time horizon for each investment purchase decision.

The Town's access to investments under the Prudent Investor standard through its membership in the ONE JIB, grants its access to much wider array of investment opportunities for its longer-term cash holdings. Operating in compliance with the province's prudent investor legislation, the ONE JIB helps to ensure the Town is maximizing its long-term investment average yield performance.

Communications Considerations

The Town of Aurora will use 'inform' as the level of engagement for this report. In order to inform, this report will be posted to the town's website.

Climate Change Considerations

The information contained within this report does not impact greenhouse gas emissions or impact climate change adaption.

Link to Strategic Plan

Investments of cash and reserve funds contributes to achieving the Strategic Plan guiding principle of 'Leadership in Corporate Management' and improves transparency and accountability to the community.

Alternative(s) to the Recommendation

1. Council may choose to reject the Investment Policy Statement and instruct staff to return to Finance Advisory Committee for further review.

Conclusions

The Town will continue to follow the stated investment objectives contained within its Council approved Investment Policy. Staff continue to maximize short term returns on short term investments through its open and competitive process with several investment brokerage firms. Further, it will continue to assess the Town's short- and long-term cash flow needs to ensure the maximization of its longer-term investments while ensuring sufficient cash liquidity.

Attachments

Attachment #1 – Summary of Investments as of December 31, 2024

Attachment #2 – Investment Type Definitions

Attachment #3 – ONE Investment Quarterly Investment Report as of December 31, 2024

Attachment #4 – Town of Aurora Investment Policy Statement

Previous Reports

FAC Memo – Annual Investment Policy Review, April 15, 2025

Pre-submission Review

Agenda Management Team review on April 24, 2025

Approvals

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

Approved by Doug Nadorozny, Chief Administrative Officer

**The Town of Aurora
Summary of Investments
As of December 31, 2024**

Attachment 1

Investment Date	Security	Issuer	Investment Type	Minimum Yield to Maturity	Maturity Date	Book Value	% of Total
various	ONE Fund		HISA	varies	tbd	12,616,426	9.87%
Mar 2, 2015	Bank of Nova Scotia		Bonds	8.90	Mar 2, 2025	596,000	0.47%
Mar 3, 2023	DUCA		GIC	5.65	Mar 3, 2025	2,028,000	1.59%
Aug 14, 2024	Blueshore Credit Union		GIC	4.65	Aug 14, 2025	500,000	0.39%
Jan 8, 2024	DUCA		GIC	5.80	Jan 8, 2026	7,005,482	5.48%
Apr 8, 2016	National Bank		GIC	2.80	Apr 8, 2026	1,000,000	0.78%
Jun 4, 2024	DUCA		GIC	5.50	Jun 4, 2026	2,209,401	1.73%
Jul 25, 2024	PROSPERA		GIC	5.00	Jul 25, 2026	1,345,500	1.05%
Apr 23, 2026	DUCA		GIC	5.60	Apr 23, 2026	4,244,134	3.32%
Aug 4, 2021	DUCA		GIC	2.00	Aug 4, 2026	2,000,000	1.56%
Aug 30, 2024	DUCA		GIC	4.65	Aug 31, 2026	2,163,207	1.69%
Oct 2, 2024	DUCA		GIC	4.35	Oct 2, 2026	3,000,000	2.35%
Apr 29, 2019	National Bank		GIC	3.02	Feb 8, 2027	2,345,285	1.83%
Apr 3, 2017	TSX & S&P Low Volatility Index		Protected Deposit Note	1.00	Apr 3, 2027	1,750,000	1.37%
Aug 24, 2017	National Bank		GIC	2.89	Aug 24, 2027	1,000,000	0.78%
Mar 13, 2018	Bank of Nova Scotia		Step-up Deposit Note	3.22	Mar 13, 2028	1,000,000	0.78%
May 12, 2023	Bank of Montreal		Protected Deposit Note	tbd	Nov 16, 2028	747,000	0.58%
Mar 16, 2022	Bank of Nova Scotia		Protected Deposit Note	tbd	Mar 16, 2029	2,500,000	1.95%
May 14, 2021	Bank of Montreal		Step-up Deposit Note	1.75	May 14, 2029	2,200,000	1.72%
May 9, 2019	Toronto, Municipality of Metropolitan		Bonds	2.65	Nov 9, 2029	233,574	0.18%
Mar 21, 2023	Bank of Montreal		Protected Deposit Note	tbd	Mar 22, 2030	2,000,000	1.56%
Jun 19, 2023	Bank of Montreal		Deposit Note	tbd	Jun 24, 2030	750,000	0.59%
Jul 2, 2020	Bank of Montreal		Coupon	2.00	Jul 2, 2030	1,134,000	0.89%
Dec 21, 2020	Bank of Montreal		Step-up Deposit Note	1.66	Dec 21, 2030	5,000,000	3.91%
Mar 11, 2021	Canadian Imperial Bank of Commerce		Coupon	2.00	Mar 11, 2031	4,000,000	3.13%
May 31, 2021	Bank of Nova Scotia		Protected Deposit Note	2.00	May 5, 2031	1,000,000	0.78%
Jul 9, 2021	Canadian Imperial Bank of Commerce		Coupon	2.00	Jul 9, 2031	1,500,000	1.17%
Aug 13, 2021	Bank of Montreal		Step-up Deposit Note	2.00	Aug 13, 2031	3,000,000	2.35%
Aug 24, 2021	Bank of Montreal		Step-up Deposit Note	2.00	Aug 24, 2031	500,000	0.39%
Sep 18, 2024	Bank of Montreal		Protected Deposit Note	tbd	Sep 22, 2031	2,000,000	1.56%
Mar 4, 2022	DUCA		GIC	4.30	Mar 4, 2032	3,000,000	2.35%
Aug 17, 2021	Bank of Montreal		Coupon	2.71	Aug 17, 2036	5,000,000	3.91%
Sep 24, 2019	Toronto, Municipality of Metropolitan		Bonds	2.64	Sep 24, 2039	794,400	0.62%
various	ONE JIB		Prudent Investor	tbd	two day liquidity	47,716,327	37.31%
						127,878,735.77	100%

Investment Type Definitions

Cash

Some of the investment brokers will hold our funds as 'cash' in our investment account. Similar to a high interest savings account, they provide a promised rate of return and the funds can be accessed within one business day.

HISAs

High Interest Savings Accounts offer a much higher interest rate than regular savings accounts in order to attract cash deposits.

GICs

Guaranteed Investment Contract (GIC) are usually issued by insurance companies and sold through the banks to provide a guaranteed return for a set period of time.

Bond

A bond is a debt investment for a set period of time at a set or variable interest rate. This investment is where the funds being raised are not being for a specific purpose but general use of the debt issuer.

Coupons

A coupon bond is a debt investment for a set period of time and a set interest rate. The term 'coupon' refers to actual detachable coupons affixed to the bond certificates. Today the majority of the investment related records are kept electronically, but the term 'coupon' has continued to describe the bonds yield at par.

Debenture

A debenture is very similar to a bond with a set timeframe and a set or variable interest rate, but they are for a very specific purpose, such as the construction of a recreation complex. There are other debentures that are convertible to common shares, but we are not able to buy those.

Step Up Deposit Note

A step-up note is a savings certificate that is generally issued by a bank for a specified timeframe. The note will pay an initial interest rate for the first period and then a higher predetermined interest rate for the following periods.

Fixed Floater

A fixed floater is a debt investment for a set interest rate but with two potential maturity dates. It is at the discretion of the issuer if they will call the investment on the early date or let it continue, usually determined by the interest rate in comparison to the rest of the market.

Protected Deposit Note

A protected deposit note, also known as a principal-protected note, allows the Town to protect our principal amount, guaranteeing a minimum rate of return and allowing for the potential to further benefit from income above and beyond the guaranteed return.



QUARTERLY INVESTMENT REPORT

For The Period Ended December 31, 2024

Aurora Prudent Investor Portfolio

100 John West Way, Box 1000
Aurora, ON
L4G 6J1

Rachel Wainwright-Van Kessel
Director, Finance/Treasurer
rvankessel@aurora.ca
(905) 727-1375 x4772

ONE Investment

155 University Ave, Suite 800
Toronto, Ontario
M5H 3B7

Relationship Manager

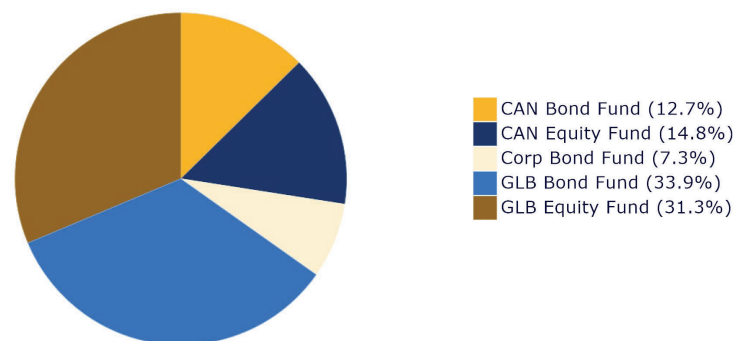
Marie Wong Takishita, Client Service Representative
416-971-9856
one@oneinvestment.ca



Aurora Prudent Investor Portfolio
Executive Summary for the Quarter Ended December 31, 2024

	Time-Weighted Rate of Return in CAD for Consolidated Holdings						Since Inception	Inception Date
	Quarter	Year to date	1 Year	2 Years	3 Years	5 Years		
Consolidated Portfolio Returns	0.7%	8.7%	8.7%	-	-	-	12.4%	09/27/2023

Overall Asset Allocation



Consolidated Portfolio Activity for Quarter

Portfolio	Starting Balance	Contribution	Withdrawals	Change in Market Value	Income	Ending Balance
CAN Bond Fund	5,766,952.10	730,000.00	-	(159,451.32)	196,338.89	6,533,839.67
CAN Equity Fund	7,396,202.31	-	-	(422,638.46)	669,074.17	7,642,638.02
Corp Bond Fund	3,576,623.73	210,000.00	-	(100,460.06)	107,478.76	3,793,642.43
GLB Bond Fund	16,696,520.30	980,000.00	-	(848,859.13)	661,233.46	17,488,894.63
GLB Equity Fund	15,846,579.79	80,000.00	-	76,360.21	175,551.04	16,178,491.04
Total	49,282,878.23	2,000,000.00	0.00	(1,455,048.76)	1,809,676.32	51,637,505.79



Aurora Prudent Investor Portfolio
Performance History At
December 31, 2024

Performance by Fund

% Annualized Returns

	Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
ONE Canadian Equity Fund	3.3	20.9	20.9	-	-	-	-	25.0	09/27/2023
ONE Global Equity Fund	1.5	11.2	11.2	-	-	-	-	15.2	09/27/2023
ONE Canadian Corporate Bond Fund	0.1	4.6	4.6	-	-	-	-	9.1	09/27/2023
ONE Canadian Government Bond Fund	0.5	4.4	4.4	-	-	-	-	5.6	09/27/2023
ONE Global Bond Fund	-1.1	3.9	3.9	-	-	-	-	8.0	09/27/2023

Performance by Outcome

% Annualized Returns

	Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
JIB1AURCONT	1.0	10.1	10.1	-	-	-	-	14.1	09/27/2023
JIB2AURTD35	-0.1	5.2	5.2	-	-	-	-	8.4	09/27/2023
JIB3AURTD510	0.7	9.1	9.1	-	-	-	-	13.0	09/27/2023
JIB4AURTD10P	1.4	11.6	11.6	-	-	-	-	15.6	09/27/2023



**Manager Commentary - Canadian Equity
For the Quarter Ended December 31, 2024**

QUARTERLY REVIEW

Canadian equities emerged as one of the best-performing global equity markets in the fourth quarter of 2024, delivering a total return of close to 4%. This was slightly stronger than U.S. equity markets, where large-cap technology stocks performed well. Canada also outperformed most international equity markets, many of which experienced negative returns in the quarter. The ONE Canadian Equity portfolio produced returns of 3.3% in the quarter, bringing full-year returns to 20.9%.

Concerns persist about the Canadian economy's ability to achieve a soft landing, as tight monetary policy has helped address inflation issues but has also moderated economic activity. This is in contrast to the U.S. economy which has surprised to the upside in recent months. While it was widely anticipated at the start of the quarter that the US Federal Reserve would aggressively cut interest rates, positive economic surprises and strength in labour markets changed the outlook. Fewer cuts are now anticipated, and US bond yields have moved higher. This led to weakness in the Canadian dollar in the quarter.

The Canadian Technology sector was much stronger in the quarter than other sector, rallying over 20%. Shopify explained almost all of this performance as it represents nearly half of the sector by weight, rallying 41% in the quarter. The ONE portfolio holds no Shopify, so it did not benefit from its strength. The portfolio's large holding in Atkinsrealis Group had a strong positive impact on portfolio returns as this stock had returns of 38.8% in the quarter.



**Manager Commentary - Global Equity
For the Quarter Ended December 31, 2024**

QUARTERLY REVIEW

In the fourth quarter, equity markets had mixed returns, with divergent patterns of returns seen across the global equity markets. Strength in equity returns was experienced in Japanese, Canadian, and US equity markets, but flat or negative returns were seen across other markets. The ONE Global Equity Fund had returns of 1.5% in the fourth quarter of 2024, bringing full-year returns to 11.2%.

The movement of currency markets also significantly impacted returns, as the US dollar strengthened in the quarter compared to other major global currencies. This was in response to economic data that suggested continued strength in the US economy and tight labour markets. This diminished the need for aggressive interest rate cuts in the future, changing the interest rate outlook. The US 10-year bond yield rose in the quarter from about 3.8% to 4.5%, contributing to the strength in the US dollar. As over half of the fund is invested in US-listed stocks, the currency effect had a significant positive impact on fund returns.

In the US market, large-capitalization technology stocks again outperformed the broader equity market with the "Magnificent 7" stocks (Alphabet, Amazon, Apple, Meta Platforms, Microsoft, NVIDIA and Tesla) up almost 16%, while the S&P 500 stocks had returns of 2.4% for the quarter. This theme has persisted for the last two years, leading to very strong returns in a very narrow segment of the market, with the rest of the market experiencing more modest returns. The Fund has limited exposure to the "Magnificent 7" stocks and was able to participate partially in their strength.



Manager Commentary - Fixed Income
For the Quarter Ended December 31, 2024

QUARTERLY REVIEW

Global bond markets had mixed returns in the fourth quarter as fixed-income markets responded to changing circumstances. The US bond markets were up about 3%, while Canadian fixed-income markets were flat in the quarter. Most other global bond markets experienced negative returns in the quarter. This pattern was reflected in the performance of ONE Investment's bond funds. The ONE Canadian Corporate Bond Portfolio produced returns of 0% in the quarter, and the ONE Canadian Government Bond Portfolio had returns of 0.3%. In comparison, the ONE Global Bond Fund had negative returns of 1.1%. For the full 2024 calendar year, the three bond funds had more substantial returns of 4.6%, 4.8%, and 3.9%, respectively.

The Bank of Canada reduced their policy interest rate twice in the quarter, with the rate dropping by 1% in total, ending the year at 3.25%. As the rate cuts were widely anticipated, they had little effect on bond prices in the quarter. The Canadian central bank has lowered interest rates aggressively in the latter half of 2024 as efforts to dampen inflation over the last few years have been successful, providing flexibility for rate cuts. Interest rates were raised aggressively in 2022 and 2023 to dampen economic growth and helping to relieve inflation pressures, but since May 2024, the overnight lending rate has declined from 5.0% to 3.25%.

The Canadian and U.S. economies are tracking very differently, with Canada facing a challenging growth backdrop compared to continued resilience in the U.S. The economic data in the third quarter indicated that the US economy is not showing signs of economic slowdown, and labour markets remain tight. This has affected the interest rate outlook, leading to rising long-term interest rates in the quarter, and the market now expects less aggressive rate cuts by the US Federal Reserve. This has led to weakness in the Canadian dollar in late 2024.



Aurora Prudent Investor Portfolio
Consolidated Portfolio Holdings in CAD
As of December 31, 2024

Security	Quantity	Unit Cost	Book Value	Price	Market Value	% Weight
CAN Equity Fund	5,138.367	1,296.25	6,660,655.55	1,487.36	7,642,638.02	14.80%
GLB Equity Fund	11,982.681	1,164.57	13,954,780.93	1,350.15	16,178,491.04	31.33%
Corp Bond Fund	4,064.999	880.94	3,581,059.16	933.24	3,793,642.43	7.35%
CAN Bond Fund	6,709.590	943.92	6,333,338.89	973.80	6,533,839.67	12.65%
GLB Bond Fund	20,148.134	853.00	17,186,492.22	868.01	17,488,894.63	33.87%
					51,637,505.79	100.00%



Aurora Prudent Investor Portfolio
Holdings by Account
At December 31, 2024

Account Name: Aurora - Contingency Outcome
Account Number: 570050682

For the Quarter Ending
December 31, 2024

Holdings	Quantity	Unit Cost	Book Value	Price	Market Value	Weight	Market Value Gain (Loss)	Income Received
Corp Bond Fund	947.75	876.84	831,031.75	933.24	884,487.25	5.6%	(23,853.96)	25,058.66
CAN Equity Fund	2,117.37	1,296.25	2,744,661.44	1,487.36	3,149,307.96	20.2%	(174,157.15)	275,705.94
CAN Bond Fund	872.14	937.36	817,521.07	973.80	849,300.12	5.4%	(20,945.72)	25,521.07
GLB Bond Fund	4,695.09	850.14	3,991,496.32	868.01	4,075,418.31	26.1%	(200,268.79)	154,086.52
GLB Equity Fund	4,913.39	1,163.56	5,717,035.22	1,350.15	6,633,848.02	42.5%	31,952.04	71,983.15
			<u>14,101,745.80</u>		<u>15,592,361.66</u>	<u>100.0%</u>	<u>(387,273.58)</u>	<u>552,355.34</u>

Aurora Prudent Investor Portfolio
Performance History
At December 31, 2024

% Annualized Returns

	Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
Return Net of Fees	1.0	10.1	10.1	-	-	-	-	14.1	09/27/2023

% Calendar Year Returns

	2024	2023	2022	2021	2020	2019
Return Net of Fees	10.1	-	-	-	-	-



Aurora Prudent Investor Portfolio
Holdings by Account
At December 31, 2024

Account Name: Aurora - Target Date 3 to 5 Year Outcome
Account Number: 570050690

For the Quarter Ending
December 31, 2024

Holdings	Quantity	Unit Cost	Book Value	Price	Market Value	Weight	Market Value Gain (Loss)	Income Received
Corp Bond Fund	1,609.45	887.21	1,427,931.48	933.24	1,502,016.80	10.5%	(38,657.13)	42,554.07
CAN Equity Fund	294.07	1,296.26	381,202.94	1,487.36	437,403.43	3.0%	(24,188.66)	38,292.47
CAN Bond Fund	4,449.94	947.25	4,215,216.11	973.80	4,333,380.66	30.5%	(105,182.32)	130,216.11
GLB Bond Fund	7,983.56	857.37	6,844,888.20	868.01	6,929,858.10	48.7%	(329,980.30)	262,009.35
GLB Equity Fund	741.43	1,180.00	874,897.32	1,350.15	1,001,053.06	7.0%	3,259.52	10,862.32
			<u>13,744,136.05</u>		<u>14,203,712.05</u>	<u>100.0%</u>	<u>(494,748.89)</u>	<u>483,934.32</u>

Aurora Prudent Investor Portfolio
Performance History
At December 31, 2024

% Annualized Returns

	Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
Return Net of Fees	-0.1	5.2	5.2	-	-	-	-	8.4	09/27/2023

% Calendar Year Returns

	2024	2023	2022	2021	2020	2019
Return Net of Fees	5.2	-	-	-	-	-



Aurora Prudent Investor Portfolio
Holdings by Account
At December 31, 2024

Account Name: Aurora - Target Date 5 to 10 Year Outcome
Account Number: 570050708

For the Quarter Ending
December 31, 2024

Holdings	Quantity	Unit Cost	Book Value	Price	Market Value	Weight	Market Value Gain (Loss)	Income Received
Corp Bond Fund	1,346.24	876.84	1,180,442.80	933.24	1,256,373.49	7.1%	(33,883.07)	35,594.67
CAN Equity Fund	2,005.08	1,296.25	2,599,111.21	1,487.36	2,982,298.95	17.0%	(164,921.57)	261,085.16
CAN Bond Fund	1,238.84	937.36	1,161,251.52	973.80	1,206,391.90	6.8%	(29,752.71)	36,251.52
GLB Bond Fund	6,669.17	850.14	5,669,739.03	868.01	5,788,945.34	33.0%	(284,472.99)	218,872.86
GLB Equity Fund	4,652.83	1,163.56	5,413,859.13	1,350.15	6,282,052.67	35.8%	30,256.67	68,165.87
			<u>16,024,403.69</u>		<u>17,516,062.35</u>	<u>100.0%</u>	<u>(482,773.67)</u>	<u>619,970.08</u>

Aurora Prudent Investor Portfolio
Performance History
At December 31, 2024

% Annualized Returns

	Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
Return Net of Fees	0.7	9.1	9.1	-	-	-	-	13.0	09/27/2023

% Calendar Year Returns

	2024	2023	2022	2021	2020	2019
Return Net of Fees	9.1	-	-	-	-	-



Aurora Prudent Investor Portfolio
Holdings by Account
At December 31, 2024

Account Name: Aurora - Target Date 10 Year Plus Outcome
Account Number: 570050716

For the Quarter Ending
December 31, 2024

Holdings	Quantity	Unit Cost	Book Value	Price	Market Value	Weight	Market Value Gain (Loss)	Income Received
Corp Bond Fund	161.54	876.84	141,653.13	933.24	150,764.89	3.4%	(4,065.90)	4,271.36
CAN Equity Fund	721.83	1,296.25	935,679.96	1,487.36	1,073,627.68	24.8%	(59,371.08)	93,990.60
CAN Bond Fund	148.66	937.36	139,350.19	973.80	144,766.99	3.3%	(3,570.57)	4,350.19
GLB Bond Fund	800.30	850.14	680,368.67	868.01	694,672.88	16.0%	(34,137.05)	26,264.73
GLB Equity Fund	1,675.01	1,163.56	1,948,989.26	1,350.15	2,261,537.29	52.2%	10,891.98	24,539.70
			<u>3,846,041.21</u>		<u>4,325,369.73</u>	<u>100.0%</u>	<u>(90,252.62)</u>	<u>153,416.58</u>

Aurora Prudent Investor Portfolio
Performance History
At December 31, 2024

% Annualized Returns

	Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
Return Net of Fees	1.4	11.6	11.6	-	-	-	-	15.6	09/27/2023

% Calendar Year Returns

	2024	2023	2022	2021	2020	2019
Return Net of Fees	11.6	-	-	-	-	-



Aurora Prudent Investor Portfolio
Transaction Summary for the Quarter Ended December 31, 2024

TRANSACTION SUMMARY

Account Name: Aurora - Contingency Outcome
Account Number: 570050682

TRANSACTION TYPE	SECURITY	TRADE DATE	SETTLEMENT DATE	QUANTITY	TRADE AMOUNT (CAD)
Reinvested Distributions	CAN Bond Fund	12/31/2024	12/31/2024	26.20	25,521.07
Reinvested Distributions	Corp Bond Fund	12/31/2024	12/31/2024	26.85	25,058.66
Reinvested Distributions	GLB Bond Fund	12/31/2024	12/31/2024	177.51	154,086.52
Reinvested Distributions	CAN Equity Fund	12/31/2024	12/31/2024	185.36	275,705.94
Reinvested Distributions	GLB Equity Fund	12/31/2024	12/31/2024	53.31	71,983.15



Aurora Prudent Investor Portfolio
Transaction Summary for the Quarter Ended December 31, 2024

TRANSACTION SUMMARY

Account Name: Aurora - Target Date 3 to 5 Year Outcome
Account Number: 570050690

TRANSACTION TYPE	SECURITY	TRADE DATE	SETTLEMENT DATE	QUANTITY	TRADE AMOUNT (CAD)
Buy	CAN Bond Fund	11/25/2024	11/25/2024	732.74	730,000.00
Buy	Corp Bond Fund	11/25/2024	11/25/2024	220.87	210,000.00
Buy	GLB Bond Fund	11/25/2024	11/25/2024	1,085.72	980,000.00
Buy	GLB Equity Fund	11/25/2024	11/25/2024	58.38	80,000.00
Reinvested Distributions	CAN Bond Fund	12/31/2024	12/31/2024	133.71	130,216.11
Reinvested Distributions	Corp Bond Fund	12/31/2024	12/31/2024	45.59	42,554.07
Reinvested Distributions	GLB Bond Fund	12/31/2024	12/31/2024	301.84	262,009.35
Reinvested Distributions	CAN Equity Fund	12/31/2024	12/31/2024	25.74	38,292.47
Reinvested Distributions	GLB Equity Fund	12/31/2024	12/31/2024	8.04	10,862.32



Aurora Prudent Investor Portfolio
Transaction Summary for the Quarter Ended December 31, 2024

TRANSACTION SUMMARY

Account Name: Aurora - Target Date 5 to 10 Year Outcome
Account Number: 570050708

TRANSACTION TYPE	SECURITY	TRADE DATE	SETTLEMENT DATE	QUANTITY	TRADE AMOUNT (CAD)
Reinvested Distributions	CAN Bond Fund	12/31/2024	12/31/2024	37.22	36,251.52
Reinvested Distributions	Corp Bond Fund	12/31/2024	12/31/2024	38.14	35,594.67
Reinvested Distributions	GLB Bond Fund	12/31/2024	12/31/2024	252.15	218,872.86
Reinvested Distributions	CAN Equity Fund	12/31/2024	12/31/2024	175.53	261,085.16
Reinvested Distributions	GLB Equity Fund	12/31/2024	12/31/2024	50.48	68,165.87



Aurora Prudent Investor Portfolio
Transaction Summary for the Quarter Ended December 31, 2024

TRANSACTION SUMMARY

Account Name: Aurora - Target Date 10 Year Plus Outcome
Account Number: 570050716

TRANSACTION TYPE	SECURITY	TRADE DATE	SETTLEMENT DATE	QUANTITY	TRADE AMOUNT (CAD)
Reinvested Distributions	CAN Bond Fund	12/31/2024	12/31/2024	4.46	4,350.19
Reinvested Distributions	Corp Bond Fund	12/31/2024	12/31/2024	4.57	4,271.36
Reinvested Distributions	GLB Bond Fund	12/31/2024	12/31/2024	30.25	26,264.73
Reinvested Distributions	CAN Equity Fund	12/31/2024	12/31/2024	63.19	93,990.60
Reinvested Distributions	GLB Equity Fund	12/31/2024	12/31/2024	18.17	24,539.70



**Aurora Prudent Investor Portfolio
COMPLIANCE CERTIFICATE
December 31, 2024**

In accordance with the terms of section 8.02 of the ONEJIB Agreement dated as of July 2, 2020 (the "ONE JIB Agreement") ONE Investment confirms as follows:

With respect to the quarter ended December 31, 2024 to the best of the knowledge and belief of ONE Investment, all assets of the Participating Municipality under the management and control of ONE JIB pursuant to the ONE JIB Agreement have been invested and are held in accordance with the terms of the ONE JIB Agreement, and in a manner consistent with the IPS and the Investment Plan of the Participating Municipality.

A handwritten signature in black ink that reads "Keith Taylor".

Keith Taylor, Chief Investment Officer, ONE Investment
On the behalf of the ONE Joint Investment Board

Town of Aurora - In kind Securities

As at December 31, 2024

Account	Bond Description	Expected Maturity	Book Value (\$)	Market Value 31-Dec-24 (\$)
CIBC Wood Gundy	CDN IMPERIAL BK OF COMMERCE AUTO-EXT 2031 FIX CPN DEP NT 2% JUL 09 2025-JUL 09 2031 DUE: JUL 09 2025 2.0%	Jul - 2031	\$1,500,000	\$1,292,745
CIBC Wood Gundy	PRINCIPAL PROTECTED NOTES BNS CAN BANKS AC DEPOSIT S9 PP DSC MATURITY: MAY 05, 2031	May - 2031	\$1,000,000	\$1,213,000
CIBC Wood Gundy	BANK OF MONTREAL EXT AUG 17 2036 ACCRUAL NOTE 2.71% AUG 17 2022 AUG 17 2036 DUE AUG 17 2036 2.71%	Aug - 2036	\$5,000,000	\$4,499,850
BMO Wealth Management	PRINCIPAL PROTECTED DEPOSIT NOTES BMO CANADIAN EQUITY 5379 (3071) 03/22/2030 - JHN3071 DSC	Mar - 2030	\$2,000,000	\$2,217,400
BMO Wealth Management	PRINCIPAL PROTECTED DEPOSIT NOTES BMO GROWTH S421 (3134) 06/24/2030 - JHN3134 DSC	Jun - 2030	\$750,000	\$894,180
BMO Wealth Management	PRINCIPAL PROTECTED DEPOSIT NOTES BMO S&P /TSX COMP LOW VOL S9 (1966) MAT: 04/05/2027 JHN1996 DSC	Apr - 2027	\$1,750,000	\$2,023,840
BMO Wealth Management	BMO EXT 08/24/2031 STEP UP NOTES 2%-2.5% 08/24/2022 08/24/2031 DUE: 08/24/2022 2.1%	Aug - 2031	\$500,000	448,805 .00
BMO Wealth Management	NATIONAL BANK OF CDA GIC COMPOUND-ANNUAL DUE: 04/08/2026 2.800%	Apr - 2026	\$1,000,000	\$1,272,869
BMO Wealth Management	NATIONAL BANK OF COA GIC ANNUAL DUE: 08/23/2027 2.89%	Aug - 2027	\$1,000,000	\$1,000,000
BMO Wealth Management	BMO EXT 09/01/2027 ACCRUAL NOTE 1.37% 09/01/21 09/01/27 DUE: 09/01/2027 1.37%	Sep - 2027	\$1,000,000	\$994,070
BMO Wealth Management	CITY OF TORONTO DUE :11/09/2029 2.650%	Nov - 2029	\$233,574	\$636,181
BMO Wealth Management	BMO EXT 07/02/2030 ACCRUAL NTS 2% 07/02/2021 07/02/2030 DUE: 07/02/2030 2.0%	Jul - 2030	\$1,134,000	1,113,281 .82
BMO Wealth Management	BMO EXT 03/12/2031 STEP UP NTS 2.15%-2.650% 03/12/22 03/12/31 DUE: 03/12/2031 2.25%	Dec - 2031	\$4,000,000	\$3,655,480
BMO Wealth Management	BMO EXT 08/13/2031 STEP UP NTS 2.00%-2.500% 8/13/22 8/13/31 DUE: 08/13/2031 2.1%	Aug - 2031	\$3,000,000	\$2,694,780
BMO Wealth Management	CITY OF TORONTO GREEN BOND DEB DUE: 09/24/2039 2.6%	Sep - 2039	\$794,400	\$227,752
BMO Wealth Management	BMO CDN EQUITY PP DEPO NTS 5391 DSC (3089) 11/16/2028- JHN3089	Nov - 2028	\$747,000	797,452 .38
Grand Total			\$24,661,974	\$22,622,147



YEAR-END TRANSACTION REPORT

For The Period Ended December 31, 2024

Aurora Prudent Investor Portfolio

100 John West Way, Box 1000
Aurora, ON
L4G 6J1

Rachel Wainwright-Van Kessel
Director, Finance/Treasurer
rvankessel@aurora.ca
(905) 727-1375 x4772

ONE Investment

155 University Ave, Suite 800
Toronto, Ontario
M5H 3B7

Relationship Manager

Marie Wong Takishita, Client Service Representative
416-971-9856
one@oneinvestment.ca



Aurora Prudent Investor Portfolio
For the Period December 31, 2024
(Consolidated Holdings)

Book Value Summary by Security

Security	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
CAN Bond Fund	5,407,000.00	730,000.00		196,338.89				6,333,338.89
CAN Equity Fund	5,991,581.38			669,074.17				6,660,655.55
Corp Bond Fund	3,263,580.40	210,000.00		107,478.76				3,581,059.16
GLB Bond Fund	15,545,258.76	980,000.00		661,233.46				17,186,492.22
GLB Equity Fund	13,699,229.89	80,000.00		175,551.04				13,954,780.93
Total	43,906,650.43	2,000,000.00	0.00	1,809,676.32	0.00	0.00	0.00	47,716,326.75

Market Value Summary by Security

Security	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
CAN Bond Fund	5,549,679.94	730,000.00		196,338.89		57,820.84	6,533,839.67
CAN Equity Fund	6,320,550.15			669,074.17		653,013.70	7,642,638.02
Corp Bond Fund	3,423,006.70	210,000.00		107,478.76		53,156.97	3,793,642.43
GLB Bond Fund	15,887,460.30	980,000.00		661,233.46		(39,799.13)	17,488,894.63
GLB Equity Fund	14,476,668.38	80,000.00		175,551.04		1,446,271.62	16,178,491.04
Total	45,657,365.47	2,000,000.00	0.00	1,809,676.32	0.00	2,170,464.00	51,637,505.79



Aurora Prudent Investor Portfolio

For the Period December 31, 2024

Summary By Account

Book Value Summary by Account

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1AURCONT	13,549,390.46			552,355.34				14,101,745.80
JIB2AURTD35	11,260,201.73	2,000,000.00		483,934.32				13,744,136.05
JIB3AURTD510	15,404,433.61			619,970.08				16,024,403.69
JIB4AURTD10P	3,692,624.63			153,416.58				3,846,041.21
Total	43,906,650.43	2,000,000.00	0.00	1,809,676.32	0.00	0.00	0.00	47,716,326.75

Market Value Summary by Account

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1AURCONT	14,150,052.37			552,355.34		889,953.95	15,592,361.66
JIB2AURTD35	11,592,816.63	2,000,000.00		483,934.32		126,961.10	14,203,712.05
JIB3AURTD510	16,041,774.51			619,970.08		854,317.76	17,516,062.35
JIB4AURTD10P	3,872,721.96			153,416.58		299,231.19	4,325,369.73
Total	45,657,365.47	2,000,000.00	0.00	1,809,676.32	0.00	2,170,464.00	51,637,505.79



Aurora Prudent Investor Portfolio
For the Period December 31, 2024
Summary By Account for CAN Bond Fund

Book Value Summary by Account for CAN Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1AURCONT	792,000.00			25,521.07				817,521.07
JIB2AURTD35	3,355,000.00	730,000.00		130,216.11				4,215,216.11
JIB3AURTD510	1,125,000.00			36,251.52				1,161,251.52
JIB4AURTD10P	135,000.00			4,350.19				139,350.19
Total	5,407,000.00	730,000.00	0.00	196,338.89	0.00	0.00	0.00	6,333,338.89

Market Value Summary by Account for CAN Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1AURCONT	812,899.44			25,521.07		10,879.61	849,300.12
JIB2AURTD35	3,443,531.26	730,000.00		130,216.11		29,633.29	4,333,380.66
JIB3AURTD510	1,154,686.65			36,251.52		15,453.73	1,206,391.90
JIB4AURTD10P	138,562.59			4,350.19		1,854.21	144,766.99
Total	5,549,679.94	730,000.00	0.00	196,338.89	0.00	57,820.84	6,533,839.67



Aurora Prudent Investor Portfolio
For the Period December 31, 2024
Summary By Account for CAN Equity Fund

Book Value Summary by Account for CAN Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1AURCONT	2,468,955.50			275,705.94				2,744,661.44
JIB2AURTD35	342,910.47			38,292.47				381,202.94
JIB3AURTD510	2,338,026.05			261,085.16				2,599,111.21
JIB4AURTD10P	841,689.36			93,990.60				935,679.96
Total	5,991,581.38	0.00	0.00	669,074.17	0.00	0.00	0.00	6,660,655.55

Market Value Summary by Account for CAN Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1AURCONT	2,604,514.30			275,705.94		269,087.72	3,149,307.96
JIB2AURTD35	361,737.87			38,292.47		37,373.09	437,403.43
JIB3AURTD510	2,466,395.93			261,085.16		254,817.86	2,982,298.95
JIB4AURTD10P	887,902.05			93,990.60		91,735.03	1,073,627.68
Total	6,320,550.15	0.00	0.00	669,074.17	0.00	653,013.70	7,642,638.02



Aurora Prudent Investor Portfolio
For the Period December 31, 2024
Summary By Account for Corp Bond Fund

Book Value Summary by Account for Corp Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1AURCONT	805,973.09			25,058.66				831,031.75
JIB2AURTD35	1,175,377.41	210,000.00		42,554.07				1,427,931.48
JIB3AURTD510	1,144,848.13			35,594.67				1,180,442.80
JIB4AURTD10P	137,381.77			4,271.36				141,653.13
Total	3,263,580.40	210,000.00	0.00	107,478.76	0.00	0.00	0.00	3,581,059.16

Market Value Summary by Account for Corp Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1AURCONT	845,345.30			25,058.66		14,083.29	884,487.25
JIB2AURTD35	1,232,794.74	210,000.00		42,554.07		16,667.99	1,502,016.80
JIB3AURTD510	1,200,773.80			35,594.67		20,005.02	1,256,373.49
JIB4AURTD10P	144,092.86			4,271.36		2,400.67	150,764.89
Total	3,423,006.70	210,000.00	0.00	107,478.76	0.00	53,156.97	3,793,642.43



Aurora Prudent Investor Portfolio
For the Period December 31, 2024
Summary By Account for GLB Bond Fund

Book Value Summary by Account for GLB Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1AURCONT	3,837,409.80			154,086.52				3,991,496.32
JIB2AURTD35	5,602,878.85	980,000.00		262,009.35				6,844,888.20
JIB3AURTD510	5,450,866.17			218,872.86				5,669,739.03
JIB4AURTD10P	654,103.94			26,264.73				680,368.67
Total	15,545,258.76	980,000.00	0.00	661,233.46	0.00	0.00	0.00	17,186,492.22

Market Value Summary by Account for GLB Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1AURCONT	3,921,880.99			154,086.52		(549.20)	4,075,418.31
JIB2AURTD35	5,726,224.29	980,000.00		262,009.35		(38,375.54)	6,929,858.10
JIB3AURTD510	5,570,852.91			218,872.86		(780.43)	5,788,945.34
JIB4AURTD10P	668,502.11			26,264.73		(93.96)	694,672.88
Total	15,887,460.30	980,000.00	0.00	661,233.46	0.00	(39,799.13)	17,488,894.63



Aurora Prudent Investor Portfolio
For the Period December 31, 2024
Summary By Account for GLB Equity Fund

Book Value Summary by Account for GLB Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1AURCONT	5,645,052.07			71,983.15				5,717,035.22
JIB2AURTD35	784,035.00	80,000.00		10,862.32				874,897.32
JIB3AURTD510	5,345,693.26			68,165.87				5,413,859.13
JIB4AURTD10P	1,924,449.56			24,539.70				1,948,989.26
Total	13,699,229.89	80,000.00	0.00	175,551.04	0.00	0.00	0.00	13,954,780.93

Market Value Summary by Account for GLB Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1AURCONT	5,965,412.34			71,983.15		596,452.53	6,633,848.02
JIB2AURTD35	828,528.47	80,000.00		10,862.32		81,662.27	1,001,053.06
JIB3AURTD510	5,649,065.22			68,165.87		564,821.58	6,282,052.67
JIB4AURTD10P	2,033,662.35			24,539.70		203,335.24	2,261,537.29
Total	14,476,668.38	80,000.00	0.00	175,551.04	0.00	1,446,271.62	16,178,491.04



APPENDIX



ONE JIB - Outcome Framework - Target Allocations

Outcome							Allocation			
	HISA	Canadian Equity Fund	Global Equity Fund	Canadian Government Bond Fund	Canadian Corporate Bond Fund	Global Bond Fund	Equity	Fixed Income	Cash	Total
Cash	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%			100.0%	100%
Stable Return	10.0%	9.0%	21.0%	9.0%	9.0%	42.0%	30.0%	60.0%	10.0%	100%
Contingency	0.0%	18.0%	42.0%	6.0%	6.0%	28.0%	60.0%	40.0%		100%
Asset Management	0.0%	27.0%	63.0%	1.5%	1.5%	7.0%	90.0%	10.0%		100%
Target Date 3-5	20.0%	3.0%	7.0%	10.5%	10.5%	49.0%	10.0%	70.0%	20.0%	100%
Target Date 5-10	0.0%	15.0%	35.0%	7.5%	7.5%	35.0%	50.0%	50.0%		100%
Target Date 10+	0.0%	22.5%	52.5%	3.75%	3.75%	17.5%	75.0%	25.0%		100%

ONE JIB - Outcome Framework - Defined

Outcome Category	Outcome Strategy	Objective	Risk Tolerance, Liquidity	Investment Horizon	Allocation		
					Equity	Fixed Income	Cash
Cash	Cash	Preservation of Capital	Low risk; high liquidity	< 3 years			100%
Stable Return	Stable Return	Income generation: To generate returns to fund recurring needs	Moderate risk with emphasis on growth and stable returns, regular liquidity	> 5 years (Perpetual)	30%	60%	10%
Contingency	Contingency	Contributions for unexpected and infrequent events	Higher risk, emphasis on longer-term capital growth with some liquidity	> 5 years (Perpetual)	60%	40%	
	Asset mgt reserves	Contributions to generate returns to fund asset management reserves	Higher risk, emphasis on longer-term capital growth; low liquidity	> 10 years (Perpetual)	90%	10%	
Target Date	Target Date 3-5 yrs.	Preservation of capital	Low risk; high liquidity	3 - 5 years	10%	70%	20%
	Target Date 5-10 yrs.	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Moderate risk, liquid	5 - 10 years	50%	50%	
	Target Date 10+ yrs.	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Higher risk, emphasis on long term inflation-adjusted growth	> 10 years	75%	25%	



Glossary and Definitions for Quarterly Reports

Account

ONE Investment clients have one or more custodial accounts. All Prudent Investor Funds will be administered with ONE Investment's custodian, CIBC Mellon. Unlike Legal List accounts, MNRI invested in the ONE Investment Prudent Investor Funds will be under the control of the ONE Joint Investment Board. In most cases, the Prudent Investor clients will have multiple accounts with the custodian, with the account structure based on the investment outcomes assigned to each client. This will allow reporting to the municipal client based on the investment outcome framework.

Annual and Annualized Returns: please see Returns below.

Asset Allocation

Asset allocation is the single biggest driver of fund returns and should be set taking into account municipal risk tolerance. Also known as asset mix, it is the combination of asset classes in a fund and is normally shown as the percentage weights in each. Example asset classes are money market, Canadian bonds, global bonds, Canadian stocks and global stocks. Each of the ONE JIB Outcomes has an associated asset allocation that is designed to be appropriate for the intended investment Outcome.

Asset Mix: See Asset allocation.

Benchmark

The Benchmark is the standard against which investors compare their portfolio returns to understand its performance. Benchmark can be set either at the asset class level or for the overall portfolio. At the asset class level, benchmarks are usually chosen to represent the entire market; active managers seek to outperform their benchmarks by at least the amount of fees they charge.

For example, a typical benchmark for Canadian stocks is the S&P/TSX Composite Index which is calculated by Standard and Poor's (S&P) and for Canadian money market, the typical benchmark is the FTSE 182-Day Treasury Bill Index from the Financial Times Stock Exchange Group (FTSE). For a portfolio that aims to have risk halfway between these two asset classes, the total portfolio benchmark might be 50% S&P/TSX Composite Index and 50% FTSE 182-Day Treasury Bill Index.

Benchmark returns are always time weighted. (See Returns below for more detail on time weighted returns)



Blended Benchmark

A blended benchmark is a benchmark that is constructed from two or more underlying benchmarks. The weights of each underlying benchmark used in a blended benchmark remain constant over time.

Canadian Corporate Bond Fund

The ONE Investment Canadian Corporate Bond Fund holds short and mid-term Canadian bonds managed by MFS. Based on the benchmark duration at December 31, 2023, the permitted duration range is 3.67 to 6.67. MFS aims to outperform the benchmark, which is:

- 48% FTSE Canada Universe All Government Bond Index +
- 40% FTSE Canada Short-Term Corporate A Index +
- 10% FTSE Canada Universe Corporate AAA/AA Index +
- 2% FTSE Canada 91-Day Treasury Bill Index.

Canadian Equity Fund

The ONE Canadian Equity Fund holds Canadian stocks managed by Guardian Capital. Guardian aims for below-market risk, achieved with a ONE-imposed constraint on the weight of Material and Energy sectors because of the expected above-market volatility of these sectors.

Canadian Government Bond Fund

This ONE Government Canadian Bond Fund holds short-term Canadian bonds managed by MFS. Based on the benchmark duration at December 31, 2023, the permitted duration range for the Fund is 1.12 to 2.12. MFS aims to outperform the benchmark, which is:

- 60% FTSE Canada Short-Term Government Bond Index +
- 40% FTSE Canada 91-Day Treasury Bill Index.

Book Value

Book value is the Unit Cost of each holding multiplied by the number of units. It represents the amount originally paid to invest in the holding and takes into account all contributions and withdrawals.





CAD

This is a short form for “Canadian dollars”. Although the outcomes have exposure to foreign securities, all returns in the report reflect Canadian dollar-based returns. Foreign holdings will be impacted by movements in foreign currencies which may impact investment returns. This impact can be reduced by currency hedging strategies. The global equity exposure does not hedge currency exposure, but the global bond exposure may use hedging. The degree to which global bond exposure is hedged back to the Canadian dollar may vary and will reflect the currency hedging strategy of the external manager.

Consolidated Holdings

Consolidated holdings are the aggregate value of all investments with ONE Investment. Consolidated holdings detailed in this report only reflect MNRI balances invested in ONE Investment’s Prudent Investor Funds and HISA balances under the control of the ONE JIB. In certain cases, clients may hold ONE Investment Legal List portfolios or HISA which will not be reflected in consolidated holdings in this report. Additionally, ‘in-kind’ securities pledged to the ONE JIB will not be reflected in this report.

Discounts

Certain fee discounts apply for investors in the ONE Investment Prudent Investor offering. These discounts include a 4bps discount that applies to AUM of Founding Members, and ‘tier discounts’ that apply for any investors with balances in excess of certain thresholds. These discounts would not apply to HISA balances but would apply to balances in Legal List portfolios (if applicable). Discounts will be rebated to the municipalities on a quarterly basis. These discounts are not taken into consideration in the performance details in this investment report.

Distribution: a cash payment of interest or dividends made by ONE Investment from a fund.

Duration

This statistic applies to bonds and is similar in concept to term to maturity. The difference is that duration also takes into account the size and timing of interest payments. A bond with higher coupon payments will have a shorter duration than one with the same term to maturity and lower coupon payments: the reason is that the higher-coupon bond receives more of its return earlier. The higher the duration of a bond, the higher its sensitivity to interest rate movements.





Fees

Fees include all expenses involved in managing the fund: external investment manager fees, custody costs, ONE Investment's costs and administrative costs.

Global Bond Fund

The ONE Global Bond Fund is an unconstrained global bond mandate managed by Manulife Asset Management. The unconstrained nature of the mandate means that the fund will contain a mix of global government, corporate and securitized debt, including emerging markets and high-yield securities. The mandate is not constrained by sector or currency. Manulife aims to outperform the benchmark, which is Bloomberg Barclays Multiverse Index Unhedged.

Global Equity Fund

The ONE Global Equity Fund holds Global stocks managed by Mawer Investment Management. Mawer aims to outperform the benchmark, which is MSCI All Country World Index (ACWI). This mandate invests in both emerging and developed markets. Manager will allocate capital to the best global opportunities, which may include both large and small capitalization companies. This mandate is intended to be a broadly diversified portfolio of wealth-creating companies bought at discounts to their intrinsic values that typically employ a long-term holding period.

High Interest Savings Account (HISA)

This bank account is provided by CIBC. Its very short-term nature precludes it from being considered an investment. Interest income from HISA will be reflected only in the executive summary page as will a list of HISA transitions. As the HISA product is a demand deposit, its value of his does not fluctuate daily. In this way it differs from the ONE Investment fund whose price change in response to changes in the value of underlying investments. Returns for individual accounts holding HISA will not be presented in the report beyond what is disclosed in the executive summary. HISA balances held in the Prudent Investor Offering reflect MNRI and will be under the control of the ONE JIB.

Holdings: the ONE Investment funds or HISA Balances held in client accounts.

Inception Date

The inception is the first date that an investment was made. For each account, this will be the first time funds were transferred in; for funds offered by ONE Investment, it is the date the funds started. For ONE JIB Founders, the Inception date is July 2, 2020.



**Income**

Income is a cash flow generated by an investment and normally includes interest on bonds and dividends on stocks. It is differentiated from capital gains, which also contribute to returns, but which are not considered income.

Investment Manager

Investment managers are external firms hired by ONE Investment to create funds to our specifications. These are MFS Investment Management Canada for Canadian fixed income, Manulife Asset Management for global fixed income, Guardian Capital Group Ltd for Canadian equity, and Mawer Investment Management Ltd for global equity.

Market Value

The value of an investment at current market prices, calculated by multiplying the Price (defined below) by the number of units held.

ONE Joint Investment Board (ONE JIB)

The joint board established by founding municipalities as a municipal services board under section 202 of the Act as required under Part II of the Regulation, and is the duly appointed Joint Investment Board for the municipality, as constituted from time to time and acting pursuant to the Terms of Reference set out in the ONE JIB Agreement.





Outcome

Outcome means, in the context of the Investment Plan, the same thing as 'solution'. Investment Outcomes are a set of investment allocations with varying risk/return characteristics. The Outcomes assigned to each municipal investor are intended to reflect the needs and circumstances of the municipality. ONE JIB has five pre-defined basic outcomes:

Cash:

The Cash Outcome is designed for investments with a time horizon of less than 3 years. Preservation of capital and liquidity are the highest priorities. Investments allocated to this outcome are expected to be transferred back to the care and control of the municipal treasurer when the funds are reclassified as MRI.

Contingency:

The Contingency outcome is designed for investing contingency reserves. The funds in this outcome may be drawn upon to meet unexpected needs and infrequent events. The investment horizon for this outcome is typically greater than 5 years, with an emphasis placed on long-term growth and preservation of purchasing power is a key consideration.

Asset Management Reserves:

The Asset Management Reserve Outcome is specifically designed for very long investment horizons with a well-defined purpose. Allocations to this Outcome are intended to generate returns to help fund asset management objectives. The long-term nature of asset management reserves allows this Outcome to emphasize long-term growth.

Stable Return:

The Stable Return Outcome is designed to provide an annual income while preserving the value of the principal investment. The principal amount is often invested in perpetuity with no intent to withdraw for the foreseeable future. This outcome is frequently used by municipalities looking to replace the income stream of a utility that has been sold, with some or all proceeds of the sale acting as the principal.



**Target Date:**

The Target Date Outcomes are designed for contributions toward planned capital projects. There are three target date designs for different time horizons: 3 to 5 years; 5 to 10 years; and greater than 10 years. For capital projects in the 3-to-5-year range, preservation of capital is prioritized. For projects in the 5-to-10-year range, emphasis is placed on inflation mitigation and meeting target funding requirements. For projects in the greater-than-10-year range, emphasis is placed on longer-term inflation adjusted growth.

Price

The price of ONE funds is the unit price at a point in time, also known as the net asset value, which is calculated daily by CIBC Mellon. This price takes into account the last traded prices of all securities held by the manager, the bid/ask spread where no recent trade is available and a daily accrual for all fees including investment management and administration.

Prudent Investor Standard

The standard requiring ONE JIB, when investing money under section 418.1 of the Act, to exercise the care, skill, diligence and judgement that a prudent investor would exercise in making such an investment but does not restrict the securities in which a municipality can invest. The Prudent Investor standard applies to the entire portfolio of Long-Term Funds under control of ONE JIB rather than to individual securities.

Quality

This statistic refers to the creditworthiness of bonds based on ratings provided by bond rating agencies such as S&P, DBRS, Fitch and Moody's. The highest quality bonds are rated AAA and range down from there to AA, A and BBB, all of which are investment grade ratings. Ratings below BBB are considered high yield. The lower a credit rating, the higher a bond's yield to maturity and commensurate risk of default on interest payments or principal. The credit rating on an entire fund is calculated as a weighted average.

Realized and Unrealized Gains

Capital gains reflect the movement in the Price of investments as they rise over time relative to their average Unit Cost. Negative gains are losses, meaning that the Price of the units in the account is lower than the average Price paid for them (Unit Cost). Because gains / losses are calculated based on net asset values, they are diminished by the amount of fees. (Please see Fees, Price and Unit Cost.)





- **Unrealized gains** exist “on paper” until the investment is sold in return for cash, at which point they become realized.
- **Realized gains** are generated by withdrawals from accounts during the time period in question based on the unit Price compared to the Unit Cost.

Returns

Returns measure the percentage increment in value generated by investments over a period of time. Unless otherwise noted, time-weighted total returns are reported here, which include all forms of income and capital gains. There are different aspects to return calculations explained below.

- **Calendar Year Return:** reflects the total return generated by investments in the specified year any between January 1 to December 31.
- **Annualized Returns:** the total return generated by investments in each year for holding periods greater than one year. Annualized returns are the geometric average over a multi-year period, meaning they represent the compound return. For periods of one year or less, the actual return is shown without the effect of compounding.
- Returns in this report are calculated net of fees based on the Prices of the ONE Investment funds. These are calculated daily by CIBC Mellon and take into account all fees and costs associated with managing the fund.
- Return details in this report do not account for fee discounts that may apply for some Prudent Investor clients.
- **Time-weighted returns:** returns in this report are time-weighted in order for them to be compared to the benchmarks. Time-weighted returns are calculated in a way that excludes the effect of the timing of contributions and withdrawals (cash flows) from the fund. (To capture the effect of cash flows and measure their impact on returns, investors would instead need use dollar-weighted return calculations.)

Unit Cost

Unit Cost is the weighted average Price paid for all the Fund units held in the account and reflects the impact of units bought and sold over time.

Unrealized Gains: Please see Realized and Unrealized Gains

Value Added: The return generated by an investment manager above (or below, if negative) the benchmark.

Year to Date: The time period beginning January 1 and ending at the most recent quarter end.



Attachment 4

INVESTMENT POLICY STATEMENT

FOR

THE CORPORATION OF THE TOWN OF AURORA (the “Municipality”)

MAY 2025

TABLE OF CONTENTS

OVERVIEW	1
1. GLOSSARY AND DEFINITIONS	2
2. PURPOSE AND LEGISLATIVE FRAMEWORK	7
2.1 Purpose of Policy	7
2.2 Governing Legislation	8
2.3 Prudent Investor Standard	8
3. MONEY REQUIRED IMMEDIATELY AND MONEY NOT REQUIRED IMMEDIATELY	9
3.1 Determination of MNRI and MRI	9
3.2 Overview of Portfolios	9
4. ROLES AND RESPONSIBILITIES	10
4.1 Role of ONE JIB	10
4.2 Role of Municipal Staff	10
4.3 Ethics and Conflicts of Interest	11
5. INVESTMENT	11
5.1 MRI	11
5.1.1 MRI: Investment Objectives	11
5.1.2 MRI: Eligible Investments	12
5.2 MNRI: Long-Term Money	13
5.2.1 MRI: Investment Objectives	13
5.2.2 MNRI: Eligible Investments	13
5.2.3 MNRI: Sinking Funds	14
5.2.4 Local Distribution Corporation (LDC) Securities	14
5.2.5 Restricted Special Assets	14
5.3 Third Party Trust Funds and Designated Funds	14
5.4 Investment Management	14
5.4.1 Investment Management of MRI	14
5.4.2 Investment Management of MNRI	14
5.5 Transition to Prudent Investor Regime/ OCIO Offering	15
5.6 Investment Constraints	15
5.6.1 Environmental, Social and Governance (ESG) Investing	15
5.6.2 Securities Lending	15
5.6.3 Derivatives	15
5.6.4 Use of Leverage	16

5.6.5	Pooled Funds	16
5.6.6	Currency Hedging.....	16
5.6.7	Alternative Asset Classes	16
5.6.8	Prohibited Investments	16
5.7	Performance Monitoring, Rebalancing and Management.....	17
5.7.1	MRI	17
5.7.2	MNRI.....	17
6.	ADMINISTRATIVE POLICIES.....	17
6.1	Flow of Money and Annual Municipal Budget	17
6.1.1	Transfer to ONE JIB as Part of Annual Review Process	17
6.1.2	Transfer to Municipality as Part of the Annual Review Process	17
6.2	Flow of Money Otherwise than through the Budget Process.....	17
6.2.1	Surplus Funds	17
6.2.2	Contingencies	17
6.3	Valuation of Investments	18
6.4	Voting Rights	18
6.5	Internal Controls.....	18
6.6	Custodians	18
6.7	Reporting.....	19
6.7.1	MRI	19
6.7.2	MNRI.....	19
7.	APPROVAL, SUBSEQUENT MODIFICATIONS AND EFFECTIVE DATE.....	19
7.1	Revocation / Amendment of Previous Investment Policy	19
7.2	Modifications to the IPS	20
7.3	Effective Date	20
	Schedule A Restricted Special Assets.....	21
	Schedule B Third-Party Trust Funds and Designated Funds.....	22
	Appendix I: ONE JIB Agreement	23
	Appendix II: ONE External Portfolio Manager Mandates.....	24
	Schedule A Third Party Trust Funds and Designated Funds.....	25

Town of Aurora

Investment Policy Statement

OVERVIEW

Municipalities that are subject to the Municipal Act, 2001 (the “Act”) have no general power to invest money. Such powers must be found either in express provisions of the Act or by necessary implication.

Historically, municipalities that are subject to the Act had very limited express investment powers under section 418 of the Act. Section 418 continues to apply to all municipalities that are subject to the Act unless they elect to pass a by-law pursuant to the new section 418.1. Section 418 of the Act provides that “money that is not required immediately” (MNRI) can only be invested in securities prescribed by the Province in O. Reg. 438/97 (the “Regulation”). These prescribed securities are generally referred to as the “Legal List Securities” and are included in Part I of the Regulation.

Effective January 1, 2019, the new section 418.1 of the Act came into force. Section 418.1 provides that MNRI can be invested under that section in any security, provided that in making the investment the municipality exercises the care, skill, diligence and judgment that a prudent investor would exercise in making the investment. If a municipality elects to pass a by-law under section 418.1, the effect will be that its MNRI must be invested in accordance with the prudent investor regime. The rules, conditions and procedures that apply to investments under section 418.1 are set out in Part II of the Regulation.

Investing MNRI in Legal List Securities or in accordance with the prudent investor regime are mutually exclusive alternatives. That is to say, section 418 does not apply to a municipality that has adopted the prudent investor regime under section 418.1.

Every municipality, regardless of whether section 418 or 418.1 applies to it, has MNRI and also money that is required immediately (MRI). Municipalities retain the management and control of their MRI. The Act does not include any express provisions that deal with the investment of MRI. However, it is consistent with prudent practice to invest such money until it is actually spent, in order to preserve the capital value of that money. Accordingly, it is necessarily implied that a municipality has the power to invest such money on a short term basis. Because the Act is silent as to how municipalities are to deal with MRI and because of the historical investment powers under the Act, a conservative approach is to invest MRI in appropriate Legal List Securities.

Municipalities that elect to pass a by-law pursuant to the new section 418.1 include in their investment policy:

- (i) the basis upon which they distinguish between MNRI and MRI,
- (ii) principles governing the investment of each category of money, and
- (iii) This Investment Policy Statement (IPS) is intended to respond to the foregoing requirements.

Town of Aurora staff and Council understand that the funds being invested belong to the residents of Aurora. This investment and procedures documentation will ensure that all funds are invested with care, diligence and judgement of a prudent investor with a primary objective of principal preservation while maximizing returns.

1. GLOSSARY AND DEFINITIONS

The following capitalized terms are defined terms which have the meanings set out below:

Act: means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended from time to time.

Agent: means any administrator, Custodian, payment servicer, investment counsel, consultant, banker, broker, dealer or other service provider engaged or appointed by ONE JIB and authorized by ONE JIB to exercise any of the functions of ONE JIB pursuant to a written agreement, in the manner and to the extent provided in the Regulation and without limiting the generality of the foregoing, Agent includes ONE Investment, and the Sub-Investment Manager.

Alternative Assets: means investments outside traditional investments such as equities, fixed income, and cash which may include, hedge funds, private equity, natural resources, real estate and infrastructure. Alternative investments are typically less liquid than traditional investments and are appropriate only for allocations with a long investment horizon.

Asset Class: An asset class is a specific category of assets or investments, such as cash, fixed income, equities, alternative investments, real estate etc.

Asset Mix (or Asset Allocation): means the proportion of each asset class in a portfolio. Asset classes include bank deposits, money market securities, bonds and equities, among other things.

Authorizing By-law: means a by-law of the Municipality that authorizes it to invest its money and investments that it does not require immediately in the OCIO offering of ONE JIB pursuant to section 418.1 of the Act, to approve various documents, the entering into of agreements including a Prudent Effective Date Agreement and the delegation of certain powers and duties to ONE JIB/ONE Investment.

Benchmark: means an index that is representative of a specific securities market (e.g. the S&P/TSX Composite Index, the FTSE/TMX 91 Day T-bill Index, etc.) against which investment performance can be compared. Performance benchmarks refer to total return indices in Canadian dollar terms.

CHUMS Financing Corporation (CHUMS): means a subsidiary of Municipal Finance Officers' Association of Ontario (MFOA) which, in conjunction with LAS, established ONE Investment.

CFA Institute: refers to the global, not-for-profit professional association that administers the Chartered Financial Analyst (CFA) and the Certificate in Investment Performance Measurement (CIPM) curricula and examination programs worldwide, publishes research, conducts professional development programs, and sets voluntary, ethics-based professional and performance reporting standards for the investment industry.

Credit Risk: means the possibility of a loss resulting from a borrower's failure to repay a loan or meet contractual obligations. That is, the risk that a lender may not receive the owed principal and interest.

Custodian: means a specialized financial institution that is responsible for safeguarding a municipality's investments and is not engaged in "traditional" commercial or consumer/retail banking. Global custodians hold investments for their clients in multiple jurisdictions around the world, using their own local branches or other local custodian banks ("sub-custodians" or "agent banks").

Designation Funds: means source(s) of money in which the municipality may have an indirect interest but which the Municipality currently has no authority to invest. Designated Funds are listed in Schedule B of this IPS.

Diversification: means a risk management technique that mixes a variety of investment types within a portfolio to help mitigate portfolio risk. A diversified portfolio holds different kinds of investments to improve the risk adjusted returns.

Derivative: A derivative is a contract between two or more parties whose value is based on an agreed-upon underlying financial asset (like a security) or set of assets (like an index). Common underlying instruments include bonds, commodities, currencies, interest rates, market indexes, and stocks.

Environmental, Social and Governance (ESG) Investing: means considering and integrating ESG factors into the investment process, rather than eliminating investments based on ESG factors alone. Integrating ESG information can lead to more comprehensive analysis of a company.

External Portfolio Managers: means external third-party investment management firms whose investment offerings are accessed by ONE JIB directly or through services provided to a Pooled Fund. External Portfolio Managers are agents authorized by ONE JIB in accordance with Part II of the Regulation.

Interest Rate Risk: refers to the possibility that the value of a bond or other fixed- income investment will suffer as the result of a change in interest rates. Interest rate risk can be managed to help improve investment outcomes.

Internal Controls: means a system of controls that may include authorities, policies, procedures, separation and segregation of duties, compliance checks, performance measurement and attribution, reporting protocols, measures for safekeeping of property and data, and the audit process.

Investment Plan: means the investment plan applicable to the MNRI and adopted by ONE JIB under the Regulation, as it may be amended from time to time.

Investment Policy Statement (IPS): means the investment policy applicable to the Municipality's investments adopted and maintained by the Council of the Municipality for MNRI under the Regulation, and for MRI, as the same may be amended from time to time. The IPS may also apply to the money and investments held by the Municipality for the benefit of persons other than the Municipality itself and may make reference to source(s) of

money in which the Municipality may have an indirect interest but which the Municipality has no authority to invest.

JIB: is short for Joint Investment Board and means a joint municipal service board that is established under section 202 of the Act by two or more municipalities for the purposes of Part II of the Regulation.

Legal List Securities: means the securities and other investments and financial instruments that are included from time to time in Part I of the Regulation.

Leverage: means an instrument strategy of using borrowed money – specifically, the use of various financial instruments or borrowed capital – to increase the potential return of an investment. Typically leverage also tends to increase investment risks.

Liquidity: means the ability to turn an investment into cash relatively quickly, without a substantial loss in value. For Example, a savings account is more liquid than real estate.

Local Authority Services (LAS): means an entity which, in conjunction with MFOA/CHUMS, established ONE Investment.

Local Distribution Corporation or LDC: means a corporation incorporated under section 142 of the *Electricity Act, 1998*.

Market Value: means the price at which a security is trading and could presumably be sold. Also known as Fair Market Value it represents the current value of the investment.

Maturity: means the date upon which the principal or stated value of an investment becomes due.

Modern Portfolio Theory: means a theory of portfolio management that looks towards the portfolio as a whole, rather than towards the prudence of each investment in the portfolio. This is found in the CFA Institute Standards of Practice Handbook.

Money not Required Immediately (MNRI): means the money that is not required immediately by the Municipality that will be under the control and management of ONE JIB and as defined in this IPS that will be invested in accordance with the Prudent Investor Standard.

Money Required Immediately (MRI): means the money that is required immediately by the Municipality that remains under the control and management of the Municipality and, that can be invested in accordance with the Legal List Securities or other applicable legislation.

Municipal Services Corporation (MSC): means a corporation established under section 203 of the Act in accordance with the applicable regulation (Ontario Regulation 599/06).

Municipality: means The Corporation of the Town of Aurora.

OCIO Offering: means the comprehensive investment program made available through ONE Investment as an agent for ONE JIB, where a qualified investment manager is engaged to advise a Participating Municipality with regard to the investment of the

Participating Municipality's MNRI and to invest and manage such MNRI in accordance with the terms and conditions set out in the ONE JIB Agreement.

ONE Investment: means the not-for-profit corporation established by CHUMS and LAS which provides certain management, administrative and other services to ONE JIB as its agents.

ONE JIB: means ONE Joint Investment Board, established by certain founding municipalities under section 202 of the Act as a JIB for purposes of Part II of the Regulation, which is the duly appointed JIB for the Municipality, as constituted from time to time and which acts in accordance with the Act, the Regulation, the ONE JIB Agreement, including the Terms of Reference, this IPS and the Investment Plan.

ONE JIB Agreement: means the agreement effective as of the Prudent Effective Date, entered into in accordance with the requirements of the Regulation, pursuant to which ONE JIB has control and management of the Municipality's MNRI.

Participating Municipality: means from time to time each of the municipalities for whom ONE JIB acts as the JIB under the terms of the ONE JIB Agreement.

Pooled Fund: means a unit trust established under a trust instrument, generally not available to the public, in which institutional, sophisticated or high net worth investors contribute monies that are invested and managed by an External Portfolio Manager. Monies are pooled or combined with monies of other investors.

Portfolio: means any collection of funds that are grouped together and required for specific purposes.

Proxy Voting: means a legal transfer to another party of a shareholder's right to vote thereby allowing shareholders who cannot attend meetings to participate. External Portfolio Managers usually vote proxies on behalf of their clients.

Prudent Effective Date: means the mutually agreed-upon date by the Municipality and ONE Investment on which the prudent investor regime applies to the municipality as a participating municipality.

Prudent Effective Date Agreement: means an agreement entered into by the Municipality and ONE Investment that sets out the day on which the prudent investor regime starts to apply to the Municipality.

Prudent Investor Standard: means the standard that applies when the Municipality invests money that it does not require immediately under section 418.1 of the Act. It requires the Municipality to exercise the care, skill, diligence and judgment that a prudent investor would exercise in making such an investment and the standard does not restrict the securities in which the Municipality can invest. The Prudent Investor Standard applies the standard of prudence to the entire portfolio in respect of the Municipality's MNRI rather than to individual securities. It identifies the fiduciary's central consideration as the trade-off between risk and return as found in the CFA Institute Standards of Practice Handbook.

Rebalancing: means the process of realigning the weightings of a portfolio of assets. Rebalancing involves periodically buying or selling securities in a portfolio to maintain an original or desired level of asset allocation or risk.

Regulation: means Ontario Regulation 438/97.

Restricted Special Assets: means investments specified by this IPS and held by the Municipality as of the Prudent Effective Date, where ONE JIB is not able to exercise control. Restricted Special Assets are listed in Schedule A of the IPS and are not considered to be MNRI.

Risk: means the uncertainty of future investment returns or chance of loss of capital.

Risk Tolerance: means the financial ability and willingness to absorb a loss in return for greater potential for gains.

Safekeeping: means the holding of assets (e.g. securities) by a financial institution.

Securities Lending: means loaning a security to another market participant. The borrower is required to deliver to the lender, as security for the loan, acceptable collateral with value greater than the value of the securities loaned. The Securities Lending program is managed by the Custodian or another appointed agent on behalf of investors. A Securities Lending program is widely used by institutional investors to generate additional marginal returns on the total portfolio.

Sinking Fund: means a fund established to fulfil the requirements to make annual contributions in respect of various debenture issues wherein money is to be regularly set aside for the payment of the principal of the debentures at maturity.

Sinking Fund Required Contributions (Annual Sinking Fund Requirement): means the amount of money to be set aside each year for deposit into a sinking fund or a retirement fund, as applicable, for each sinking fund and term debenture issue in accordance with the Municipality's debenture by-laws when such debentures are issued.

Sinking Fund Required Earnings: means the investment earnings needed for the Sinking Fund Contributions to continue to grow to a value sufficient to repay the principal at maturity for each issue of sinking fund and term debentures.

Sinking Fund Excess Earnings: means the investment earnings in excess of the required earnings.

Sub-Investment Manager: means an asset management firm or investment consultant, acting as a sub-investment manager for ONE JIB that provides investment advice and professional services and is involved in the implementation and operational aspects of the OCIO Offering, and that has full responsibility for the investment and management of a Participating Municipality's MNRI through ONE Investment, based on an IPS approved by the Council of the municipality.

Third-Party Trust Funds: means money over which the Municipality exercises both management and policy control but whose assets are not owned by the Municipality. These funds are governed by a variety of agreements and, in some cases, by legislation. Some

funds may have externally mandated investment policies, and some may have investment policies that are determined by the Municipality. Third-Party Trust Funds are listed in Schedule B of this IPS.

Trust Fund: means a fund which consists of assets that have been converted or assigned to a trustee to be administered as directed by agreement or statute. As a result, a trustee holds title to the assets for the purposes of providing benefits, and being accountable, to the beneficiary. The Municipality is the trustee of funds that are to be used for specific purposes by the Municipality or any related parties.

2. PURPOSE AND LEGISLATIVE FRAMEWORK

2.1 Purpose of Policy

This IPS governs the investment of the Municipality's MNRI and MRI. It is intended, among other things, to direct the Treasurer in the investment of MRI and to direct ONE Joint Investment Board (ONE JIB) in the investment of MNRI by implementing the Authorizing By-law 6502-23 pursuant to which the Municipality authorized the establishment of guidelines for the prudent management of the Municipality's MNRI pursuant to section 418.1 of the Act.

In addition to the Municipality's MRI and MNRI, the Municipality is from time to time entrusted with the management of money and investments for a third-party beneficiary ("third party trust funds"), or Third-Party trust Funds. The Municipality's Third-Party Trust Funds are listed in Schedule B of this IPS.

There are also source(s) of money in which the Municipality may have an indirect interest but which the Municipality currently has no authority to invest. Such source(s) of money, referred to in this IPS as "Designated Funds", are listed in Schedule B of this IPS. The Designated Funds and the Restricted Special Assets, listed in Schedule A of this IPS, are identified in this IPS for the sole purpose of enabling the Municipality to better see, on an aggregated basis, the various financial assets in which the Municipality has an interest.

ONE JIB is not responsible for the investment activities or performance of Third-Party Trust Funds, Designated Funds or Restricted Special Assets.

The goals of this IPS are to:

- Define and assign responsibilities for investment of MRI and MNRI;
- Describe the Municipality's responsibilities with respect to Restricted Special Assets, Third-Party Trust Funds and Designated Funds;
- Ensure compliance with the applicable legislation;
- Direct ONE JIB as to the Municipality's investment goals and risk tolerance;
- Provide guidance and limitations regarding the investments and their underlying risks;
- Establish a basis of evaluating investment performance and the underlying risks; and,
- Establish a reporting standard to Council.

This IPS applies to employees of the Municipality, to ONE JIB and to the employees of ONE Investment. ONE JIB, the Treasurer, and any agent, sub-investment manager or advisor providing services to ONE JIB in connection with the investment of the portfolio shall accept and strictly adhere to this IPS.

2.2 Governing Legislation

Investments of MRI will, in accordance with this IPS, only be made in Legal List Securities.

Investments of MNRI are governed by the Prudent Investor Standard in accordance with Section 418.1 of the Act. This standard is similar to that which governs trustees and pension fund administrators and creates a fiduciary responsibility. Prudent investment in compliance with the Act and the Regulation enhances the potential for the Municipality to earn improved risk-adjusted rates of return.

Money and investments that the Municipality holds as Restricted Special Assets, Third-Party Trust Funds or has an interest in as Designated Funds will be subject to applicable legislation and any related agreements or instruments.

The Act provides that the Municipality, and therefore ONE JIB, must consider the following criteria in planning investments of MNRI, in addition to other criteria relevant to the circumstances:

- General economic conditions;
- The possible effect of inflation or deflation;
- The role that each investment plays within the Municipality's total portfolio of investments;
- The expected total return from income and the appreciation of capital; and
- Needs for liquidity, regularity of income and preservation or appreciation of capital.

2.3 Prudent Investor Standard

For MNRI, the standard to be used by the Municipality and ONE JIB shall be the Prudent Investor Standard as required by section 418.1 of the Act and Part II of the Regulation in the context of managing the Municipality's MNRI and investments thereof. Investments shall be made with the care, skill, diligence, and judgment, taking into account the prevailing circumstances, that persons of prudence, discretion and integrity would exercise in the management of investments, considering the necessity of preserving capital as well as the need for income and appreciation of capital. The Act includes a duty to obtain the advice that a prudent investor would obtain under comparable circumstances.

Officers, employees and investment agents acting in accordance with written procedures and the IPS and exercising due diligence shall take all necessary actions to optimize performance of investments on a portfolio basis, taking into account the prescribed risk and other parameters set out in this IPS and market factors. The Municipality's staff acting in accordance with written procedures and this IPS, shall be relieved of personal responsibility for an investment's performance,

provided underperformance relative to expectations is reported to Council and the liquidation or sale of investments is carried out in accordance with this IPS.

3. MONEY REQUIRED IMMEDIATELY AND MONEY NOT REQUIRED IMMEDIATELY

3.1 Determination of MNRI and MRI

Determination of the Municipality's MNRI is the responsibility of Council. In making the determination, Council may consider:

- the time horizon within which the monies are needed to meet financial obligations
- the purpose for which the monies have been collected or set aside and are to be used
- the source of the money
- any combination of the foregoing

The Municipality has defined MNRI as money from the municipality's own reserves, reserve funds, sinking funds and current ONE Investments that will not be required to meet financial obligations that become due more than 2 years from the receipt of such money. The purpose of the money is to fund the municipality's future capital, operational and contingency needs.

For certainty, all money and investments of the Municipality that have not been identified as MNRI (other than Restricted Special Assets, Third-Party Trust Funds and any Designated Funds referenced in Section 2.1) shall be deemed for purposes of this IPS to be MRI.

Determination of the Municipality's MNRI and MRI may be modified at any time and from time to time by action of Council and with respect to specific money by the Treasurer in accordance with the provisions of Section 6.2.

Any changes in this IPS regarding the Municipality's MNRI and MRI must be communicated immediately in writing to ONE JIB.

3.2 Overview of Portfolios

The Municipality's portfolios represent funds available to support Municipal needs. A high-level description of each of these portfolios and their objectives is provided in Section 5 below. This IPS applies to the following money of the Municipality, its agencies, boards and commissions including:

- MRI which is invested in Legal List Securities; and/or
- MNRI which is invested under the Prudent Investor Standard.

4. ROLES AND RESPONSIBILITIES

4.1 Role of ONE JIB

ONE JIB has been appointed by the Municipality in accordance with the requirements of the Act and the Regulation and on the terms and conditions set out in the ONE JIB Agreement (Appendix I).

ONE JIB exercises control and management of the Municipality's MNRI and the investments made by it in accordance with the objectives and risk tolerance established in this IPS.

Among the responsibilities of ONE JIB are the following:

- Reviewing this IPS;
- Adopting and maintaining an Investment Plan that complies with this IPS;
- Engaging Custodians, administrators and other investment professionals (Agents);
- Allocating the money and investments under its control and management in compliance with this IPS;
- Monitoring the performance of the OCIO Offering and Agents; and,
- Reporting to the Municipality.

The foregoing is subject to the more detailed terms and conditions contained in the ONE JIB Agreement.

4.2 Role of Municipal Staff

This IPS is approved and adopted by Council with input from the Treasurer, and from ONE JIB with respect to MNRI. MRI of the Municipality, in addition to any Third-Party Trust Funds, Designated Funds and Restricted Special Assets referenced in Section 2.1, remain under the control and management of the Treasurer.

Consistent with this IPS, the Treasurer is responsible for the implementation of the investment program and the establishment of investment procedures which shall include:

- Investment management of MRI and any Third-Party Trust Funds, Designated Funds and Restricted Special Assets referenced in Section 2.1 by, or under the direction of, the Treasurer;
- The deposit or withdrawal of MNRI, under the explicit delegation of authority regarding MNRI, and the investment thereof, to ONE JIB, which is responsible for the control and management of such funds and investments; and,
- A system of controls exercised by the Treasurer to regulate the activities of Deputy Treasurers and Financial Management Advisors.

No person including, without limitation, ONE JIB, may engage in an investment transaction except as provided under the terms of this IPS.

In the management of MRI of the Municipality, and any Third-Party Trust Funds, Designated Assets and Restricted Special Assets referenced in Section 2.1, the Treasurer may engage one or more agents and service providers. ONE Investment can assist with the investment of the Municipality's MRI, in Legal List Securities, and with the investment of Third-Party Trust Funds, in accordance with the terms of the applicable trust, if permitted, at the request of the Municipality.

4.3 Ethics and Conflicts of Interest

Individuals who are responsible for the Municipality's Short-Term Portfolio shall comply with the Municipality's Conflict of Interest guidelines and any relevant professional codes of conduct (e.g. the CPA Code of Professional Conduct).

ONE JIB, in its capacity as a joint municipal service board, in addition to being a local board of each member Municipality is subject to a Code of Conduct as required by the Municipal Act, 2001 (the "Act"). This Code of Conduct applies to the Chair and the other Members of ONE JIB acting in their capacity as Members of ONE JIB.

5. INVESTMENT

5.1 MRI

The Municipality's MRI is described in this IPS consists of money that is needed to meet the short-term financial obligations of the Municipality and are controlled and managed by the Treasurer.

5.1.1 *MRI: Investment Objectives*

The main focus of the investment of MRI is cash management, and the interest income generated by the investment of these monies contribute to municipal revenues. To the extent possible, the Municipality shall attempt to match its investments with anticipated obligations.

Capital Preservation is the paramount objective for MRI investments, and these investments need to be highly liquid. Consequently, only high-quality investments that are also Legal List Securities will be held in this portfolio. The Municipality may invest in full liquid money market securities and deposit accounts. The Municipality aims to maximize returns subject to the constraints set out in Part I of the Regulation, as amended from time to time, with a view to preserve capital and to further manage risk through diversification by issuer and credit quality.

The investment objectives, in the order of priority, for the Municipality for Short-Term Money are:

- **Compliance with Portfolio Restrictions:** The legal authority to invest funds comes from the Act. All investments acquired shall be in conformity with portfolio restrictions and permissions set out in O. Reg. 438/97 – Eligible Investments and Related Financial Agreements, as amended from time to

time. The Municipality shall not invest in a security that is expressed or payable in any currency other than Canadian dollars.

- **Preservation of Principal:** Investments shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. Investments shall be made with judgement and care, not for speculation, but for investment, considering the probable safety of the principal invested as well as the probable income derived. Staff shall also endeavor to mitigate credit and interest rate risk by: pre-qualifying the financial institutions, brokers/dealers and advisors with which the Municipality does business; diversifying the investment portfolio; structuring the investment portfolio so that maturing securities meet ongoing cash flow requirements; and investing operating funds primarily in shorter-term securities or approved liquid investment pools.
- **Maintenance of Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. All non-equity investments shall be interest bearing in nature and equity exposure will be limited to investments in the ONE Investment Program equity funds. The Municipality's portfolio should be well staggered, using a ladder approach which allows investments to mature at various times and provides the Municipality the opportunity to build up the portfolio based on market conditions/opportunities. A portion of the portfolio may be placed in the ONE Investment Program, which offers compliance and liquidity.
- **Maximization of the Rate of Return:** The Investment Portfolio shall be designed with the goal of maximizing the rate of return through budgetary and economic cycles, considering the investment risk constraints and liquidity needs. Staff will explore and utilize any eligible investment vehicles in building the Municipality's investment portfolio. The investment portfolio will be managed with prudent investor principles, to maximize returns within established risk parameters. To take advantage of short-term fluctuations in interest rates, securities may be sold prior to maturity. Investments shall be purchased once multiple bids are received and analysed. The highest yielding bid, which meets the Municipality's cash flow requirements, will be accepted. If the highest yielding bid is not selected, an explanation describing the rationale shall be provided. Staff involved will retain written records of each transaction, including the name of the financial institutions, rates quoted, description of the security, investment selected, and any special considerations that had an impact on the decision. With the goal of maximizing the rate of return on its investments, staff may utilize eligible investment vehicles for which there is a sole available supplier, such as the ONE Investment Program products. In instances such as this, multiple bids will not be solicited.

5.1.2 MRI: Eligible Investments

MRI may be invested in high quality investments that are also Legal List Securities available from banks, dealers and other financial institutions. Investments issued or guaranteed by approved institutions will be permitted by this IPS, as deemed eligible by the Regulation or as authorized by subsequent provincial regulations.

5.2 MNRI: Long-Term Money

The Municipality's MNRI is described in Section 3.1. In accordance with the ONE JIB Agreement and this IPS, ONE JIB has exclusive control and management of the 2MNRI and the investments made therewith.

From time to time, the Municipality may require money immediately to meet financial obligations and may require ONE JIB to liquidate one or more investments in order to generate money to meet those obligations. ONE JIB will select the investment(s) to be liquidated. The timing of such liquidation will be determined by ONE JIB in consultation with the Treasurer.

5.2.1 *MRI: Investment Objectives*

In setting the objectives noted below, the Municipality has taken into account the following considerations:

- Preservation of capital;
- Adequate liquidity that takes into account the needs of financial obligations and reasonably anticipated budgetary requirements;
- Diversification by asset class, market, sector, issuer, credit quality and term to maturity;
- Income and capital appreciation; and,
- Macro risks, such as inflation, economic growth and interest rates.

Investment of MNRI is managed by ONE JIB in a way that balances investment objectives, expected returns, and risk to develop asset allocations that achieve the Municipality's financial objectives within stated risk tolerances.

Investment of MNRI is to be managed by ONE JIB, in a way that balances the investment objectives, with a level of risk that is appropriate for the municipality. The MNRI invested with ONE JIB will be broadly diversified to help reduce the volatility of returns. Returns have an impact on revenues, as well as a longer-term impact on future years' budgets and should, at a minimum, keep pace with inflation. To the extent possible, the Long-Term Money's investment horizons are aligned with the Municipality's obligations and cash flow requirements and may consist of liquid and non-liquid securities based on future cash flow requirements.

5.2.2 *MNRI: Eligible Investments*

Eligible investments for Long-Term Money include any Pooled Fund or other collective investment vehicle or institutional investment management product approved or selected by ONE Investment for the Prudent Investment Program (OCIO Offering), provided always that the products and the selection of products comply in all material respects with the IPS.

Additionally, nothing in this IPS prevents MNRI from being held in cash, short term money market instruments, or overnight deposits.

5.2.3 *MNRI: Sinking Funds*

Sinking Funds are currently not applicable to the Municipality; however, should any sinking funds be established in the future, they are to be classified as MNRI and will be managed separately by ONE JIB.

5.2.4 *Local Distribution Corporation (LDC) Securities*

Not applicable to this Municipality.

5.2.5 *Restricted Special Assets*

With the exception of the Municipality's investments held in the ONE Investment Legal List Portfolios specified below, all existing assets, listed in Schedule A of this IPS and held by the Municipality on the Prudent Effective Date, shall be considered to be Restricted Special Assets, and shall *not* be held by ONE JIB as MNRI. The Treasurer may choose to liquidate these investments and determine that the proceeds are MNRI, to be invested as per this IPS and the approved ONE JIB Investment Plan.

For certainty, Restricted Special Assets are not MNRI of the Municipality, and such assets are not under the control or management of ONE JIB.

The ONE Investment Legal List Portfolio Investments, held by the Municipality, shall be considered to be MNRI and transferred to ONE JIB to be invested as MNRI, unless deemed by the Municipality to be MRI.

5.3 *Third Party Trust Funds and Designated Funds*

Not applicable to this Municipality.

5.4 *Investment Management*

5.4.1 *Investment Management of MRI*

The investment of Short-Term Funds shall be controlled and managed by the Treasurer and his/her designate as documented in By-law #6212-19, Schedule "C".

5.4.2 *Investment Management of MNRI*

The investment of MNRI shall be controlled and managed by ONE JIB in accordance with this IPS and the ONE JIB Agreement.

The selected Sub-Investment Manager shall enter into an agreement with ONE Investment related to the OCIO Offering, that complies with this IPS and Part II of the Regulation and will provide compliance and performance reports to ONE JIB and ONE Investment. ONE JIB shall make any investment management changes deemed in the best interest of the Municipality.

5.5 Transition to Prudent Investor Regime/ OCIO Offering

Until the Prudent Effective Date, the Municipality will continue to control and manage its MRI, MNRI and investments in Legal List Securities. Some Legal List investments were made with MRI and some with MNRI.

During the transition to the OCIO Offering the Chair and Vice-Chair of ONE JIB have discretionary power to approve temporary investments recommended by the Sub-Investment Manager that may not be expressly described in this IPS but are, in the opinion of the Chair and Vice-Chair, in the best interests of the Municipality and are entirely consistent with their fiduciary obligations to the Municipality.

All MNRI that is not Third-Party Trust Funds, Designated Funds or Restricted Special Assets shall be provide to ONE JIB on the Prudent Effective Date.

5.6 Investment Constraints

5.6.1 *Environmental, Social and Governance (ESG) Investing*

The Municipality supports ESG investing for MRI and MNRI. The Municipality believes that well-managed companies are those that demonstrate high ethical and environmental standards and respect for their employees, human rights, and the communities in which they do business, and that these actions contribute to long term financial performance.

For the investment of MRI will be done in compliance with the investment objectives identified in section 5.1.1. Accommodating specific ESG considerations may not be possible due to conflicts with the investment objectives. The Municipality has chosen to monitor the developments of ESG factors and will reconsider its approach to ESG investing for the Short-Term Portfolio as and when appropriate to do so.

For the investment of MNRI, ONE JIB is required to explore and consider how the OCIO is implementing responsible investing principles at the time of hiring and during periodic reviews. It may report on results periodically, if requested.

5.6.2 *Securities Lending*

For the investment of MRI Securities Lending is not permitted.

For the investment of MNRI, the Municipality may invest in pooled funds, and other investment funds that are managed by the Sub-Investment Manager who may engage in Securities Lending if the policies of the OCIO permit such an action.

5.6.3 *Derivatives*

Derivatives may not be used for the investment of MRI. For the investment of MNRI, futures and forward contracts, options and other derivative instruments may only be used to (a) create an asset mix position that does not leverage the portfolio, (b) replicate the performance of a capital market index, or (c) reduce risk as part of a hedging strategy.

5.6.4 Use of Leverage

Nothing in this IPS prevents the use of leverage, provided it is prudent to do so. Leverage is inherent in the use of certain types of investment strategies and instruments. Where leverage is employed, ONE JIB (for MNRI) and the Treasurer (for MRI) shall have in place monitoring procedures to manage overall exposure to any counterparty. Leverages should not be exercised for speculative purposes but may be used as a hedging tool.

5.6.5 Pooled Funds

Investments in open-ended pooled funds, closed-ended pooled funds, limited partnerships and other specialist corporate structures (e.g. LLCs), are permitted provided that the assets of such funds are permissible investments under this IPS or provided that any non-permitted investments are disclosed by the Sub-Investment Manager. Within pooled funds, the External Portfolio Manager's policies will take precedence over this IPS.

5.6.6 Currency Hedging

The MRI Investment Portfolio will not utilize currency hedging.

The Municipality's funding requirements are in Canadian dollars. However, some exposure to foreign currencies in the MNRI Investment Portfolio may be advantageous to provide diversification and potentially enhance returns. Therefore, it shall not be a violation of this IPS for investments in global mandates to be unhedged, in whole or in part, where the diversification benefits embedded in the currency exposure are considered to be beneficial or desirable by ONE JIB.

5.6.7 Alternative Asset Classes

The applicable legislation does not prevent the direct/indirect placement of the MNRI in Alternative Asset Classes; this IPS restricts investments in alternative investments for the purposes of management of MNRI under One JIB.

Alternative Asset Classes, such as infrastructure or real estate, may have uncorrelated return characteristics with traditional Asset Classes that may improve diversification within the portfolio, which may lead to better risk adjusted returns. Typically, these investments may not be fully liquid and are only appropriate for inclusion in portfolios with long investment horizons.

5.6.8 Prohibited Investments

Not applicable for this Municipality.

5.7 Performance Monitoring, Rebalancing and Management

5.7.1 MRI

For the investment of MRI, Municipality staff will monitor the cash flow needs of the Municipality on a periodic basis. Should the needs on the Municipality no longer be met by the asset mix, staff will make changes, at the discretion of the Treasurer, taking into consideration the MRI Investment objectives.

5.7.2 MNRI

For the investment of MNRI, ONE JIB shall establish parameters for monitoring investments and rebalancing through policy or directly within the investment plan.

Investments are expected to achieve returns at least equal to their benchmarks measured over a rolling five-year period. At minimum, ONE JIB shall provide reporting described in Section 6.7 that shows the Municipality's holdings, confirms compliance with this IPS and reports on the Sub-Investment Manager's performance.

6. ADMINISTRATIVE POLICIES

6.1 Flow of Money and Annual Municipal Budget

6.1.1 Transfer to ONE JIB as Part of Annual Review Process

On an annual basis, as part of the Municipality's Annual Review process, the Municipality shall identify the amount, if any, of MNRI that it holds. Any MNRI not already under the control and management of ONE JIB shall be transferred to ONE JIB as soon as practicable.

6.1.2 Transfer to Municipality as Part of the Annual Review Process

On an annual basis, ONE JIB shall be notified by the Treasurer as to the amount, if any, required by the Municipality from the MNRI then under the control and management of ONE JIB for the Municipality's operational purposes. Such amount shall be deemed to be MRI and shall be returned to the Municipality in a lump sum or by way of periodic payments, as directed by the Treasurer.

6.2 Flow of Money Otherwise than through the Budget Process

6.2.1 Surplus Funds

The MRI captures revenues received by the Municipality during each year after the approval of the Municipality's budget for the year. Any amounts deemed to be MNRI by the Treasurer at any such time during the year shall be transferred to ONE JIB to be under its management and control as MNRI. Amounts so transferred will be recorded annually in the Investment Plan and allocated by ONE JIB in accordance with the Investment Plan.

6.2.2 Contingencies

The Treasurer is authorized, to direct ONE JIB to return any amounts determined by the Treasurer to be required to meet expenditures for unexpected contingencies not anticipated by the Municipality's budget in force for that year, provided however that the aggregate of the amounts to be returned to the Municipality under this Section 6.2.2 during the year shall not exceed 25% of the MNRI under the control and management of ONE JIB as at the date that the Municipality approved its budget for the year (the Budgeted MNRI). In determining the Budgeted MNRI for purposes of calculating the 25% limit, any MNRI to be transferred to the control and management of ONE JIB in accordance with that year's Annual Review pursuant to Section 6.1.1 shall be included and any amount to be returned by ONE JIB to the Municipality pursuant to Section 6.1.2 shall be excluded. ONE Investment should be made aware of material transactions in advance to ensure the orderly sale of securities to fund withdrawals.

6.3 Valuation of Investments

Investments shall be valued according to the values provided by the Custodian(s). For the investment of MNRI, values of unitized vehicles shall be valued according to the unit values published by the Custodian. Other investments shall be valued at their market value when that is available from regular public trading. If a market valuation of an investment is not available, then a fair value shall be supplied by the Sub-Investment Manager to ONE Investment no less frequently than quarterly.

6.4 Voting Rights

The Sub-Investment Manager shall assume the responsibility of exercising voting rights in respect of the Municipality's MNRI and will report their voting policies to ONE JIB annually. The Municipality may access these policies at any time.

6.5 Internal Controls

The Treasurer shall establish an annual process of review of all investments made under this IPS. This review will provide internal control by assuring compliance with governing legislation and with policies and procedures established by the Treasurer. To the extent ONE JIB's input is needed, these requirements will be communicated in advance to ONE JIB.

6.6 Custodians

All municipal investments and assets of the investment portfolios shall be held by a Custodian and any of the Custodian's sub-custodians or nominees. For MNRI, the Custodian shall be acceptable to ONE Investment.

For MRI the following is a list of financial institutions authorized to provide investment services to the Municipality. This list will be maintained and updated as the business environment changes:

- TD Canada Trust
- CIBC Wood Gundy
- BMO Nesbitt Burns Inc.
- RBC Dominion Securities Inc.

- Raymond James Ltd.
- Canaccord Genuity
- ONE Investment

6.7 Reporting

6.7.1 *MRI*

For the investment of MRI, the Treasurer shall provide an annual investment report to Council. The Investment report shall contain:

- A statement about the performance of the investments during the period covered by the report;
- A statement by the Treasurer as to whether or not, in their opinion, all investments are consistent with the investments policies and goals of the Municipality;
- Listing of all investments by maturity date;
- Percentage of total portfolio that each type of investment represents; and
- Such other information that Council may request, or that the Treasurer may consider pertinent.

6.7.2 *MNRI*

The Regulation provides that ONE JIB shall submit an investment report to Council in respect of the investment of MNRI at least annually. This report shall include the following.

- Investment performance during the period covered by the report;
- Asset mix of the total portfolio;
- A listing of individual investments held at the fund level at the end of the reporting period showing, where appropriate book value, market value, realized/unrealized gains/losses and actual income received;
- A list of all transactions including the security name, trade date, and the purchase and/or sale price;
- A statement by the Treasurer as to whether all investments were made in accordance with the IPS and as to whether all investments were made in accordance with the Investment Plan; and
- Any other pertinent information in the opinion of the Treasurer.

All securities invested on behalf of the Municipality by ONE JIB or with the assistance of ONE Investment shall be held for safekeeping in the name of the Municipality by a Custodian.

7. APPROVAL, SUBSEQUENT MODIFICATIONS AND EFFECTIVE DATE

7.1 Revocation / Amendment of Previous Investment Policy

This policy replaces any existing investment policy of the Municipality, in its entirety, and all previous investment policies are revoked and repealed.

7.2 Modifications to the IPS

At least annually Council shall review the IPS and update it, if required. In the course of reviewing the IPS, Council may request comments from the Treasurer with respect to the investment of MRI and from ONE JIB with respect to the investment of MNRI.

Following the Council's review of the IPS, ONE JIB shall review the Investment Plan and update it, if required.

At a minimum, the annual review will consider:

- the adequacy of funding for capital works;
- the Municipality's ability to reduce other spending;
- flexibility of the timeframe to payout; and
- sensitivity to loss.

7.3 Effective Date

This IPS is adopted by Council of the Municipality effective DATE TBD. The Treasurer is directed to sign a copy of this IPS to evidence approval and to deliver a copy of this IPS to ONE JIB.

Signed by:

Treasurer

Date

Schedule A

Restricted Special Assets

Other

Nesbitt Burns (Bank of Montreal)

- BMO Step-up Note (Mat Aug 24, 2031) \$500,000
- BMO Accrual Note (Mat July 2, 2030) \$1,134,000
- BMO Canadian Equity PP Dep Note S379 (Mat Mar 22, 2030) \$2,000,000
- BMO Canadian Equity PP Dep Note S391 (Mat Nov 16, 2028) \$747,000
- BMO Growth PP Dep Note S421 (Mat June 24, 2030) \$750,000
- BMO PPN CAD Equity S622 (Mat Sept 22, 2031) \$2,000,000
- BMO S&P/TSX Comp Cpn Dep Note S9 (Mat April 5, 2027) \$1,750,000
- National Bank GIC (Mat Aug 23, 2027) \$1,000,000
- BMO Accrual Note (Mat Sept 1, 2027) \$1,000,000
- City of Toronto Bond (Mat Nov 9, 2029) \$233,574.12
- BMO Step-up Note (Mat Mar 12, 2031) \$4,000,000
- BMO Step-up Note (Mat Aug 13, 2031) \$3,000,000
- City of Toronto Green Bond (Mat Sept 24, 2029) \$200,000

Woods Gundy (CIBC)

- BMO Accrual Note (Mat Aug 17, 2036) \$5,000,000
- CIBC Coupon Dep Note (Mat July 9, 2031) \$1,500,000
- BNS Canadian Banks PPN (Mat May 5, 2031) \$1,000,000

Schedule B

Third-Party Trust Funds and Designated Funds

Third-Party Trust Funds

None

Designated Funds

None

Appendix I: ONE JIB Agreement

Appendix II: ONE External Portfolio Manager Mandates

Schedule A

Third Party Trust Funds and Designated Funds

Third Party Trust Funds

1. None

Designated Funds

2. None



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

Town of Aurora

Committee of the Whole Report

No. OPS25-012

Subject: Fleury Park Redevelopment – Funding Increase

Prepared by: Matthew Volpintesta, Manager of Parks & Fleet

Department: Operational Services

Date: May 13, 2025

Recommendation

1. That Report No. OPS25-012 be received; and
2. That the approved Capital Project No. AM0359 Fleury Park Replacement budget authority of \$1,500,000 be increased by \$944,700 to a total of \$2,444,700; and
3. That this project's total revised budget authority of \$2,444,700 be funded by \$1,796,900 and \$647,800 from the Parks Asset Management and the Parks New Capital reserve, respectively; and
4. That the remaining recommended Fleury Park enhancements totaling \$334,400 be included in the upcoming 2026 10-year capital plan for consideration.

Executive Summary

This report seeks Council approval to increase funding for Capital Project No. AM0359– Fleury Park Redevelopment with consideration of upgraded amenities not considered as part of original reconstruction project and inflationary cost increases related to asset rehabilitation.

- Original project budget based on asset rehabilitation following typical design criteria for a municipal park including the addition of a pickleball complex.

- Participants in the Public Information Session and Advisory Committees provided vital feedback on proposed park amenities, including new requests.
- Potential addition of an accessible playground and splashpad are supported by four recommendations within the 2023 endorsed Parks and Recreation Master Plan.

Background

Original project budget based on asset rehabilitation following typical design criteria for a municipal park including the addition of a pickleball complex.

The original approved budget authority for this project included an update of the park playground, a replacement shade structure and additional pickleball courts, focusing primarily on asset rehabilitation. Through public consultation and review of the park re-design by the Parks and Recreation Advisory Committee (PRAC), as well as Accessibility Advisory Committee (AAC), and in aligning these additional requests with recommendations from the 2023 Parks and Recreation Master Plan (PRMP), staff are now seeking direction to proceed with a request for additional amenities and enhancement of existing amenities to elevate Fleury park for future generations, as a cornerstone destination park within the northwest quadrant of Aurora for residents and visitors alike.

Analysis

Participants in the Public Information Session and Advisory Committees provided vital feedback on proposed park amenities, including new requests.

In March 2025, Town staff hosted both an in-person and online information session to collect input on the enhancement and upgrades to Fleury Park, requesting feedback to help frame concept plans and include any newly proposed amenities, capturing any additional feedback that was most important to the local community. Through this engagement, over 100 survey responses were received focusing heavily on improved accessibility, a new splashpad and detailing types of community use. Through the Engage Aurora platform, a series of questions were asked, to gather information on the age of park users, the types of uses that were most common in the current park layout, and the desire for possible additions.

Staff, in partnership with the lead design consultants (Landscape Planning Limited), reviewed all feedback and prioritized the most represented comments, which were

May 13, 2025

3 of 9

Report No. OPS25-012

presented to both PRAC and AAC to receive further input on the prioritized additions as collected through the public consultation process.

After considering feedback from the public consultation process and advisory committees, staff are recommending the following enhancements to the original approved budget authority and preliminary park design, as well as proposing the following additional amenities in alignment with 2023 PRM Plan. Table 1 presents a summary of the recommended park enhancements, their estimated costs, and the timing for their installation.

Table 1
Park enhancements and additional amenities with associated costs

Additional Amenity	Cost (\$'s)	Justification
Recommended enhancements to proceed immediately		
Playground rubber surfacing	148,750	Both Town Park and Summit Park saw the installation of new rubber playground surfacing in 2024, with early feedback indicating this is preferred over the typical woodchip standard in most town parks. This is also a key component of barrier-free playgrounds, eliminating gaps and allowing for most mobility devices to access.
Splash pad	284,700	Feedback from the public consultation process heavily prioritized the addition of a splash pad. Being a “community” scale or destination park and having a deficit of splash pads in the northwest quadrant of Aurora, staff recommend this location as a suitable site, particularly as only this scale of park can accommodate a full sized splashpad. Recommendation #22 within 2023 PRMP also identifies a need for a splashpad in this area.
Accessible Playground	180,000	Following the successful installation of the accessible playground at Town Park in 2024, and through feedback collected through the public consultation process, as well as PRAC and AAC, ensuring Aurora’s playgrounds are accessible is identified as an important requirement going forward. Being a “community” scale park, staff

May 13, 2025

4 of 9

Report No. OPS25-012

Additional Amenity	Cost (\$'s)	Justification
		recommend this is an important addition to the park re-design. This is further supported by Recommendation #25 within the 2023 PRMP.
Contingency (10 percent)	61,350	
Total	647,800	
Recommended enhancements to be phased in over 2026 & 2027		
Pickleball Amenities	180,000	Covered player benches, and shade structure are included with the design of the 8-court complex, which can be deferred to be installed in 2026, or beyond.
Park Pathway Loop	124,000	Paved Park pathway loop to be deferred to 2026, or beyond.
Contingency (10 percent)	30,400	
Total	334,400	

Potential addition of an accessible playground and splashpad are supported by four recommendations within the 2023 endorsed Parks and Recreation Master Plan.

Recommendation #14 of the PRMP “to Establish a dedicated outdoor pickleball complex with six or more courts at a site to be determined, potentially as a joint venture with a third-party club. Initiate a site evaluation and selection process using the criteria identified in this Master Plan. This is in addition to other short-term measures being pursued by the Town, including increase indoor play opportunities and dual lining of tennis courts to support pickleball use.”

Presently the existing tennis courts at Fleury Park have a pickleball line overlay which allows for tennis or pickleball users to share the existing courts. The proposed changes to Fleury Park do not include the tennis courts in the scope of work, and, as such, these overlay lines will remain. It is likely this will increase the tennis use at this park. This would mean that recommendation #14 is fulfilled with the establishment of the new 8 court pickleball facility proposed.

Recommendation #22 of the PRMP, “Seek to address gaps in the distribution of splash pads through park development and renewal projects in northwest Aurora (extending east of Yonge Street) and southwest Aurora.”

The addition of a splashpad in northwest Aurora fulfills this recommendation. Further, as described in Table 1, being that Fleury Park is a “community” scale park, characterized as a destination with parking, allows for further enhanced access to local communities and visitors alike.

Recommendation #24 of the PRMP, “Playgrounds should be provided in new and existing residential areas where geographic gaps exist, generally calculated through application of a 500-metre service radius that is unobstructed by major pedestrian barriers. This includes a gap in the vicinity of the Aurora Promenade and MTSA areas.”

Recommendation #25 “Establish an annual line item in the Town’s capital budget to support the replacement of aging playgrounds (an average of two sites per year). Through revitalization projects in Community Parks, emphasize barrier-free playground components and infrastructure to support inclusive participation, with the goal of providing a minimum of one barrier-free playground in each of Aurora’s four quadrants (northwest, northeast, southeast, southwest)”.

The replacement of the playground at Fleury Park aligns with both recommendation #24 and #25, by continuing to replace aging playgrounds in Aurora, and more importantly, the specific adage of a barrier free playground at Fleury Park would fulfil the need for this amenity in the northwest quadrant of Town.

Advisory Committee Review

Parks and Recreation Advisory Committee – Meeting March 20, 2025

Accessibility Advisory Committee – Meeting April 9, 2025

Staff presented an update on the preliminary design components with incorporated suggestions from the public consultation process for consideration by both the PRAC and AAC. Both committees strongly supported the need for accessible playground features at Flury Park, providing suggestions on specific amenities such as ear implant friendly slide design, a need for added shade, and rubber surfacing. The addition of the splash pad was also welcomed, with comments to ensure surfacing could accommodate mobility devices. Staff collected this feedback and proposed additional inclusions as part of this request for additional funding.

Legal Considerations

Council approval is required to increase any project budget. Town staff will be authorized to procure construction services for the redevelopment of the park up to the budget amount approved by Council.

Financial Implications

The current approved capital budget authority for this project is \$1,500,000. As a result of inflationary pressure, the estimated cost of delivering this project's original scope of work has increased by \$296,900. Further, multiple park enhancements totaling \$982,200 are proposed.

In consideration of funding constraints, staff have proposed that the recommended Pickle Ball Court additional features and paved pathway loop park enhancements at an estimated cost of \$334,400 be phased in over the coming two years beginning in 2026. The Town does not anticipate any substantial additional costs to arise should it defer these park enhancements over the proposed time period. As much as possible, staff will "future-ready" the park to receive these deferred recommended enhancements.

The deferral of the other proposed enhancements at Fleury Park is not recommended as it would require disruption and dismantling of newly erected features resulting in unnecessary additional cost to the Town. For example, should the proposed splashpad be deferred, it would require the removal of newly installed asphalt to accommodate below-grade plumbing, increasing the overall required budget for this enhancement substantially.

It is recommended that this project's total budget authority be increased from \$1,500,000 to \$2,444,700, representing a total increase of \$944,700 consisting of inflationary and proposed park enhancement pressures of \$296,900 and \$647,800, respectively.

As these recommended park enhancements were not previously included in the 2025 10-Year Capital Plan, funds have not yet been earmarked for this intent. As a result, other planned capital work may need to be modified to accommodate this new need.

Any upgrades or new infrastructure additions should be funded from non-asset management funding sources such as Parks & Recreation development charges. As of December 31, 2024, the Town's Parks & Recreation development charge reserve was in

an overdrawn position of \$1,709,500. Other possible funding sources for the growth component of this budget authority increase are:

- CIL Parkland of which the majority of its current balance has been earmarked for other purposes; and
- Growth & New reserve of which the majority of its current balance has been earmarked for other purposes; and
- Parks New Capital reserve which has an available balance of \$749,000, using this source will have the least impact on future capital plans within the 10-year plan.

With this consideration in mind, it is recommended that the Town minimize its use of its other growth reserves in this instance. Therefore, the following funding strategy is proposed under table 2 to address this project's recommended increased budget authority.

Table 2
Recommended Increased Budget Authority Funding Strategy

Funding Source	Amount (\$'s)		
	Original	Adjust	Final
Parks Asset Management	1,500,000	296,900	1,796,900
Parks New Capital	0	647,800	647,800
	1,500,000	944,700	2,444,700

It is understood that while every attempt to procure Canadian goods will be made, some features, such as accessible swing equipment may need to be sourced from the United States. Fiscal impacts of these potential tariffs are not yet reflected as they are not available to the park design consultants but could impact final costs. As such a 10 per cent total project contingency amount has been included in the recommended enhancement estimated budget requirements.

Communications Considerations

To support community engagement on the Fleury Park renovations, the Town promoted the January 5, 2025 public open house through a comprehensive communications campaign that included social media, media outreach, advertising, and signage. An

Engage Aurora project page and online survey were also developed to gather public feedback, with the survey promoted through the same channels to encourage broad participation and input from residents.

Climate Change Considerations

As climate change continues to impact the daily lives of Aurorans, whether you work, live, or play in our Town, outdoor recreation opportunities play a key role. As the Town continues to invest in resilient solutions to address climate change, outdoor amenities, parks, and playgrounds serve as space to enjoy nature in a manner that promotes eco conscious design and use.

Link to Strategic Plan

The redevelopment of Fleury Park supports 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

1. Council to provide alternative direction should the recommendation and request for additional funding not be approved.

Conclusions

The proposed improvements and redevelopment of Fleury Park are a combination of asset enhancements and new features. Based on recommendations from the 2023 Parks and Recreation Master Plan, as well as feedback recorded from community members and advisory committees, the proposed improvements will not only elevate the existing park service level but provide additional amenities for visitors and residents of Aurora to enjoy for years to come as a destination park.

Attachments

None.

May 13, 2025

9 of 9

Report No. OPS25-012

Previous Reports

None.

Pre-submission Review

Agenda Management Team review on April 24, 2025

Approvals

Approved by Sara Tienkamp, Director, Operational Services

Approved by Doug Nadorozny, Chief Administrative Officer



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

Town of Aurora

Committee of the Whole Report

No. PDS25-048

Subject: Zoning By-law Amendment and Draft Plan of Subdivision
1000504782 Ontario Inc.
15385 and 15395 Bayview Avenue
Part of Lot 21, Concession 2
File Numbers: ZBA-2019-03, SUB-2019-01
Related File Numbers: CDM-2019-02, SP-2021-02

Prepared by: Katherine Gatzos

Department: Planning and Development Services

Date: May 13, 2025

Recommendation

1. That Report No. PDS25-048 be received; and
2. That Draft Plan of Subdivision application SUB-2019-01 be approved, as shown in Figure 5, subject to conditions in outlined in Appendix "A"; and
3. That Zoning By-law Amendment application ZBA-2019-03 be approved to rezone the subject lands from "Rural (RU)" to "Townhouse Dwelling Residential (R8-XX(H)) Exception Zone" with a Holding Symbol, as outlined in Appendix "B"; and
4. That the implementing Zoning By-law Amendment be brought forward to a future Council meeting for enactment.

Executive Summary

This report seeks Council's approval of the Draft Plan of Subdivision and Zoning By-law Amendment applications for the lands located at 15385 and 15395 Bayview Avenue to permit 15 freehold townhouses on a common elements condominium road. Details of the proposal are as follows:

- The proposed Zoning By-law Amendment is seeking to rezone the subject lands from Rural (RU) to a Townhouse Residential (R8) exception zone with a Holding (H) provision.
- The Holding (H) provision is in place to restrict development until site servicing allocation is granted by the Town
- The proposed development conforms to the policy directions from the Province, Region, and Town
- The proposed townhouse development is permitted within the “Medium-High Density Residential” designation and is to be developed on full urban services as required by OPA 30.
- The proposed Zoning By-Law Amendment will facilitate the proposed Draft Plan of Subdivision, which is compatible with the surrounding local neighbourhood.
- The proposal provides for appropriate infill development of an underutilized parcel along an Arterial Road.
- The proposed applications were circulated to Town staff and external agencies, and all are satisfied.
- Public Comments related to construction impacts and timelines, tree preservation and landscaping, parking, and built form impacts to adjacent properties have been adequately addressed.

Background

Application History

The applicant originally pre-consulted with the Town in 2018. The applicant applied for a Zoning By-Law Amendment, Draft Plan of Subdivision, and Draft Plan of Condominium application and Staff deemed the applications complete on September 5, 2019. A statutory Public Planning Meeting was held on October 23, 2019. At this meeting, Council passed a motion to receive Report No. PDS19-082 and to have comments presented at the Public Planning meeting be addressed by Planning and Development Services in a report to a future Committee of the Whole meeting. Subsequently, the applicant applied for a Site Plan application and Staff deemed the application complete on February 1, 2021.

Location / Land Use

The subject lands are located on the east side of Bayview Avenue, south of River Ridge Boulevard, west of Conover Avenue and north of Wellington Street East (Figure 1). The site consists of two properties, municipally known as 15385 and 15395 Bayview Avenue with a combined area of approximately 3,498.7 sq m (0.35 ha) and a frontage of approximately 60.96 m (200 ft) on Bayview Avenue.

On 15395 Bayview Avenue (northern parcel), there is an existing one-storey single detached dwelling, a detached garage, and two sheds. On 15385 Bayview Avenue (southern parcel), there is a one-storey dwelling and two sheds.

Surrounding Land Uses

The surrounding land uses are as follows:

- | | |
|--------|---|
| North: | Stormwater management pond and public lands, single detached residential properties |
| South: | Residential properties consisting of single detached and townhouse dwellings |
| East: | Stormwater management pond and public lands, single detached residential properties |
| West: | Bayview Avenue and the Aurora Centre Commercial Plaza |

Policy Context

Provincial Policies

All *Planning Act* development applications are subject to provincial policies. The Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest. These policies support the development of strong communities through the promotion of efficient land use and development patterns. The Lake Simcoe Protection Plan (LSPP) is a provincial document that provides policies which addresses aquatic life, water quality, water quantity, shorelines and natural heritage, other threats and activities (including invasive species, climate change and recreational activities) and implementation.

Town of Aurora Official Plan – Bayview Northeast Area 2B Secondary Plan (OPA 30)

The Secondary Plan seeks to address the need to accommodate new residential neighbourhoods providing a range and mix of primarily at-grade housing, promote development density and form that contributes to a high-quality streetscape, support the provision and use of transit, and complement the anticipated low-profile development on adjacent land.

The subject lands are designated “Medium-High Density Residential” in the Town of Aurora Bayview Northeast Area 2B Secondary Plan (OPA 30) (Figure 2). OPA 30 intends to permit a range of housing forms including townhouses and low-rise apartments.

OPA 30 indicates that along Bayview Avenue, medium to high-density housing, in the form of townhouses and low-rise buildings is permitted. This is intended to ensure that a full range of housing types are available within the expansion area east of Bayview Avenue.

The maximum net residential density of any individual lot and/or block within the “Medium-High Density Residential” designation shall generally not exceed 99 units per hectare (40 units per acre). Further, building height shall generally not exceed four storeys.

The Town’s Official Plan anticipates small scale intensification and infill development based on local context. It is anticipated that a minimum of 50 per cent of all residential development between 2021 to 2041, and 55 per cent from 2041 to 2051 will occur annually.

Regional Road 34 (Bayview Avenue) has a planned street width of up to 36m.

The subject lands are located within the 5-25 Year Wellhead Protection Area (WHPA-D) Zone and are not located within the Oak Ridges Moraine Conservation Plan (ORMCP) area.

Zoning By-law 6000-17, as amended

The subject lands are zoned “Rural (RU) Zone” by the Town’s Comprehensive Zoning By-law 6000-17, as amended (Figure 3). The RU zone permits agricultural uses, detached dwellings, second suite dwellings, greenhouses, home occupations, and places of worship. Townhouses are presently not a permitted use in the RU zone. As such, the applicant is proposing to rezone the subject property to “Townhouse Dwelling Residential (R8-XX) Exception Zone”, which permits townhouse dwellings. Additional

information regarding site specific zoning exceptions required to facilitate the proposed development are addressed further in this report.

Reports and Studies

Reports and studies submitted as part of a complete application were outlined in previous Report No. PDS19-095, dated October 23, 2019. Since the Public Planning Meeting, and through subsequent re-submissions to the Town, the proposal has been revised to include better pedestrian connectivity to Bayview Avenue, increased landscape screening to adjacent residential properties, decrease in building height from four storeys to three storeys, and alterations to architectural elements to reflect the Town's Urban Design Guidelines.

Additionally, specific conditions of approval have been developed and included in Appendix "A", attached, for the applicant to satisfy prior to registration. The applicant will have three years from the date of Draft Plan Approval to satisfy the listed conditions, with Council at its sole discretion being able to extend this approval period.

Site Plan Application

As shown in Figure 7, the proposed development consists of 15 3-storey common element condominium townhouse units, accessed by an internal roadway from Bayview Avenue. The site will feature seven units on the easterly row, and eight units on the westerly row fronting onto Bayview Avenue. Each unit will contain 1.5 parking spots, with an additional visitors parking area provided at the southeast of the site (five spots, including one barrier free). The buildings are designed with large windows and stone and brick cladding to provide articulation along the streetscape, with landscaping and privacy fencing to be erected along the property boundaries. Elevations of the proposed development are attached (Figures 8 to 13).

Draft Plan of Condominium application

As shown on Figure 6, the applicant has submitted a Draft Plan of Condominium application to establish a common elements condominium over the private road, visitor parking spaces, and landscaped areas (Block 3). The interests in the common element condominium components will be tied to and service the future 15 townhouse dwellings within the subject lands (Block 1 and Block 2). Block 4 will be conveyed to York Region for future road widening purposes. Permanent access into the subject lands will be from Bayview Avenue.

Proposed Applications

Proposed Draft Plan of Subdivision

As illustrated on Figure 5, the Draft Plan of Subdivision proposes two residential blocks, a common element condominium block (containing a private road, visitor parking, and landscaped areas), and a block for future road widening to be conveyed to York Region. The following is a breakdown of the proposed Draft Plan of Subdivision:

Proposed Land Use	Lot and Block #	# of Units	Area (ha)
Condominium Residential (Townhouses)	Block 1 and 2	15	0.238 ha
Common Element Condominium (road, landscaped areas, visitor parking)	Block 3	0	0.101 ha
Road Widening	Block 4	0	0.003 ha
Total	-	15	0.342 ha

The 15 townhouse lots are proposed to have lot sizes ranging from 141sqm to 209 sqm, with lot frontages between 5.79 m and 5.94 m.

Proposed Zoning By-law Amendment

As shown in Figure 4, the applicant proposes to rezone the subject lands from “Rural (RU)” to “Townhouse Dwelling Residential (R8-XX) Exception Zone”, with a Holding (H) provision on the subject property to restrict development until matters related to site servicing allocation have been addressed.

The Applicant has submitted a draft Zoning By-law, attached as Appendix “B” of this report. The following is a table to compare the difference between the parent R8 zoning requirements with the proposed R8 Exception Zones. The following zoning standards have been assessed per individual lot within the Plan of Condominium (Blocks 1 and 2).

May 13, 2025

7 of 16

Report No. PDS25-048

	Parent R8 Zone Requirement	Proposed R8 Exception Zone
Permitted Uses	<ul style="list-style-type: none"> • Dwelling, Townhouse • Dwelling, Quadriplex • Dwelling, Link • Back-to-back Townhouse • Stacked Townhouse • Dwelling, Second Suite • Home Occupation 	Dwelling, Townhouse
Minimum lot area	180 m ²	141 m ² – Block 1 145 m ² – Block 2
Minimum lot frontage	30 m (6 m per unit)	5.7 m – per unit, Block 1 5.9 m – per unit, Block 2
Minimum front yard to dwelling unit	7.5 m	3.6 m – Block 1 3.8 m – Block 2
Minimum front yard to attached garage	5.3 m	5.6 m
Minimum rear yard	7.5 m	3.5 m – Block 1 6.0 m – Block 2
Minimum interior side yard	0.0 (along a common lot line)	0.0 m – Along a Common Lot Line 1.3 m – End Unit within Block 1

	Parent R8 Zone Requirement	Proposed R8 Exception Zone
	1.5 m for end units	1.2 m – End Unit within Block 2
Minimum distance from building to private road	1.8 m	1.7 m
Maximum lot coverage (per lot)	50%	60%
Maximum building height	10 m	12.2 m (3 storeys)
Minimum Width for a Private Road	6 m	6 m

The draft Zoning By-law is attached hereto as Appendix 'B'.

Analysis

Planning Considerations

The proposed development is consistent with the strategic growth and sustainable planning policies of the PPS and the LSPP.

Provincial Policy Statement (PPS)

It is Staff's opinion that the proposed applications are consistent with the PPS. The proposal is considered appropriate infill development that helps provide additional housing with existing municipal infrastructure, and in proximity to existing amenities, natural spaces, and public transportation facilities. The development is well aligned with the criteria outlined in Policy 2.2 of the PPS as it represents an infill development that aids in increasing housing stock within an area already equipped with municipal services, infrastructure, and close proximity to community amenities and public transportation.

Conformity to the Lake Simcoe Protection Plan (LSPP)

It is Staff's opinion that the proposed development conforms to the Lake Simcoe Protection Plan. The Lake Simcoe Conservation Authority (LSCRA) has reviewed and has no objection to the approval of the subject applications as presented. The subject lands are located outside of the LSRCA regulated limits and accordingly no Regulation Permit is required. The subject lands are also free from any natural hazards and are outside of hazardous lands.

LSRCA staff have no objections to the approval of the proposed applications subject to conditions outlined in Appendix "A".

Official Plan 2024

The proposed townhouse development is permitted within the "Medium-High Density Residential" designation and is to be developed on full urban services as required by OPA 30.

Planning Staff are of the opinion that the proposed development conforms to the land use and development policies of the Official Plan and is compatible with the surrounding land uses.

The objective of OPA 30 is to promote development density and form that contributes to high quality streetscapes, supports the provision and use of transit, and complements the low-profile surrounding land uses. The proposed townhouse blocks are appropriately spaced and are oriented to frame the street, with setbacks from Bayview Avenue that are reflective of existing adjacent built forms. Further, garages and visitor parking spaces are located internally and are not visible from the public realm. As such, staff are of the opinion that the proposed site design contributes to a high-quality streetscape and is complementary to the low-profile development on adjacent lands.

Further, the development proposes a density of approximately 42.9 units per hectare (17.44 units per acre), and building height of three stories, therefore conforming to the policies applicable to the "Medium-High Density Residential" designation.

York Region Transit routes are located in close proximity to the subject lands along Bayview Avenue and Wellington Street East, and the Aurora GO Station is located within 2 kilometers west of the subject property, contributing to use of transit in the area.

Town's Zoning By-law 6000-17, as amended

The proposed Zoning By-Law Amendment will facilitate the proposed Draft Plan of Subdivision, which is compatible with the surrounding local neighbourhood

Planning staff are of the opinion that the development is appropriate and compatible with the surrounding residential neighbourhood, and that the by-law exceptions are appropriate to facilitate the development.

The proposed site specific R8 zoning is similar to the established townhouse lots south of the subject property, also zoned R8. The proposed exceptions to the R8 zone include minor alterations to lot standards to facilitate the Draft Plan of Subdivision.

The Holding (H) provision is in place to restrict development until site servicing allocation is granted by the Town

As detailed in Appendix B, due to the Town's limited servicing availability, a Holding (H) Symbol has been added to the proposed Zoning By-law. This ensures that no development can occur until the Town of Aurora has confirmed the availability of adequate servicing capacity for to this development. Once adequate servicing allocation is confirmed, the applicant may apply to have the Holding Symbol be removed, at which point they will have three years to obtain a building permit appropriate for the development, failing which the zoning of the lands will revert to the original zoning.

Draft Plan of Subdivision

The proposal provides for appropriate infill development of an underutilized parcel along an Arterial Road.

The subject applications propose the creation of fifteen (15) freehold townhouses tied to common elements consisting of a private road, visitor parking and landscaped areas (see Figure 7). Block 1 (8 units) and Block 2 (7 units) are proposed parallel to Bayview Avenue and are bisected by a private road. The site will be accessed via Bayview Avenue, at the south end of the subject property.

York Region requires that the applicant join the existing medians between the signalized intersections north and south of the subject property. As such, access to the site from Bayview Avenue will be restricted to right-in-right-out (RIRO) movement.

A pedestrian-oriented streetscape is encouraged, as units 1 to 8 have direct access to an existing sidewalk along Bayview Avenue through paved walkways in the front yards. An internal sidewalk along the south boundary will connect to an existing sidewalk along Bayview Avenue.

Attached garages for each of the 15 units front onto the private road and are not visible from the public realm, thus reducing car presence on the streetscape.

The development will have 23 private parking spaces (1.5 spaces per unit), with visitor parking (5 spaces including 1 barrier free) located towards the southeast corner of the site.

A wooden privacy fence is implemented around the entirety of the site, with an additional 1.5 metre landscape strip along the south boundary, which are intended to provide screening and transition to the existing adjacent townhouse residential development.

Next Steps

The applicant has concurrently submitted a Draft Plan of Condominium application (Figure 6) and a Site Plan application (Figure 7) for the development of 15 3-storey freehold townhouses tied to common elements.

As the subject Site Plan was deemed complete in 2021, prior to the implementation of Bill 109, it is still subject to Council approval. The subject Site Plan and Draft Plan of Condominium applications will be brought to Council for consideration at a later date once site specific details are finalized and the applicant is ready to establish the common elements condominium tenure.

Upon approval of the Site Plan application, the applicant will be required to enter into a Development Agreement with the Town to ensure the building will be constructed in accordance with the Town's development standards.

Further, the applicant will also be required to submit a future Part Lot Control Exemption application to define the specific lot boundaries.

Department / Agency Comments

The proposed applications were circulated to Town staff and external agencies, and all are satisfied.

The proposed applications were circulated to all internal and external agencies for review and comments. In general, all circulated agencies are satisfied with the proposed development, subject to conditions outlined in Appendix 'A'.

York Region staff have no objections to the approval of the proposed applications subject to conditions outlined in Appendix "A".

Public Comments

Public Comments related to construction impacts and timelines, tree preservation and landscaping, parking, and built form impacts to adjacent properties have been adequately addressed.

The following is a summary of written and verbal comments received at the time of writing this report:

- Preservation of mature trees on the property
- Lighting proposed on the property
- Length of construction and plans for noise and dust control
- Proposed setbacks to adjacent properties
- Proposed height of townhouses may interfere with sight lines
- Proposed visitor parking in proximity to adjacent properties

The following is Staff's response to comments made by the Public.

Preservation of mature trees on the property.

The applicant has submitted an Arborist Report and Tree Preservation Plan in support of subject applications and is required to adhere to the Town's Tree Compensation policies for trees in landscape settings. The Arborist Report recommends that 31 trees be removed as they are either within or in close proximity to the proposed construction areas. Eight trees are proposed to be retained and protected through the construction process. The Town's Parks Division does not objection to the proposed applications, and appropriate conditions of approval will also be implemented, as well as the requirement to conform to the Town's Tree Protection By-law through the construction process.

Lighting proposed on the property

A Photometric Plan was submitted and reviewed by the Town. Staff are satisfied that luminescence produced by the development will have minimal to no impact on adjacent residential properties.

Length of construction and plans for noise and dust control

If approved by Council, it can take up to two years to complete construction from the time of Council's decision on the future Site Plan application. The applicant has submitted a Construction Management Plan that clearly defines the steps required to demonstrate that impacts to the surrounding areas will be minimized and outline how any potential impacts associated with the construction project will be managed,

particularly as it relates to erosion and sediment control measures, working hours, and noise and dust generation.

Proposed setbacks to adjacent properties

Staff are satisfied that adequate separation is provided from adjacent residential properties, and that the privacy fence and landscaped areas provide adequate screening and buffering. The proposed R8 parent zoning is also applied to the adjacent south residential development, ensuring that the built form remains compatible with the local neighbourhood.

Proposed height of townhouses may interfere with sight lines

The proposed design has been revised since the October 23, 2019, Public Planning Meeting to include a reduction in building height from four storeys to three storeys. Staff are satisfied that the building height as proposed is in keeping with the context of the surrounding neighbourhood.

Proposed visitor parking in proximity to adjacent properties

Staff are satisfied that the location of the visitor parking spaces is sufficient to minimize impacts to the streetscape and neighbouring properties without compromising vehicular movement through the site.

Advisory Committee Review

No review required.

Legal Considerations

Section 51(34) of the *Planning Act* states that if Council fails to make a decision on the subdivision application within 120 days after the receipt of the application, the applicant may appeal the application to the OLT. If Council approves or refuses the application, then the applicant, Minister, public body or other person that made oral or written submissions may appeal to the OLT after receiving notice of Council's decision.

Section 34(11) of the *Planning Act* states that if Council refuses the zoning by-law amendment application or fails to make a decision on it within 90 days after the receipt of the application, the applicant (or the Minister) may appeal the application to the Ontario Land Tribunal (OLT).

The subject Draft Plan of Subdivision and Zoning By-law Amendment applications were received on August 21, 2019. Therefore, the applicant may appeal to the OLT at any time.

Financial Implications

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

Communications Considerations

On October 3, 2019 a Notice of Public Planning Meeting respecting the Zoning By-law Amendment, Draft Plan of Subdivision and Draft Plan of Condominium applications was published in the Auroran and Aurora Banner newspapers. In addition, the notices were given by mail to all addressed property Owners within a minimum of 120 metres of the subject lands. A Notice of the Public Planning meeting sign was also posted on the subject lands. Interested Parties to the subject applications were notified of the subject Committee of the Whole meeting. Public Meeting notification has been provided in accordance with the *Planning Act*.

The subject applications were received to the Town prior to the introduction of Community Information Meetings (CIM). As such, no CIM was held for the proposed development.

Climate Change Considerations

The proposal is to encourage active transportation and opportunities for sustainable building design and energy efficiency.

Link to Strategic Plan

The proposed Draft Plan of Subdivision, Zoning By-law Amendment, Draft Plan of Condominium, and Site Plan applications support the Strategic Plan goal of supporting an exceptional quality of life for all through its accomplishment in satisfying requirements in the following key objectives within the goal statement:

Strengthening the fabric of our community: Through the review and approval of the proposed Draft Plan of Subdivision, Zoning By-law Amendment, Draft Plan of Condominium, and Site Plan applications, housing opportunities are created that

collaborates with the development community to ensure future growth includes housing opportunities for everyone.

Strengthening the fabric of our community: Through the addition of 15 residential units, housing is provided in accordance with the Collaborate with the development community to ensure future growth includes housing opportunities for everyone action item.

Strengthening the fabric of our community: Through the approval of an infill residential development, the Work with the development community to meet intensification targets to 2031 as identified in the Town's Official Plan action item is realized.

Alternative(s) to the Recommendation

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

Conclusions

Planning and Development Services has reviewed the proposed Draft Plan of Subdivision, and Zoning By-law Amendment applications in accordance with the provisions of the Province and Town's Official Plans, the Town's Zoning By-law and municipal development standards respecting the subject lands. The proposed Draft Plan of Subdivision and Zoning By-law Amendment applications are considered to be in keeping with the development standards of the Town. Any technical revisions to the proposed plans will be reviewed by Town Staff prior to the execution of the Development Agreement.

Therefore, Staff recommend approval of the proposed Draft Plan of Subdivision application (SUB-2019-01) and Zoning By-law Amendment application (ZBA-2019-03), subject to the conditions outlined in Appendix "A".

Attachments

- Figure 1 – Location Map
- Figure 2 – Existing Official Plan Designation
- Figure 3 – Existing Zoning By-Law
- Figure 4 – Proposed Zoning By-Law
- Figure 5 – Proposed Draft Plan of Subdivision
- Figure 6 – Proposed Draft Plan of Condominium
- Figure 7 – Conceptual Site Plan

Figure 8 – Block 1 West Elevation

Figure 9 – Block 1 East Elevation

Figure 10 – Block 2 West Elevation

Figure 11 – Block 2 East Elevation

Figure 12 – Block 1 and 2 South Elevation

Figure 13 – Block 1 and 2 North Elevation

Appendix 'A' – Conditions of Draft Plan Approval

Appendix 'B' – Proposed Draft Zoning By-law Amendment and Schedule
(subject to future enactment)

Previous Reports

Public Planning Report No. PDS19-082, dated October 23, 2019.

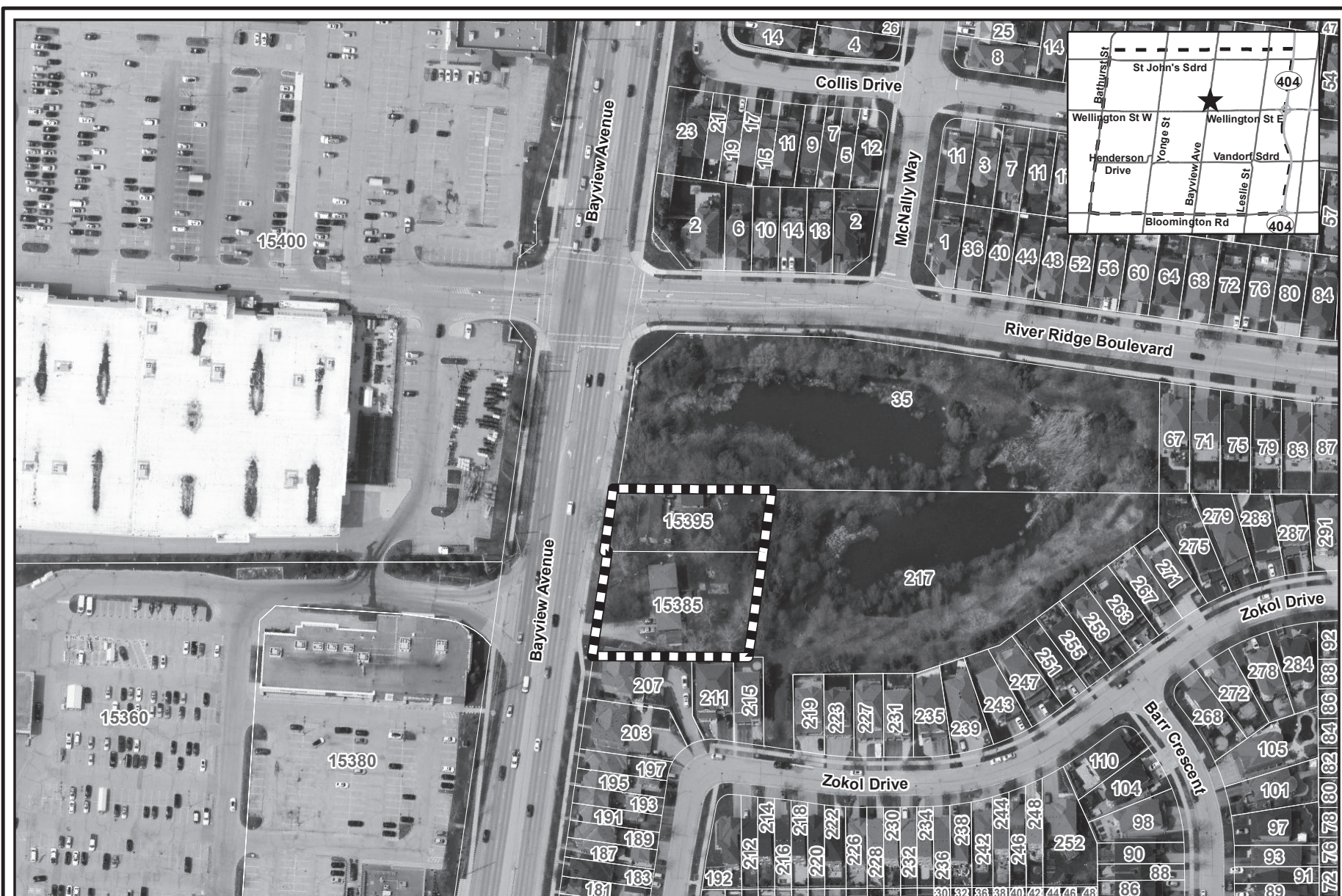
Pre-submission Review

Agenda Management Team review on April 24, 2025.

Approvals

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer



LOCATION MAP

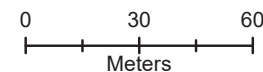
APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 1



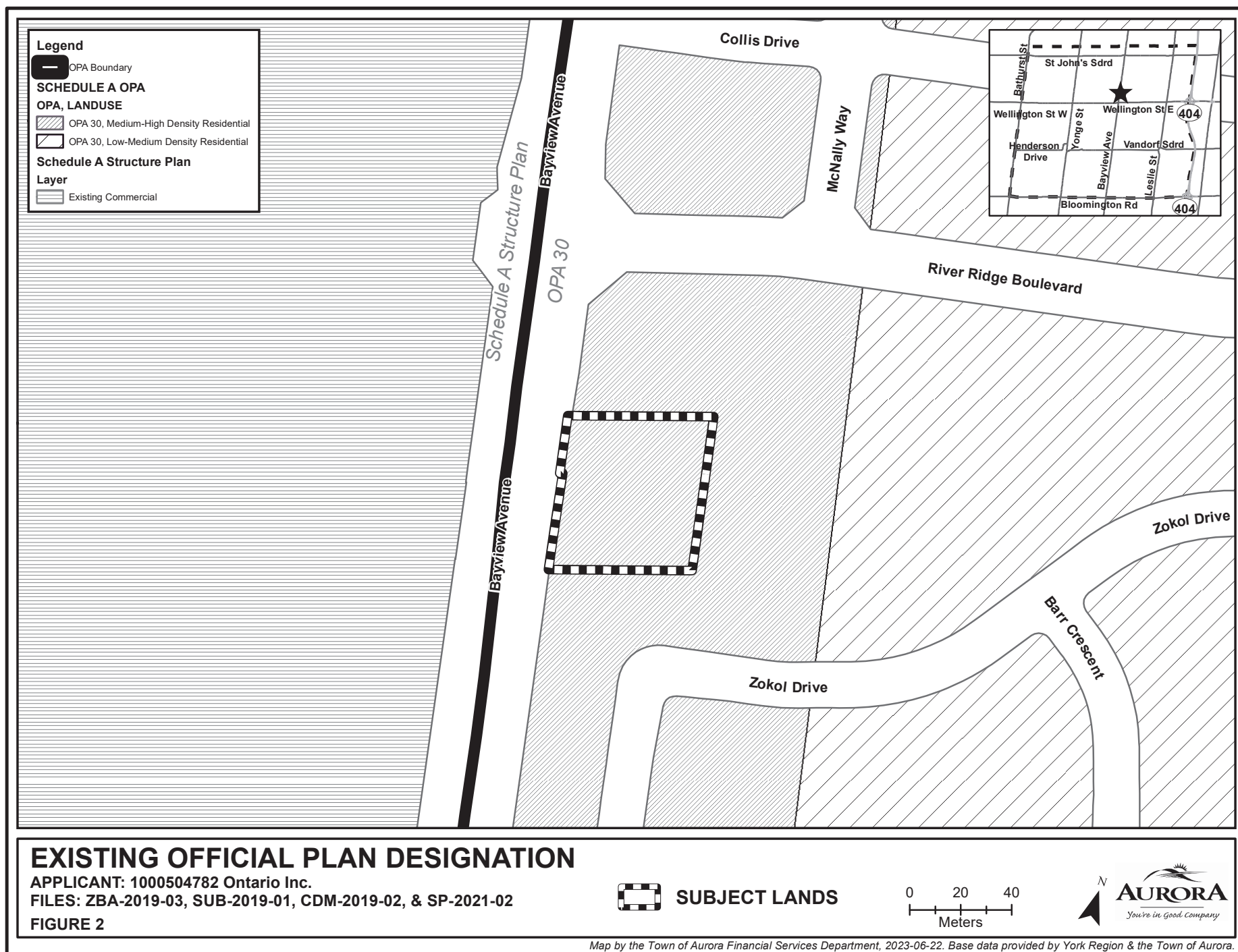
SUBJECT LANDS



AURORA
You're in Good Company

Map by the Town of Aurora Financial Services Department, 2023-06-22. Base data provided by York Region & the Town of Aurora. Air Photos taken Spring 2022, © First Base Solutions Inc., 2022 Orthophotography.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_1_Location_Map.mxd



EXISTING OFFICIAL PLAN DESIGNATION

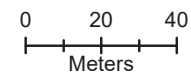
APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

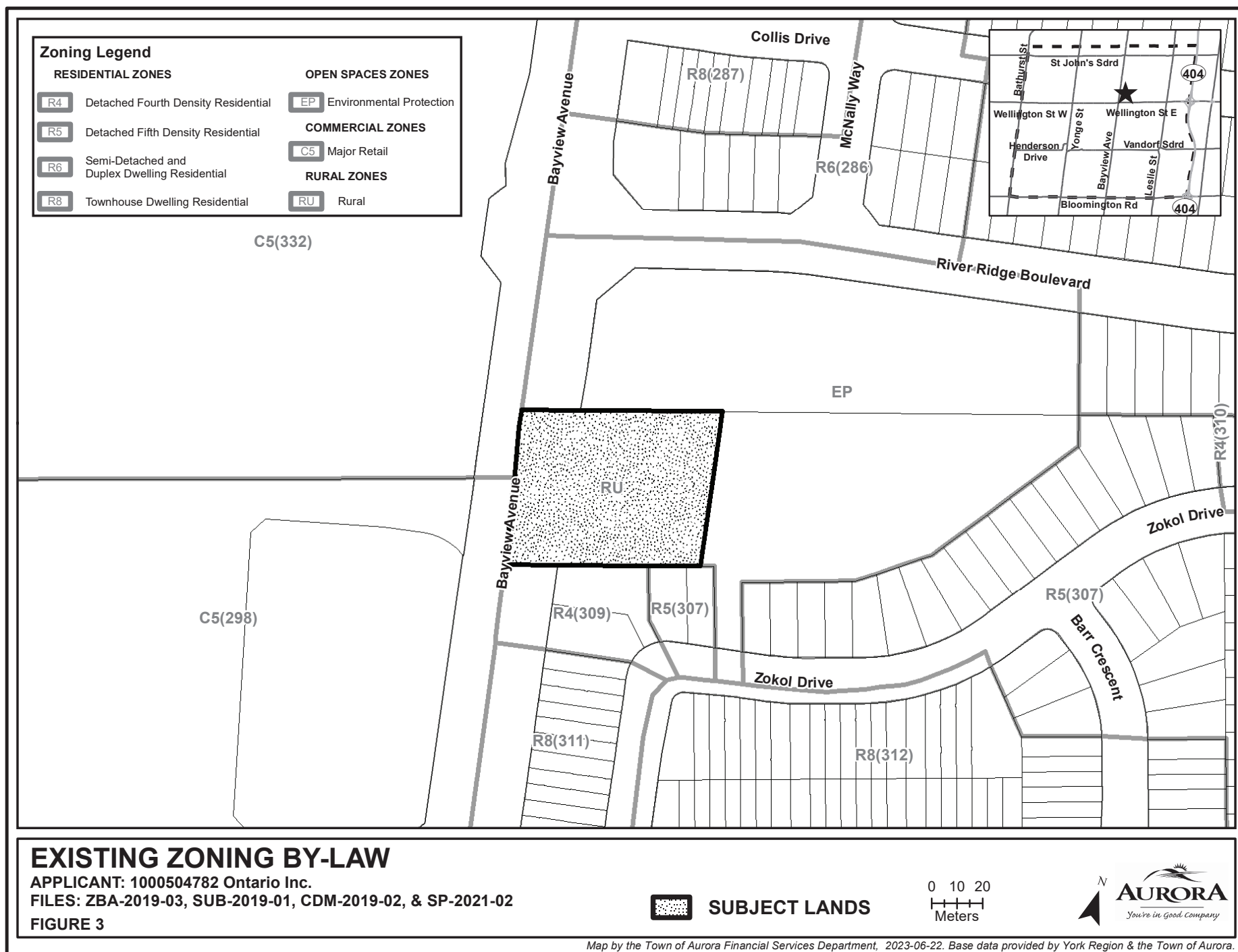
FIGURE 2

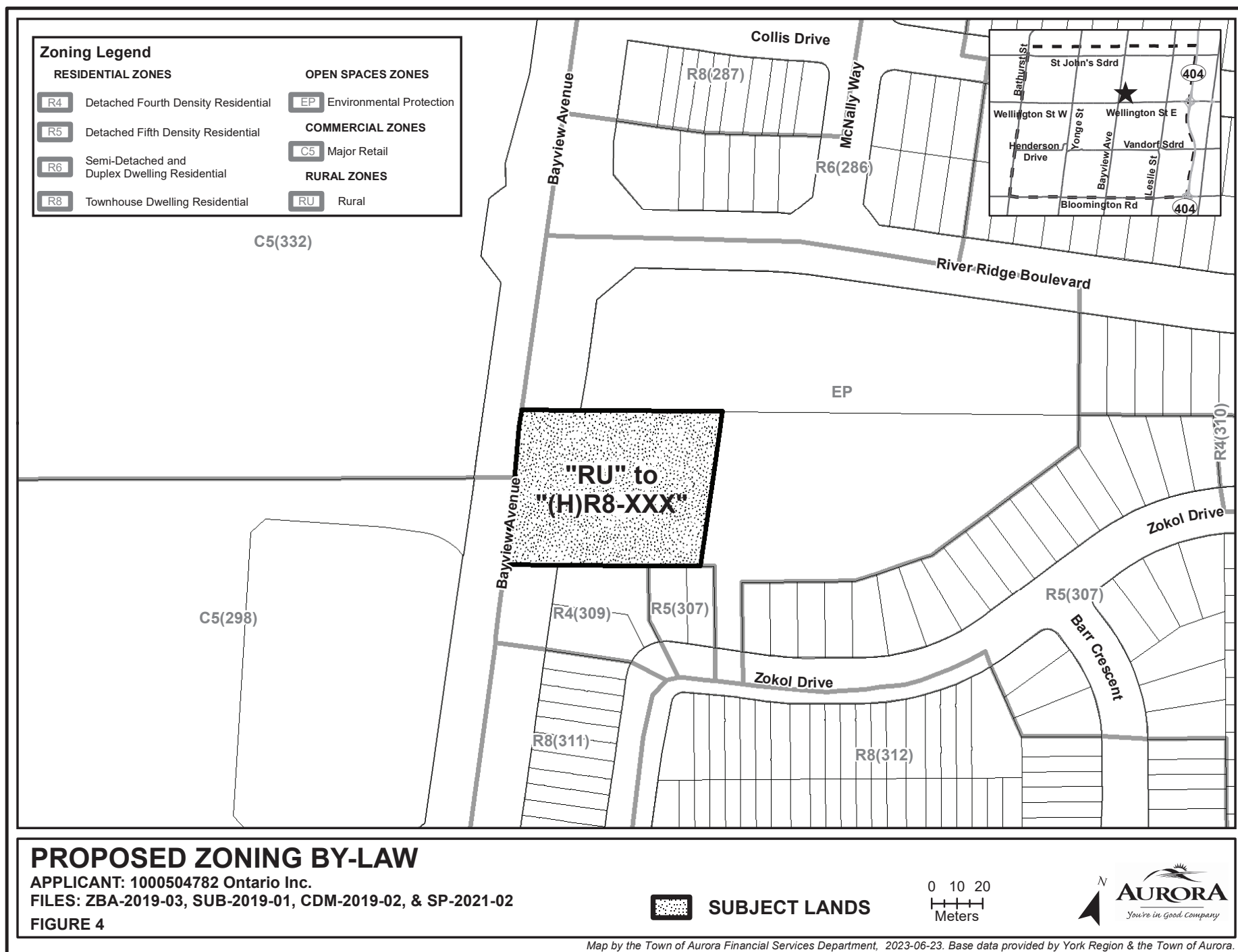


SUBJECT LANDS



AURORA
You're in Good Company







PROPOSED DRAFT PLAN OF SUBDIVISION

APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 5



Map by the Town of Aurora Financial Services Department, 2023-06-23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_5_Proposed_Draft_Plan_Subdivision.mxd



PROPOSED DRAFT PLAN OF CONDOMINIUM

APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 6



Map by the Town of Aurora Financial Services Department, 2023-06-23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_6_Proposed_Draft_Plan_of_Condominium.mxd



1 Site Plan
1:250

SITE STATISTICS AND ZONING INFORMATION

PROPERTY LEGAL DESCRIPTION LOT 21 CONCESSION 2, TOWN OF AURORA, REGIONAL MUNICIPALITY OF YORK, ON	
CURRENT ZONING DESIGNATION Ru (Rural)	PROPOSED ZONING DESIGNATION Townhouse Dwelling Residential (RD) with Special Provisions

	REQUIRED	PROVIDED
TOTAL LOT AREA		3,424.89M
OVERALL LOT COVERAGE	60%	42.8%
INDIVIDUAL LOT AREA	MIN 1800M	141.05M -184.83M(BLOCK 1) 146.03M-308.08M (BLOCK 2)
INDIVIDUAL LOT FRONTAGE	8M	6.78M (BLOCK 1) 6.94M (BLOCK 2)
INDIVIDUAL LOT COVERAGE	60%	58% (BLOCK 1) 58% (BLOCK 2)
BUILDING HEIGHT	3 STOREYS, 10M	3 STOREYS, 11.82M
AMENITY AREA	183M ² /UNIT	18.4M-21.45M/UNIT
PARKING (RESIDENTS)	23 (1.6/UNIT)	23 (1.6/UNIT)
PARKING (VISITORS)	6	6
TOTAL GROSS FLOOR AREAS		3,186.5M, 34,074.8F
BIKE PARKING	3 (1/UNIT)	3 (1/UNIT)

	REQUIRED	PROVIDED
FRONT YARD (WEST) (BLOCK 1)	7.60M	3.80M
FRONT YARD (WEST) (BLOCK 2)	7.60M	3.81M
SIDE YARD (NORTH) (BLOCK 1)	1.60M	1.39M
SIDE YARD (NORTH) (BLOCK 2)	1.60M	1.35M
SIDE YARD (SOUTH) (BLOCK 1)	1.60M	1.78M
SIDE YARD (SOUTH) (BLOCK 2)	1.60M	1.68M
REAR YARD (EAST) (BLOCK 1)	7.60M	6.40M
REAR YARD (EAST) (BLOCK 2)	7.60M	6.10M

ENCROACHMENTS	PROJECTIONS INTO YARD FROM MAIN WALL/COLUMN		SETBACKS FROM LOT LINES
	REQUIRED	PROVIDED	
FRONT YARD (WEST) (BLOCK 1)	7.60M	3.80M	0.91M-0.88M
STAIR	2.00M	2.68M-2.95M	0.91M-0.88M
PORCH LANDING	1.60M	0.91M	2.68M
PORCH COLUMN	2.60M	0.68M	3.02M
FRONT YARD (WEST) (BLOCK 2)	7.60M	3.81M	0.91M-0.88M
STAIR	2.00M	1.88M-3.81M	1.94M-0.16M
PORCH LANDING	1.60M	1.88M	2.26M
PORCH COLUMN	2.60M	0.68M	3.92M
REAR YARD (EAST) (BLOCK 1)	7.60M	2.88M	3.41M
2ND FLOOR BALCONY	2.60M	2.88M	3.41M
REAR YARD (EAST) (BLOCK 2)	7.60M	1.83M	4.32M
GROUND FLOOR DECK	3.70M	1.83M	4.32M
2ND FLOOR BALCONY	2.60M	1.26M	3.92M

	BLOCK 1	BLOCK 2	TOTAL
GROSS FLOOR AREAS (EXCLUDING GARAGE AND BASEMENT FLOOR AREAS)			
GROUND FLOOR	4,082 SF	4,186 SF	8,268 SF
SECOND FLOOR	7,017 SF	6,912 SF	13,929 SF
THIRD FLOOR	7,008 SF	6,912 SF	13,920 SF
TOTAL	18,108 SF (1,680.18M)	18,009 SF (1,666.43M)	34,074 SF (3,166.61M)

	BLOCK 1	BLOCK 2	TOTAL
GARAGE AREAS	2,898 SF (278.63M)	1,873 SF (174.03M)	4,871 SF (452.66M)

	BLOCK 1	BLOCK 2	TOTAL
BASEMENT AREAS	4,623 SF (420.23M)	4,360 SF (404.13M)	8,983 SF (824.36M)

NOTE:
1) REFER TO SITE ENGINEERING DRAWINGS FOR SITE GRADING DESIGN.
2) REFER TO SITE ENGINEERING DRAWINGS FOR RETAINING WALL DESIGN.
3) REFER TO LANDSCAPE DRAWINGS FOR FENCE DESIGN.
4) REFER TO LANDSCAPE DRAWINGS FOR SITE PAVEMENT DESIGN.
5) PROVIDE METAL GUARD ABOVE RETAINING WALL WHERE THE HEIGHT OF RETAINING WALL IS OVER 900MM.



10 Four Seasons Place, Suite 1000
Toronto, Ontario, M5B 6H7 Canada
Tel: 416 938 0299

NO.	ISSUED FOR	DATE
1	PROPOSAL	NOV 16, 2021
2	PROPOSAL	NOV 16, 2021
3	PROPOSAL	NOV 16, 2021
4	PROPOSAL	NOV 16, 2021

DO NOT SCALE DRAWINGS. VERIFY DIMENSIONS AND PROJECTIONS ON SITE BEFORE CONSTRUCTION. IT IS THE RESPONSIBILITY OF THE CLIENT TO VERIFY THE ACCURACY OF ANY DIMENSIONS, COORDINATES OR DISCREPANCIES.

BROADVIEW ARCHITECT INC. HAS COPYRIGHTED THIS DRAWING. ANY REPRODUCTION OR TRANSMISSION OF ANY DIMENSIONS, COORDINATES OR DISCREPANCIES WITHOUT PERMISSION MAY INFRINGE THE COPYRIGHT OWNERS RIGHTS. THE CLIENT AGREES TO HOLD BROADVIEW ARCHITECT INC. HARMLESS FROM ANY AND ALL CLAIMS, DAMAGES, LOSSES AND EXPENSES, INCLUDING REASONABLE ATTORNEY'S FEES, ARISING OUT OF OR RESULTING FROM THE USE OF THIS DRAWING.

CLIENT:



PROJECT
Wellingbrook TownHomes

15385 & 15395
Bayview Ave., Aurora,
Ontario

SHEET NAME
Site Plan

START DATE
June 3, 2020

DRAWN BY
HC

CHECKED BY

SCALE
As indicated

PROJECT NO.
2002

DRAWING

A1.1

CONCEPTUAL SITE PLAN

APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 7

Map by the Town of Aurora Financial Services Department, 2023-06-23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_7_Conceptual_Site_Plan.mxd





① West Elevation-Block 1
3/32" = 1'-0"

SUBMISSION No. 3



Broadview Architect Inc.

10 Four Seasons Place, Suite 1000
Toronto, Ontario
Canada M9B 6H7
Website: www.broadviewarch.com
Tel: 416.938.0399

Wellingbrook TownHomes

15385 & 15395 Bayview Ave, Aurora, Ontario

West Elevation-Block 1

Project number	2002
Date	Feb 25, 2022
Scale	3/32" = 1'-0"
Drawn by	HC

A12

BROADVIEW ARCHITECT INC. HAS COPYRIGHT. CONSTRUCTING A SUBSTANTIALLY SIMILAR BUILDING WITHOUT PERMISSION MAY INFRINGE THE COPYRIGHT OWNER'S RIGHTS. MAKING MINOR CHANGES TO PLANS DOES NOT NECESSARILY AVOID COPYRIGHT INFRINGEMENT. INNOCENT INFRINGEMENT IS NOT A DEFENSE TO COPYRIGHT INFRINGEMENT. ©

2022-02-25 2:36:32 PM

WEST ELEVATION - BLOCK1

APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 8



Map by the Town of Aurora Financial Services Department, 7/05/23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_8_West_Elevation_Block_1.mxd



SUBMISSION No. 3



Broadview Architect Inc.

10 Four Seasons Place, Suite 1000
 Toronto, Ontario
 Canada M9B 6H7
 Website: www.broadviewarch.com
 Tel: 416.938.0399

Wellingbrook TownHomes

15385 & 15395 Bayview Ave, Aurora, Ontario

East Elevation-Block 1

Project number	2002
Date	Feb 25, 2022
Scale	3/32" = 1'-0"
Drawn by	HC

A13

BROADVIEW ARCHITECT INC. HAS COPYRIGHT. CONSTRUCTING A SUBSTANTIALLY SIMILAR BUILDING WITHOUT PERMISSION MAY INFRINGE THE COPYRIGHT OWNER'S RIGHTS. MAKING MINOR CHANGES TO PLANS DOES NOT NECESSARILY AVOID COPYRIGHT INFRINGEMENT. INNOCENT INFRINGEMENT IS NOT A DEFENSE TO COPYRIGHT INFRINGEMENT. ©

2022-02-25 2:38:36 PM

EAST ELEVATION - BLOCK 1

APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 9

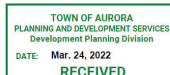


Map by the Town of Aurora Financial Services Department, 7/05/23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_9_East_Elevation_Block_1.mxd



SUBMISSION No. 3



Broadview Architect Inc.
10 Four Seasons Place, Suite 1000
Toronto, Ontario
Canada M9B 6H7
Website: www.broadviewarch.com
Tel: 416.938.0399

Wellingbrook TownHomes

15385 & 15395 Bayview Ave, Aurora, Ontario

West Elevation-Block 2

Project number 2002
Date Feb 25, 2022
Scale 3/32" = 1'-0"
Drawn by HC

A14

BROADVIEW ARCHITECT INC. HAS COPYRIGHT. CONSTRUCTING A SUBSTANTIALLY SIMILAR BUILDING WITHOUT PERMISSION MAY INFRINGE THE COPYRIGHT OWNER'S RIGHTS. MAKING MINOR CHANGES TO PLANS DOES NOT NECESSARILY AVOID COPYRIGHT INFRINGEMENT. INNOCENT INFRINGEMENT IS NOT A DEFENSE TO COPYRIGHT INFRINGEMENT. ©

2022-02-25 2:36:39 PM

WEST ELEVATION - BLOCK 2

APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 10



Map by the Town of Aurora Financial Services Department, 7/05/23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_10_West_Elevation_Block_2.mxd



SUBMISSION No. 3



Broadview Architect Inc.

10 Four Seasons Place, Suite 1000
 Toronto, Ontario
 Canada M9B 6H7
 Website: www.broadviewarch.com
 Tel: 416.938.0399

Wellingbrook TownHomes

15385 & 15395 Bayview Ave, Aurora, Ontario

East Elevation-Block 2

Project number	2002
Date	Feb 25, 2022
Scale	3/32" = 1'-0"
Drawn by	HC

A15

BROADVIEW ARCHITECT INC. HAS COPYRIGHT. CONSTRUCTING A SUBSTANTIALLY SIMILAR BUILDING WITHOUT PERMISSION MAY INFRINGE THE COPYRIGHT OWNER'S RIGHTS. MAKING MINOR CHANGES TO PLANS DOES NOT NECESSARILY AVOID COPYRIGHT INFRINGEMENT. INNOCENT INFRINGEMENT IS NOT A DEFENSE TO COPYRIGHT INFRINGEMENT. ©

2022-02-25 2:36:42 PM

EAST ELEVATION - BLOCK 2

APPLICANT: 1000504782 Ontario Inc.

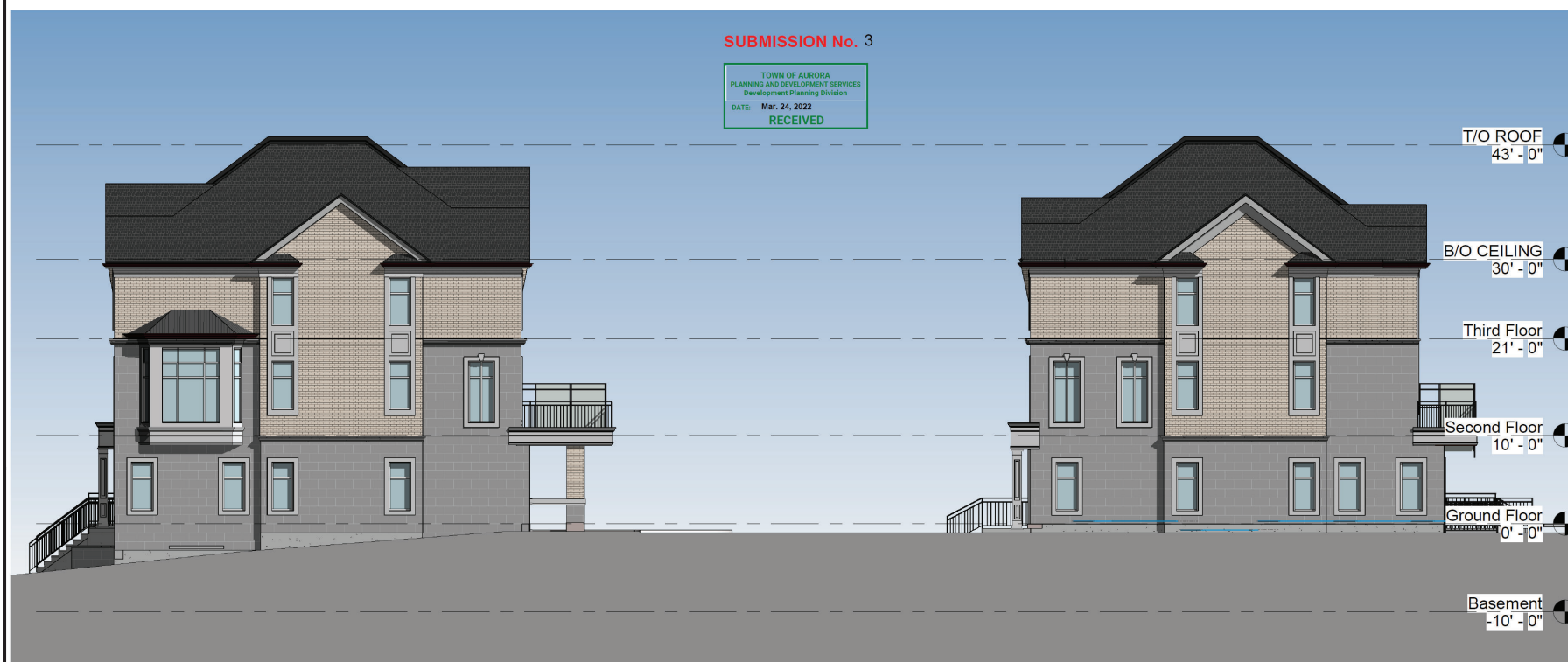
FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 11



Map by the Town of Aurora Financial Services Department, 7/05/23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_11_East_Elevation_Block_2.mxd



Broadview Architect Inc.

10 Four Seasons Place, Suite 1000
 Toronto, Ontario
 Canada M9B 6H7
 Website: www.broadviewarch.com
 Tel: 416.938.0399

Wellingbrook TownHomes

15385 & 15395 Bayview Ave, Aurora, Ontario

South Elevation-Block 1 & 2

Project number	2002
Date	Feb 25, 2022
Scale	3/32" = 1'-0"
Drawn by	HC

A16

BROADVIEW ARCHITECT INC. HAS COPYRIGHT. CONSTRUCTING A SUBSTANTIALLY SIMILAR BUILDING WITHOUT PERMISSION MAY INFRINGE THE COPYRIGHT OWNER'S RIGHTS. MAKING MINOR CHANGES TO PLANS DOES NOT NECESSARILY AVOID COPYRIGHT INFRINGEMENT. INNOCENT INFRINGEMENT IS NOT A DEFENSE TO COPYRIGHT INFRINGEMENT. ©

2022-02-23 2:38:46 PM

SOUTH ELEVATION - BLOCKS 1 & 2

APPLICANT: 1000504782 Ontario Inc.

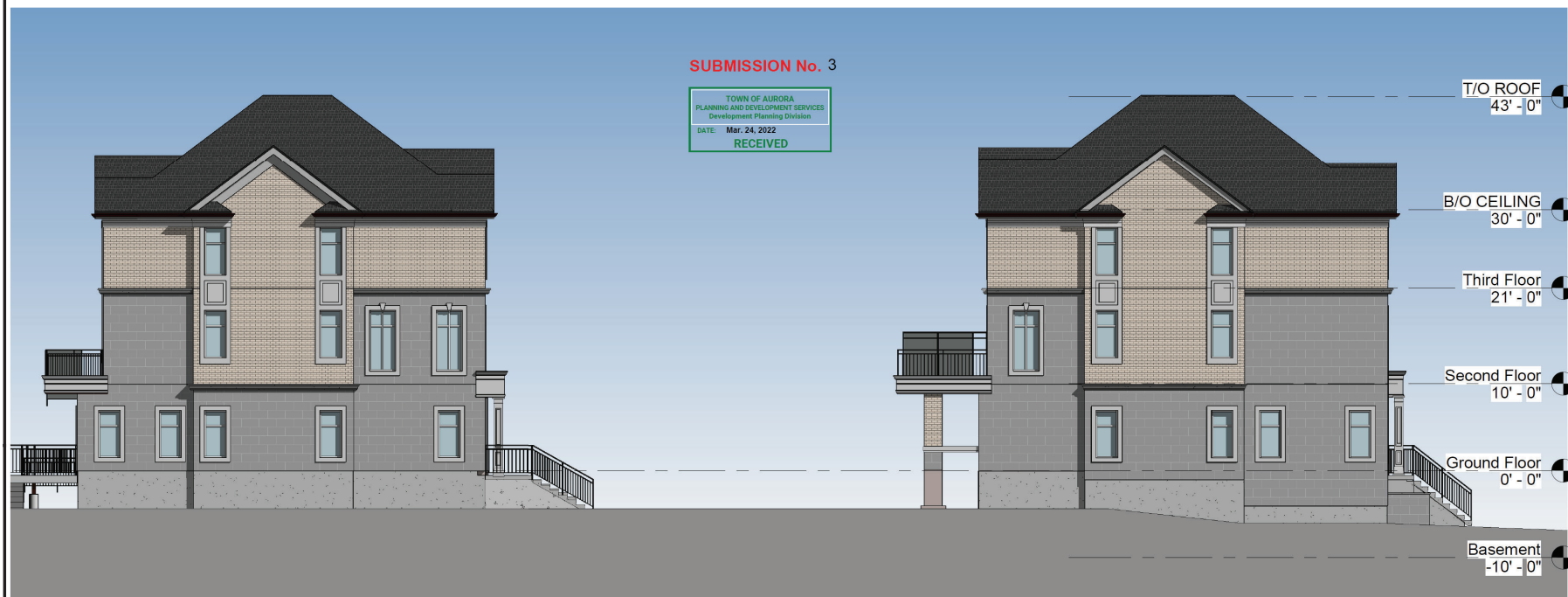
FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 12



Map by the Town of Aurora Financial Services Department, 7/05/23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_12_South_Elevation_Block_1_and_2.mxd



Broadview Architect Inc.

10 Four Seasons Place, Suite 1000
Toronto, Ontario
Canada M9B 6H7
Website: www.broadviewarch.com
Tel: 416.938.0399

Wellingbrook TownHomes

15385 & 15395 Bayview Ave, Aurora, Ontario

North Elevation-Block 1 & 2

Project number	2002
Date	Feb 25, 2022
Scale	3/32" = 1'-0"
Drawn by	Author

A17

BROADVIEW ARCHITECT INC. HAS COPYRIGHT. CONSTRUCTING A SUBSTANTIALLY SIMILAR BUILDING WITHOUT PERMISSION MAY INFRINGE THE COPYRIGHT OWNER'S RIGHTS. MAKING MINOR CHANGES TO PLANS DOES NOT NECESSARILY AVOID COPYRIGHT INFRINGEMENT. INNOCENT INFRINGEMENT IS NOT A DEFENSE TO COPYRIGHT INFRINGEMENT. ©

2022-02-25 2:36:51 PM

NORTH ELEVATION - BLOCKS 1 & 2

APPLICANT: 1000504782 Ontario Inc.

FILES: ZBA-2019-03, SUB-2019-01, CDM-2019-02, & SP-2021-02

FIGURE 13



Map by the Town of Aurora Financial Services Department, 7/05/23. Drawing provided by the applicant.

Document Path: J:\data\data\Planning Maps\15385 & 15395 Bayview Avenue (He & Shen ZBA-2019-03, SUB-2019-01, CDM-2019-02 & SP-2021-02)\Report_Maps_June_2023\Figure_13_North_Elevation_Block_1_and_2.mxd

Schedule "A"

CONDITIONS OF APPROVAL**DRAFT PLAN OF SUBDIVISION (SUB-2019-01)****1000504782 Ontario Inc. (the "Owner")****15385 and 15395 Bayview Avenue, legally described as Part Lot 21, Con. 2, Aurora,
being all of PINs 03642-0023 and 03642-0980 (the "Lands")**

DRAFT PLAN APPROVAL AND THE FOLLOWING DRAFT PLAN CONDITIONS SHALL LAPSE AT THE EXPIRATION OF THREE YEARS FROM _____, BEING THE DATE THAT THE DRAFT PLAN OF THE LANDS HAS BEEN APPROVED BY THE COUNCIL OF THE CORPORATION OF THE TOWN OF AURORA (THE "TOWN"). PROVIDED THAT DRAFT PLAN APPROVAL HAS NOT LAPSED, COUNCIL MAY, AT ITS SOLE DISCRETION, EXTEND THE APPROVAL.

THE CONDITIONS OF THE TOWN'S COUNCIL THAT SHALL BE SATISFIED BY THE OWNER OF THE LANDS PRIOR TO THE TOWN'S RELEASE FOR REGISTRATION OF ANY M-PLAN OF THE LANDS (THE "PLAN"), ARE AS FOLLOWS:

Planning Division Conditions

1. The final draft plan prepared by Michael Smith Planning Consultants Development Coordinators Ltd. dated June 12, 2018 with respect to subdividing the Lands to create four (4) blocks on a plan of subdivision (the "Draft Plan") and associated conditions of Draft Plan approval shall be amended to the satisfaction of the Planning Division if revisions are required to implement or integrate any recommendations resulting from studies required as a condition of Draft Plan approval. Further, minor redline revisions to the Draft Plan may also be required to ensure property alignment with existing or proposed lots, blocks, streets, and/or facilities on lands adjacent to the Draft Plan.
2. Prior to the release for registration of the M-Plan, the Owner shall submit, to the satisfaction of the Planning Division, the final draft M-Plan in the following form:
 - a) an electronic and hardcopy version of the signed white paper print approved by the Land Registry Office for registration;
 - b) one (1) original mylar;
 - c) two (2) mylar duplicates; and
 - d) three (3) white paper prints, one (1) of which contains an A.O.L.S form.
3. Prior to the release for registration of the M-Plan, the Lands shall be appropriately zoned by a zoning by-law with a Holding provision that has come into effect in accordance with the provisions of the *Planning Act*, which includes the terms under which the Town's Council will consider the removal of a holding "H" symbol on the Lands.
4. Prior to the Town's release for registration of the M-Plan, the Owner shall enter into and execute a No Pre-sale Agreement with the Town, to be registered on title to the Lands at the expense of the Owner, in which the Owner shall agree to not offer for sale, agree to sell, or enter into any Agreements of Purchase and Sale or related agreements for any portion of the Blocks on the Draft Plan until:
 - a) servicing allocation has been formally assigned by the Town;
 - b) the holding "H" symbol has been removed from the Lands; and

- c) the parcels of land to be subdivided and sold to future homeowners have been approved by the Town in accordance with the *Planning Act*.

Any Agreements of Purchase and Sale Agreements with non-end users shall contain a condition that requires the purchaser and any subsequent purchaser to enter into a separate No Pre-sale Agreement with the Town on the same terms and conditions.

5. Prior to the Town's release for registration of the Plan, the Owner shall enter into and execute any agreement(s) with the Town necessary to satisfy all conditions, legal, financial (including fees and securities), and otherwise of the Town.

Legal Services Division Conditions

6. Prior to the release for registration of the Plan, the Owner shall provide, to the satisfaction of the Town Solicitor, a Solicitor's Title Opinion for the Lands, together with:
- a) the final draft M-Plan signed by the Surveyor and the related Plan Document as preapproved by the Land Registry Office for registration;
 - b) the Surveyor's Frontage and Area Certificate for the draft M-Plan;
 - c) an updated copy of the title PIN(s) for the Lands; and
 - d) a Certificate of Corporate Status and Clear Writ of Execution for the Owner.

York Region Conditions

7. Refer to attached Schedule A.1.

Lake Simcoe Region and Conservation Authority Conditions

8. Refer to attached Schedule A.2.

Central York Fire Services Conditions

9. Refer to attached Schedule A.3.

Clearances

- The Town's Planning Division shall advise that Conditions 1-5 have been satisfied, stating briefly how each condition has been met.
- The Town's Legal Services Division shall advise that Condition 6 has been satisfied, stating briefly how this condition has been met.
- York Region shall advise that Condition 7 has been satisfied; stating briefly how this condition has been met.
- The Lake Simcoe Region Conservation Authority shall advise that Condition 8 has been satisfied, stating briefly how this condition has been met.
- Central York Fire Services shall advise that Conditions 9 has been satisfied; stating briefly how this condition has been met.

Schedule "A.1"

YORK REGION CONDITIONS OF APPROVAL

1. The Owner shall enter into an agreement with the Town of Aurora, which shall be registered on title, committing the owner to:
 - a. Not enter into any agreement or purchase and sale with end users (*) for the subject lands until such time as, i. The Council of the Town of Aurora has allocated, within the limit of the Regional capacity assignment, adequate available water and wastewater servicing capacities to the subject development; and, ii. York Region has advised in writing that it is no earlier than twelve (12) months prior to the expected completion of all water and wastewater infrastructure required to support the Region's capacity assignment pertaining to the Town of Aurora allocation used for the subject development; or b. The Town approves a transfer of servicing allocation to this development that is not dependent upon the construction of infrastructure; or c. The Regional Commissioner of the Environmental Services and the Town of Aurora confirm servicing capacity for this development by a suitable alternative method and the Town of Aurora allocates the capacity to this development.

AND

- b. Not enter into any agreements of purchase and sale with non end users for the subject lands unless the agreement of purchase and sale contains a condition that requires the purchaser and any subsequent purchasers to enter into a separate agreement with the Town of Aurora. This agreement shall be registered on title, committing the owner to the same terms as set out in the above A item. 2. The Owner shall enter into an indemnity agreement with York Region. The agreement shall be registered on title, agreeing to save harmless York Region from any claim or action as a result of York Region releasing conditions and pre-conditions of draft approval as part of the draft approval of the subject Plan of Subdivision or any phase thereof by the Town of Aurora, including, but not limited to claims or actions resulting from, water or sanitary sewer service not being available when anticipated. The agreement shall include a provision that requires all subsequent purchasers of the subject lands, who are not end users, to enter into a separate agreement with York Region as a condition of the agreement of purchase and sale, agreeing to indemnify York Region on the same terms and conditions as the owner. (*) the term 'end users', for the purpose of the above-noted pre-conditions, is defined as the eventual homeowner who is purchasing a dwelling for the purpose of occupancy.
2. Clauses to be Included in the Town's Subdivision Agreement:
 - a. The Owner shall save harmless the Township of Aurora and York Region from any claim or action as a result of water or sanitary sewer service not being available when anticipated.
 - b. The Owner shall agree that the access to Bayview Avenue will be restricted to right-in, right-out operation only.

- c. The Owner shall agree in the Subdivision Agreement to include the following clause in the subsequent Site Plan Agreement(s), Purchase and Sale Agreement(s), Condominium Agreement(s) and Declaration of Condominium Agreement(s) "THE OWNER UNDERSTANDS AND ACKNOWLEDGES THAT THE ACCESS TO BAYVIEW AVENUE IS RESTRICTED TO RIGHT-IN RIGHT-OUT OPERATION ONLY."
- d. The Owner shall agree to implement noise attenuation features as recommended by the noise study and to the satisfaction of Development Engineering.
- e. The Owner shall agree that where berm, noise wall, window and/or oversized forced air mechanical systems are required, these features shall be certified by a professional engineer to have been installed as specified by the approved Noise Study and in conformance with the Ministry of Environment guidelines and the York Region Noise Policy.
- f. The following warning clause shall be included with respect to the lots or blocks affected:
 - i. "Purchasers are advised that despite the inclusion of noise attenuation features within the development area and within the individual building units, noise levels will continue to increase, occasionally interfering with some activities of the building's occupants".
- g. Where noise attenuation features will abut a York Region Right-Of-Way, the Owner shall agree in wording satisfactory to York Region's Development Engineering, as follows:
 - i. That no part of any noise attenuation feature shall be constructed on or within the York Region right-of-way;
 - ii. That noise fences adjacent to York Region roads may be constructed on the private side of the 0.3 metre reserve and may be a maximum 2.5 metres in height, subject to the area municipality's concurrence;
 - iii. That maintenance of the noise barriers and fences bordering on York Region Right-Of-Way's shall not be the responsibility of York Region.
- h. The Owner shall agree to be responsible for determining the location of all utility plants within York Region Right-Of-Way and for the cost of relocating, replacing, repairing and restoring any appurtenances damaged during construction of the proposed site works. The Owner must review, or ensure that any consultants retained by the Owner, review, at an early stage, the applicable authority's minimum vertical clearances for aerial cable systems and their minimum spacing and cover requirements. The Owner shall be entirely responsible for making any adjustments or relocations, if necessary, prior to the commencement of any construction.
- i. The Owner shall agree to advise all potential purchasers of the existing and future introduction of transit services. The Owner/consultant is to contact YRT Contact Centre (tel. 1-866-668-3978) for route maps and the future plan maps.

3. Conditions to be Satisfied Prior to Final Approval:

- a. The road allowance included within the draft plan of subdivision shall be named to the satisfaction of the Town of Aurora and York Region.
- b. The Owner shall provide to the Region the following documentation to confirm that water and wastewater services are available to the subject development and have been allocated by the Town of Aurora: A copy of the Council resolution confirming that the Town of Aurora has allocated servicing capacity, specifying the specific source of the capacity, to the development proposed within this draft plan of subdivision; and A copy of an email confirmation by Town of Aurora staff stating that the allocation to the subject development remains valid at the time of the request for regional clearance of this condition.
- c. The Owner shall demonstrate that the existing centre concrete median on Bayview Avenue will be extended from River Ridge Boulevard south of the proposed right-in/right-out access to enforce the turning restriction, to the satisfaction of the Region.
- d. York Region is protecting a 36.0 metres right-of-way for this section of Bayview Avenue. As such, York Region requests that all municipal setbacks be referenced from a point 18.0 metres from the centreline of construction of Bayview Avenue.
- e. Upon registration of the plan, the Owner shall convey the road widening across the full frontage of the site where it abuts Bayview Avenue to provide a minimum of 18.0 metres setbacks from the centreline of construction of Bayview Avenue to York Region for public highway purposes, free of all costs and encumbrances, to the satisfaction of the Regional Solicitor.
- f. The Owner shall provide a solicitor's certificate of title in a form satisfactory to York Region Solicitor, at no cost to York Region with respect to the conveyance of the above noted lands to York Region.
- g. The Region requires the Owner submit a Phase One Environmental Site Assessment ("ESA") in general accordance with the requirements of the Environmental Protection Act and O. Reg. 153/04 Records of Site Condition, as amended ("O. Reg. 153/04"). The Phase One ESA must be for the Owner's property that is the subject of the application and include the lands to be conveyed to the Region (the "Conveyance Lands"). The Phase One ESA cannot be more than two (2) years old at: (a) the date of submission to the Region; and (b) the date title to the Conveyance Lands is transferred to the Region. If the originally submitted Phase One ESA is or would be more than two (2) years old at the actual date title of the Conveyance Lands is transferred to the Region, the Phase One ESA will need to be either updated or a new Phase One ESA submitted by the Owner. Any update or new Phase One ESA must be prepared to the satisfaction of the Region and in general accordance with the requirements of O. Reg. 153/04. The Region, at its discretion, may require further study, investigation, assessment, delineation and preparation of reports to determine whether any action is required regardless of the findings or conclusions of the submitted Phase One ESA. The further study, investigation, assessment, delineation and subsequent reports or

documentation must be prepared to the satisfaction of the Region and in general accordance with the requirements of O. Reg. 153/04. Reliance on the Phase One ESA and any subsequent reports or documentation must be provided to the Region in the Region's standard format and/or contain terms and conditions satisfactory to the Region. The Region requires a certificate written statement from the Owner that, as of the date title to the Conveyance Lands is transferred to the Region: (i) there are no contaminants of concern, within the meaning of O. Reg. 153/04, which are present at, in, on, or under the property, or emanating or migrating from the property to the Conveyance Lands at levels that exceed the MOECC full depth site condition standards applicable to the property; (ii) no pollutant, waste of any nature, hazardous substance, toxic substance, dangerous goods, or other substance or material defined or regulated under applicable environmental laws is present at, in, on or under the Conveyance Lands; and (iii) there are no underground or aboveground tanks, related piping, equipment and appurtenances located at, in, on or under the Conveyance Lands. The Owner shall be responsible for all costs associated with the preparation and delivery of the Phase One ESA, any subsequent environmental work, reports or other documentation, reliance and the Owner's certified written statement.

- h. Upon registration of the plan, the Owner shall convey the road widening across the full frontage of the site where it abuts Bayview Avenue to provide a minimum of 18.0 metres setbacks from the centreline of construction of Bayview Avenue to York Region for public highway purposes, free of all costs and encumbrances, to the satisfaction of the Regional Solicitor.
- i. The Owner shall provide an executed Subdivision Agreement to the Regional Corporate Services Department, outlining all requirements of the Corporate Services Department.
- j. For any applications (Site Plan or Zoning By-law Amendment) completed after January 1, 2020, the Owner shall enter into a Development Charge Rate Freezing Agreement with York Region to freeze/lock in the Development Charge rate at the time the site plan application or Zoning By-law Amendment is deemed complete submission, satisfy all conditions, financial and otherwise, and confirm the date at which Regional development charge rates are frozen; Regional Development Charges are payable in accordance with Regional Development Charges By-law in effect at the time that Regional development charges, or any part thereof, are payable. Please contact Fabrizio Filippazzo, Manager, Development Financing Administration to initiate a Development Charge Agreement with York Region.
- k. The Regional Corporate Services Department shall advise that the above Conditions have been satisfied.

Schedule "A.2"

LAKE SIMCOE REGION CONSERVATION AUTHORITY CONDITIONS OF APPROVAL

1. That this approval is applicable to the Draft Plan of Subdivision prepared by Michael Smith Planning Consultants Development Coordinators Ltd., (dated June 12, 2018 revision date July 3, 2019) and may be subject to redline revisions based on the detailed technical plans and studies.
2. That prior to final plan approval and any major site alteration, the following shall be prepared to the satisfaction of the LSRCA and Town:
 - a. A detailed Stormwater Management Report in accordance with Lake Simcoe Region Conservation Authority Technical Guidelines for Stormwater Management Submissions and in conformity with the Stormwater Management Master Plan approved under Strategic Action 4.5-SA of the Lake Simcoe Protection Plan;
 - b. A detailed erosion and sediment control plan;
 - c. A detailed grading and drainage plan;
 - d. A detailed water balance and phosphorous budget in concert with 4.8-DP of the Lake Simcoe Protection Plan and 6.40-DP of the Lake Simcoe Protection Plan if applicable;
 - e. A Detailed Geotechnical Report for the proposed Stormwater Pond;
 - f. A Detailed Low Impact Development (LID) Evaluation demonstrating the means to maximize the use of LID measures consistent with Policy 1.6.6.7 of the Provincial Policy Statement (2014);
3. That prior to final approval, the following shall be undertaken to the satisfaction of the LSRCA, in accordance with the South Georgian By Lake Simcoe Source Protection Plan:
 - a. Detailed Hydrogeological Report / Water Balance
 - b. Compensatory measures if required
4. That prior to final approval, the following shall be undertaken to the satisfaction of the LSRCA, in accordance with the Phosphorous Offsetting Policy:
 - a. Phosphorous budget
 - b. Compensatory measures if required
5. That the owner shall agree in the Subdivision Agreement to carry out, or cause to be carried out, the recommendations and requirements contained within the plans and reports as approved by the LSRCA and the Town.
6. That the owner shall agree in the Subdivision Agreement to retain a qualified professional to certify in writing that the works were constructed in accordance with the plans and reports as approved by the LSRCA and the Town.
7. That the owner shall agree in the Subdivision Agreement to ensure that proper erosion and sediment control measures will be in place in accordance with the approved Grading and Drainage Plan, and Erosion and Sediment Control Plan prior to any site alteration or grading.

8. That the owner shall agree in the Subdivision Agreement to grant any easements required for storm water management purposes to the Town.
9. That prior to final plan approval, the owner shall pay all development fees to the LSRCA in accordance with the approved fees policy, under the Conservation Authorities Act.
10. That the owner shall agree in the Subdivision Agreement to maintain all existing vegetation up until a minimum of 30 days prior to any grading or construction on-site in accordance with 4.20b.-DP of the Lake Simcoe Protection Plan.
11. That prior to final approval the provisions of the Endangered Species Act shall be addressed to the satisfaction of the Ministry of Natural Resources and Forestry.
12. The Owner shall agree in the Subdivision Agreement to indemnify and save harmless the municipality and the LSRCA from all costs, losses, damages, judgements, claims, demands, suits, actions, or complaints resulting from any increased flooding or erosion to property and people as a result of the approved storm water management scheme. The Owner shall obtain and maintain in full force and effect during the term of this agreement general liability insurance with respect to the storm water management works and system.
13. The LSRCA will require the following prior to the issuance of a clearance letter:
 - a. A copy of the executed subdivision agreement.
 - b. A copy of the draft M-Plan.
 - c. A letter from the developer's planning consultant detailing how each LSRCA condition of draft plan approval has been fulfilled to the satisfaction of the conservation authority.

Schedule "A.3"

CENTRAL YORK FIRE SERVICES CONDITIONS OF APPROVAL

1. A clause shall be added to the Subdivision Plan Agreement to ensure that prior to and during construction, a minimum of temporary street signage must be in place to assist emergency responses and access for emergency vehicles shall be maintained at all times.
2. A clause shall be added to the Subdivision Plan Agreement to ensure that prior to and during construction, all roads must be complete to a minimum base coat and be able to support emergency vehicles with site access acceptable to Central York Fire Services.
3. A clause shall be added to the Subdivision Plan Agreement to ensure that prior to and during construction, provisions are provided for access for emergency vehicles.
4. A clause shall be added to the Subdivision Plan Agreement to ensure that prior to and during construction, water supply for firefighting, including hydrants must be installed and operational. Private hydrants shall be installed in accordance with Town of Aurora Engineering Design Standards.
5. Private yard fire hydrants shall be installed in accordance with the applicable Municipal Design Standards and Criteria.
6. Ensure municipal address is prominently displayed on the site for each building to enable identification for emergency services.
7. Authorization signs shall be placed at points on commencement and termination of the fire route, respectively, and at 23.0 metre intervals in between the said points of the commencement and termination. Where the fire route abuts the face of a building, fire route signs may be affixed to the face of the building at a minimum height of 2.0 metres, and a maximum height of 2.75 metres. Where the fire route abuts a sidewalk or landscaped area, fire route signs shall be erected on permanent posts at a minimum height of 2.0 metres, and a maximum height of 2.75 metres.
8. Approved signs shall be installed to indicate the location of the designated fire route. Signs to indicate by-law number 4574-04.T

The Corporation of the Town of Aurora

By-law Number XXXX-25

Being a By-law to amend By-law Number 6000-17, as amended, respecting the lands municipally known as 15385 & 15395 Bayview Avenue (ZBA-2019-03).

Whereas under section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended (the “Planning Act”), zoning by-laws may be passed by the councils of local municipalities to prohibit and regulate the use of land, buildings and structures;

And whereas on June 27, 2017, the Council of The Corporation of the Town of Aurora (the “Town”) enacted By-law Number 6000-17 (the “Zoning By-law”), which Zoning By-law was appealed to the Ontario Municipal Board (the “OMB”);

And whereas on January 29, 2018, the OMB made an order, in accordance with subsection 34(31) of the Planning Act, providing that any part of the Zoning By-law not in issue in the appeal shall be deemed to have come into force on the day the Zoning By-law was passed;

And whereas the OMB and the Local Planning Appeal Tribunal (the “LPAT”) is continued under the name Ontario Land Tribunal (the “Tribunal”), and any reference to the Ontario Municipal Board or OMB or Local Planning Appeal Tribunal or LPAT is deemed to be a reference to the Tribunal;

And whereas the Council of the Town deems it necessary and expedient to further amend the Zoning By-law;

Now therefore the Council of The Corporation of the Town of Aurora hereby enacts as follows:

1. The Zoning By-law be and is hereby amended to replace the “Rural (RU) Zone” zoning category applying to the lands shown in hatching on Schedule “A” attached hereto and forming part of this by-law with “Townhouse Dwelling Residential (R8-XX) Exception Zone”.
2. The Zoning By-law be and is hereby amended to add the following:

“24.XXX (H) Townhouse Dwelling Residential (R8) Exception Zone (XX)”

Parent Zone: (H) R8 Exception No.: 567	Map: Schedule “A” Map No. 8	Previous Zone: RU	Previous By-laws: 6000-17
Municipal Address: 15385 & 15395 Bayview Avenue			
Legal Description: Part Lot 21, Concession 2			

24.567.1 Holding Prefix

Notwithstanding the provisions of Section 24.567, while the “(H)” Holding prefix is in place, no person shall within the lands zoned (H)(R8)(567) on Schedule “A” attached hereto, use any lot or erect, alter or use any buildings or structures for any purposes except those uses which existed on the date of passing of this by-law, unless an

amendment to this by-law is approved by the Council of the Corporation of the Town of Aurora and comes into full force and effect.

24.567.2 Removal of Holding Prefix

Prior to the passing of a by-law to remove the “(H)” Holding prefix from the lands zoned (H) R8(567), or any part thereof, the Town of Aurora shall be satisfied that the following conditions shall be complied with:

a) The Town of Aurora approved a servicing allocation to this development that is not dependant upon the completion of any new infrastructure; or,

b) York Region has advised in writing that the required infrastructure to support the capacity assignment associated with this development will be completed within a time period acceptable to the Region to permit the plan registration; or,

c) The Regional Commissioner of Public Works confirms servicing allocation for this development by a suitable alternative method and the Town of Aurora allocates the capacity to this development.

Upon removal of the “(H)” Holding prefix from the lands zoned (H) R8(567), pursuant to Section 36 of the Planning Act or any successor thereto, the provisions applicable to the said lands shall be as set out in Sections 24.567.3, 24.567.4, 24.567.5 and 24.567.6.

24.567.3 Permitted Uses

15 townhouse dwelling units

24.567.4 Building Standards

For the purposes of this By-law, the westerly property boundary along Bayview Avenue is the Front Lot Line for Block 1, and the private road is the Front Lot Line for Block 2.

Minimum lot area	141 square metres – Block 1 145 square metres – Block 2
Minimum lot frontage	5.7 metres – Block 1 5.9 metres – Block 2
Minimum front yard to dwelling unit	3.6 metres – Block 1 3.8 metres – Block 2
Minimum front yard to attached garage	5.6 metres
Minimum rear yard	3.5 metres – Block 1 6.0 metres – Block 2
Minimum interior side yard	0.0 metres – Along a Common Lot Line 1.3 metres – End Unit within Block 1 1.2 metres – End Unit within Block 2
Minimum distance from building to private road	1.7 metres
Maximum lot coverage	60%
Maximum building height	12.2 metres
Minimum width of a private road	6 metres

24.567.5 Yard Encroachments

Structure of Feature	Applicable Yard	Maximum permitted encroachment into the applicable yard
Window bays, with or without foundation (up to 5 metres in width)	Interior side yard	0.4 metres – Block 1

Open porches and uncovered terraces (3.2 metres or less in height)	Front yard	1.0 metres – Block 1 1.7 metres – Block 2
Decks (3.2 metres or less in height)	Rear yard	3.2 metres
Balconies	Rear yard	3.2 metres – Block 1 1.85 metres – Block 2
Steps and Landings	Front yard	2.95 metres – Block 1 3.95 metres – Block 2
24.567.6 Parking		
Required maneuvering space		6 metres
Setbacks	Where a Parking Lot or Parking Area having capacity for five or more cars serving a Townhouse Residential use, no Parking Space manoeuvring area and/or Driveway within a Side Yard shall be closer to any wall of a building than 1.2 metres.	
Ingress and egress	Driveways shall have 2 lanes, each lane having a minimum width of 3.0 metres	

3. This by-law shall come into full force subject to compliance with the provisions of the Planning Act and subject to compliance with such provisions, this by-law will take effect from the date of final passage hereof.
4. If a building permit that is appropriate for the development has not been issued under the *Building Code Act, 1992*, S.O. 1992, c. 23, as amended, for any building or structure so authorized within three (3) years from the removal of the “(H)” Holding prefix, then this By-law shall automatically repeal and if so repealed, the zoning of the lands will revert to the original zoning.

Enacted by Town of Aurora Council this ____ of ____, 2025.

Tom Mrakas, Mayor

Michael de Rond, Town Clerk

Explanatory Note

Re: By-law Number XXXX-25

By-law Number XXXX-25 has the following purpose and effect:

To amend By-law Number 6000-17, as amended, the Zoning By-law in effect in the Town of Aurora, to rezone the subject lands from "Rural (RU)" to "(H) Townhouse Residential (R8) Exception Zone (567)."

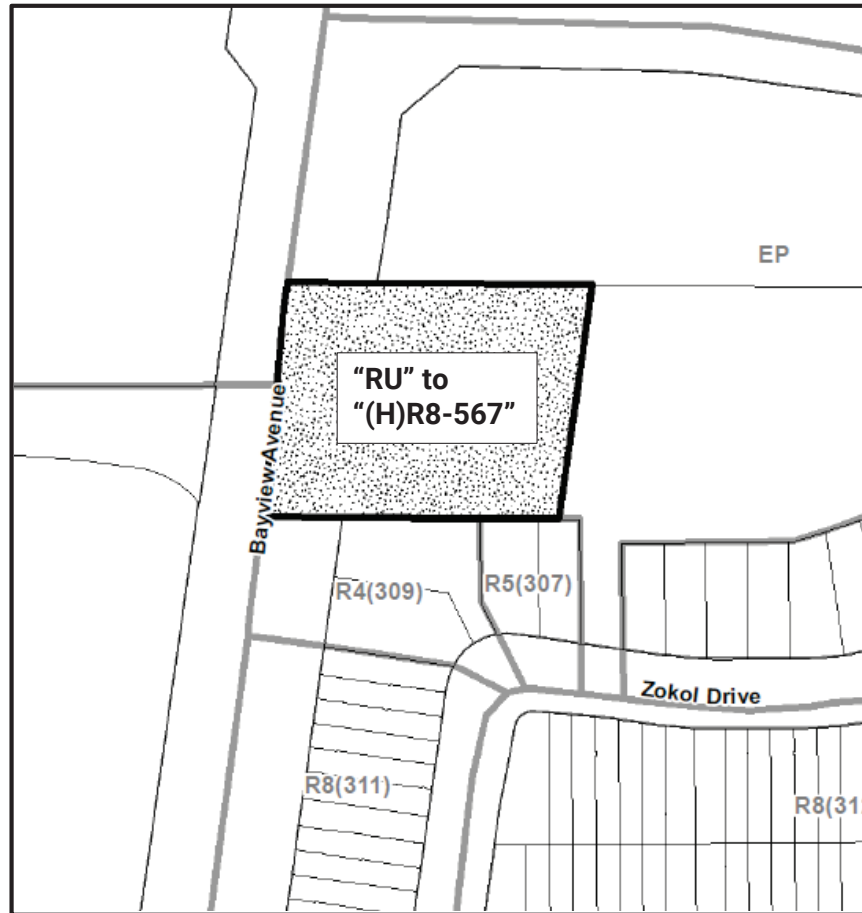
The effect of this zoning by-law amendment will rezone the subject lands to facilitate the development of 15 townhouse units.

Schedule "A"

Location: Part Lot 21, Concession 2, Town of Aurora, Regional Municipality of York



Lands rezoned from "Rural (RU)" to "(H) Townhouse Residential (R8) Exception Zone (567)."





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

Town of Aurora

Committee of the Whole Report

No. PDS25-049

Subject: Heritage Permit Application HPA-2025-03 – 10-12 Spruce Street

Prepared by: Adam Robb, MPL, MCIP, RPP, CAHP, PLE
Manager, Policy Planning and Heritage

Department: Planning and Development Services

Date: May 13, 2025

Recommendation

1. That Report No. PDS25-049 be received; and
2. That Heritage Permit Application HPA-2025-03 be approved to demolish the existing structure and build a new semi-detached dwelling at 10-12 Spruce Street.

Executive Summary

This report seeks Council's approval of Heritage Permit Application HPA-2025-03 to demolish the existing structure and build a new semi-detached dwelling at 10-12 Spruce Street.

- 10-12 Spruce Street is located within the Town's Northeast Old Aurora Heritage Conservation District and is designated under Part V of the *Ontario Heritage Act*
- The owner has retained ERA Architects and prepared a Heritage Impact Assessment in support of the application, which has determined that the proposed work meets best practices for heritage management
- A decision on the application is required to be made prior to June 25, 2025, in order to satisfy the legislative timeline under the *Ontario Heritage Act*
- The owner has made design refinements based on comments provided by the Heritage Advisory Committee however the proposed attached garages remain a concern expressed by the Committee that the owner has indicated cannot feasibly be removed

Background

10-12 Spruce Street is located within the Town's Northeast Old Aurora Heritage Conservation District and is designated under Part V of the Ontario Heritage Act

10-12 Spruce Street is a corner lot property located at the northwest intersection of Spruce Street and Centre Street. The property currently contains a dwelling that functions as a two-unit duplex. The existing structure represents a cottage-type structure that was built circa the 1880s. The property is designated under Part V of the *Ontario Heritage Act* as part of the Town's Northeast Old Aurora Heritage Conservation District but is not designated individually.

The property is located at the general southern edge of the Heritage Conservation District, which features a varied streetscape with some contemporary construction in the vicinity and along Centre Street.

Analysis

The owner has retained ERA Architects and prepared a Heritage Impact Assessment in support of the application, which has determined that the proposed work meets best practices for heritage management

The owner proposes to demolish the existing structure on site and construct a new semi-detached dwelling.

The owner retained ERA architects to prepare a Heritage Impact Assessment for the subject property and development proposal. The purpose of the Heritage Impact Assessment is to evaluate the significance of the existing structure and assess the impact of the new proposed development of the site. The existing structure was evaluated against *Ontario Regulation 9/06* of the *Ontario Heritage Act* and was determined that the property does not contain significant cultural heritage value to merit individual designation as it did not meet any of the criteria under historical, contextual or design value. The property has been altered significantly and was determined to not contribute positively to the streetscape. Further, the Heritage Impact Assessment evaluated the proposed new build against the guidelines of the Heritage Conservation District Plan as part of a conformity analysis. The assessment determined that the proposed building has been sensitively designed and that the design, materiality, and proportions of the proposal are consistent within the neighbouring context.

Staff specifically inquired about the opportunity to have the proposal feature a detached garage. The owner and consultant have indicated that due to siting constraints, attached garages are more appropriate and that to mitigate any impacts, they have been recessed from the main elevation and a sympathetic wood material is to be provided. The required rear yard setback is being provided as well to ensure conformity with the built form of the area. Relief from the zoning by-law is not anticipated to be required for matters such as lot coverage, building setbacks or height, however a future plan of severance to legitimize the semi-detached lots would be required. A comprehensive zoning review will also still occur as part of the building permit review process, should Council approve the subject application.

Staff also inquired about the potential of there being any salvageable materials or architectural features. The Heritage Impact Assessment did not identify the property as having significant architectural features, nor are any items recommended for salvage and reuse as part of the new build. Per the evaluation against *Ontario Regulation 9/06*, the property was determined to not have any design/architectural value.

A complete conformity analysis has been provided under Appendix B of the Heritage Impact Assessment. Ultimately, the Heritage Impact Assessment determined that the proposed demolition and design of the new build meets the recognized professional standards and best practices in the field of heritage management. Further, the earlier iteration of the proposed new build has also since been updated and refined by the owner to incorporate feedback received by the Heritage Advisory Committee (see latest rendering included as Attachment 3).

A decision on the application is required to be made prior to June 25, 2025, in order to satisfy the legislative timeline under the Ontario Heritage Act.

A Notice of Receipt was issued to the applicant on March 27, 2025. Under the *Ontario Heritage Act*, there is a 90-day timeline from the date that a Notice of Receipt is issued for a decision to be made by Council on the Heritage Permit Application. This 90-day timeline lasts until June 25, 2025, wherein after that date the application will be automatically deemed approved. This review period can be extended on consent of the owner. Further details on this process are also provided under the Legal Considerations section of this report.

Should Council refuse the application, or any conditions of the permit not be agreeable by the owner, the owner is entitled to appeal the decision to the Ontario Land Tribunal. Staff are of the opinion that should the application be refused and the owner in turn appeal the decision, the Ontario Land Tribunal would likely rule in support of the

proposal, as a comprehensive evaluation of the property has been undertaken by ERA Architects to determine the criteria of *Ontario Regulation 9/06* are not met, and feasible mitigation efforts in the design of the proposed new build have been incorporated as part of conformity with the Heritage Conservation District Plan.

Advisory Committee Review

The owner has made design refinements based on comments provided by the Heritage Advisory Committee however the proposed attached garages remain a concern expressed by the Committee that the owner has indicated cannot feasibly be removed

The Heritage Permit Application was presented to the Heritage Advisory Committee for review on April 14, 2025. The Heritage Advisory Committee provided several comments, with a primary concern of the design of the new proposed dwelling being that of the attached garages. A summary of the comments provided by the Heritage Advisory Committee is below:

Comment	Response
Although the evaluation prepared by ERA Architects determined the existing building does not meet any of the necessary heritage criteria under <i>Ontario Regulation 9/06</i> , the property and building may still possess heritage value, and in particular historical value, and in turn warrant not being demolished.	Provincial Bill 23 created a new, higher threshold for determining whether a property has cultural heritage value or interest. The <i>Ontario Heritage Act</i> now requires that two or more criteria under <i>Ontario Regulation 9/06</i> be met, whereas previously only one criteria needed to be met. The criteria are broadly defined under historical, contextual and/or architectural value categories. The report and evaluation by ERA Architects was prepared by a qualified professional and determined the subject property did not meet any of the required criteria to satisfy the requirements of <i>Ontario Regulation 9/06</i> . Even if the property was deemed to possess some historical associative value, staff are of the opinion that this may not pass the ultimate test of being defensible at the level of the OLT, and not enough criteria of <i>Ontario Regulation 9/06</i> may be met. Some of the historical

May 13, 2025

5 of 8

Report No. PDS25-049

	value associated with the agricultural and dairy history of the property are also associated with the larger block as a whole, and not necessarily just the individual subject property.
The façade of the proposed building can be improved through enhanced porch treatments and the utilization of shakes in the gable ends.	The owner has updated the façade of the proposed building by adding shakes and treatment to the gable ends and softening the porch columns as well as adding railings and material/landscape details and providing a solid wood door. Staff also anticipate that should the application be approved, staff will work alongside the owner to continue to refine specific building details and materiality of the proposal as needed through the building permit review process.
The attached garages of the proposed building are not in keeping with the character of the area and should instead be detached and at the rear.	Staff required the owner to evaluate options for a detached rear-yard garage, as this would align with the guidelines of the Heritage Conservation District plan. The owner has indicated that the orientation of the lot and necessary siting requirements to avoid excessive zoning relief results in attached garages being the most feasible option. Further, due to the orientation of the lot, detached garages would negate the potential for sufficient backyard amenity space. To try and mitigate the impacts of the attached garages, the owner and their consultant incorporated design elements including recessing the garage and utilizing a sympathetic wood material. Staff also note that there are other precedents of existing attached garages already being located within the Heritage District, including several properties along Centre Street, two properties within the vicinity of the subject property being 20 Spruce Street and 25 Spruce Street, as well as several other properties primarily along Mark Street and north on Spruce Street

May 13, 2025

6 of 8

Report No. PDS25-049

	including 45 Spruce Street and 68 Spruce Street. Staff are of the opinion that while detached garages would be most desirable, the owner has made efforts to try and mitigate this impact and that implementing detached garages may consequently result in negative impacts resulting from excessive relief being required from the zoning by-law. Staff are also of the opinion that a challenge of this may not be defensible at the level of the OLT.
The colour of the bricks can be softened.	The owner has updated their proposal to soften the brick colour. Additionally, it is anticipated that the finer material details/colours can continue to be refined and inspected through the building permit review process.
If demolished, commemoration of the property should occur through an interpretive plaque that speaks to the dairy/agricultural history of the property.	At the discretion of Council, a condition of approval can be added to require the owner to install an appropriate interpretive plaque on the property to recognize and commemorate the history of the property. Council can move a motion to require: "That the owner, at their sole cost, install an interpretive plaque detailing the history of the property to the satisfaction of the Director of Planning and Development Services".
The scale of the proposed building may be too large.	The proposed building height aligns with the established permissions of the Zoning By-law.
The siting/front yard setback of the proposed dwelling to try and be further recessed from the street edge and consistent with other properties on Spruce Street does not align with the consistency of the immediately adjacent neighbours or existing building.	The owner and consultant have intentionally sited the building to be generally consistent with the totality/average of property setbacks along Spruce Street. The front yard setback requirements of the Zoning By-law are also now conformed with.

The owner has attempted to implement the comments from the Heritage Advisory Committee in their updated proposal rendering as attached to this report. The primary element that the owner has evaluated but has indicated can not feasibly be accommodated is that of the detached garages. Staff are of the opinion that given the design updates made to the proposal based on comments received and the mitigation measures that have been implemented, the proposal is overall supportable. Staff are also mindful of the ultimate test of the Ontario Land Tribunal review process and are of the opinion that should the application be refused by Council the OLT would likely rule in support of the proposal.

Legal Considerations

Under Section 42 of the *Ontario Heritage Act*, any developments or alterations that would potentially impact the heritage character of a property located within a Heritage Conservation District requires Council's consent. This legislative requirement is implemented in the Town of Aurora through the process of a Heritage Permit Application, which is subject to Council's approval after consultation with the Heritage Advisory Committee. Council must make a decision on a heritage permit application within 90 days after the notice of receipt is served on the applicant, otherwise Council shall be deemed to have consented to the application. The 90-day deadline for this permit application is June 25, 2025. Council may extend the review period of a heritage permit application in a heritage conservation district without any time limit under the *Ontario Heritage Act* provided it is agreed upon by the owner. If Council refuses the application or makes the permit subject to terms and conditions that are not agreeable by the owner, the owner may appeal the decision to the Ontario Land Tribunal.

Financial Implications

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

Communications Considerations

None.

Climate Change Considerations

None.

Link to Strategic Plan

Supporting an Exceptional Quality of Life for All by satisfying the requirements under Celebrating and Promoting our Culture.

Alternative(s) to the Recommendation

1. That Heritage Permit Application HPA-2025-03 be refused.
2. That Heritage Permit Application HPA-2025-03 be approved subject to any conditions of approval being required at the discretion of Council, such as the installation of an interpretive plaque or a contribution to the Heritage Reserve Fund.

Conclusions

Heritage Permit Application HPA-2025-03 proposes to demolish the existing structure and build a new semi-detached dwelling at 10-12 Spruce Street. Since the property is within the Town's Heritage Conservation District, approval from Council is required.

Attachments

Attachment 1 – Property Location Map
Attachment 2 – Heritage Impact Assessment
Attachment 3 – Proposed New Build Rendering
Attachment 4 – Site Plan

Previous Reports

Heritage Advisory Committee Memorandum dated April 14, 2025.

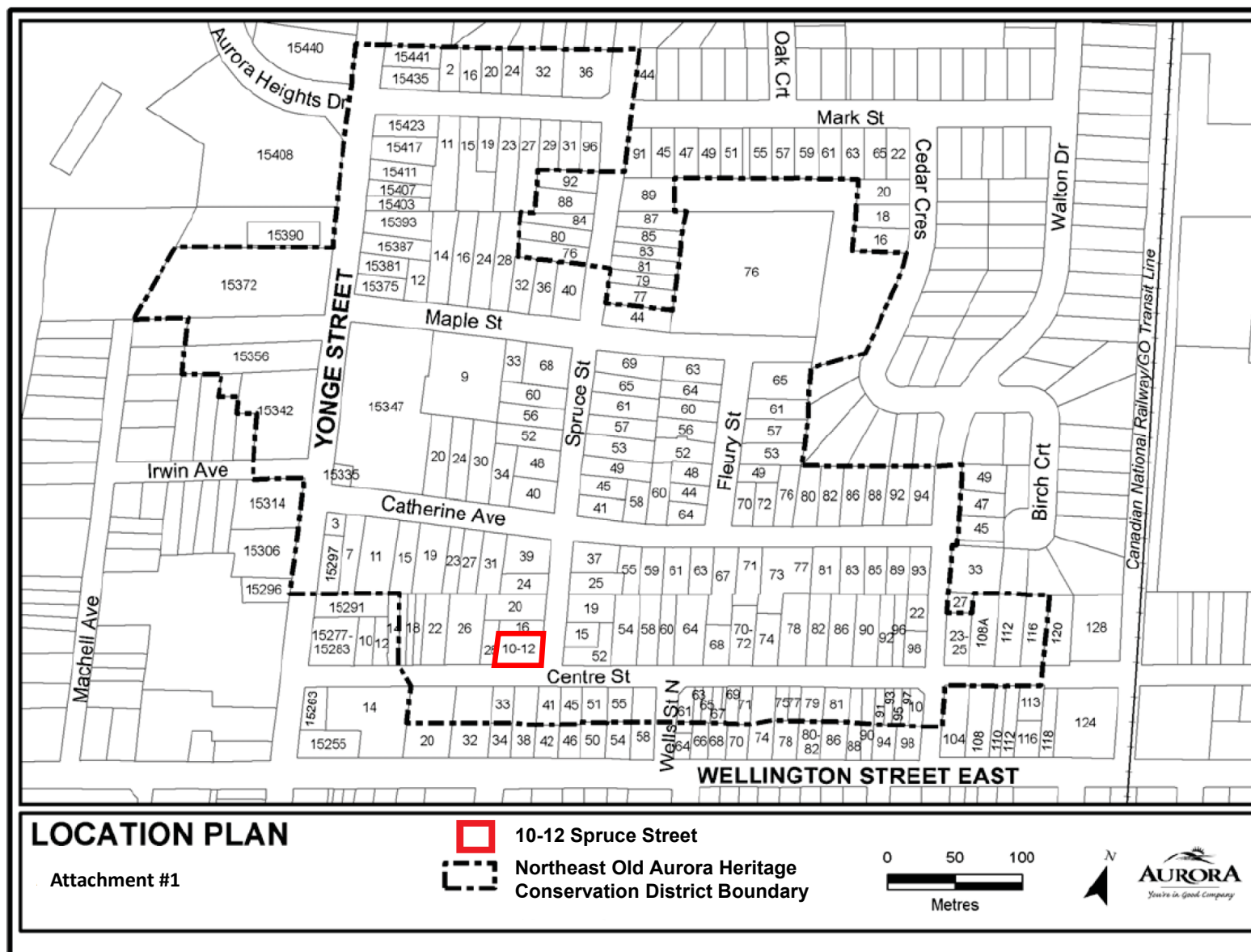
Pre-submission Review

Agenda Management Team review on April 24, 2025

Approvals

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer



10-12 SPRUCE STREET
Aurora, ON

HERITAGE IMPACT ASSESSMENT

March 10, 2025

ERA

Project # 24-276-01
Prepared by PE / SI / EC / MS

PREPARED FOR:

Blair Boston

PREPARED BY:

ERA Architects Inc.
#600-625 Church St
Toronto ON, M4Y 2G1
416-963-4497

CONTENTS

EXECUTIVE SUMMARY	IV
1 INTRODUCTION	1
2 SUBJECT PROPERTY AND CONTEXT	3
3 HISTORICAL BACKGROUND	20
4 CULTURAL HERITAGE EVALUATION	33
5 CONDITION ASSESSMENT	36
6 DESCRIPTION OF PROPOSED DEVELOPMENT	39
7 HERITAGE POLICY REVIEW	41
8 ANALYSIS OF IMPACT & MITIGATION	44
9 CONCLUSION	46
10 REFERENCES	47
APPENDIX A: NORTHEAST OLD AURORA HERITAGE CONSERVATION DISTRICT PLAN - STATEMENT OF HERITAGE VALUE AND DESCRIPTION OF HERITAGE ATTRIBUTES	49
APPENDIX B: HCD CONFORMITY ANALYSIS	50

EXECUTIVE SUMMARY

Background

This Heritage Impact Assessment (“HIA”) has been prepared by ERA Architects Inc. (“ERA”) to assess the impact of the proposed development of 10-12 Spruce Street (the “Site”) on the Northeast Old Aurora Heritage Conservation District (“HCD”; “District”). The Site contains a circa 1880s one-and-a-half-storey house-form building.

Heritage Status

The Site is designated under Part V of the *Ontario Heritage Act* (“OHA”) as it is located within the HCD. In the HCD Plan, the Site is identified as a building of historical interest. Prior to the creation of the HCD, the Site was included on the Aurora Inventory of Heritage Buildings.

Cultural Heritage Value

The statement of value for the HCD recognizes the development and growth in the neighbourhood from the mid-19th through mid-20th century. The District is characterized by a collection of buildings with a compatible scale, historic architectural style, mature streetscape, and lot patterning. While the existing building at 10-12 Spruce Street was constructed in the late 19th-century, substantial alterations over time have reduced its ability to communicate historical associations to the Site’s history and its overall contribution to the District’s cultural heritage value.

As directed by Heritage Planning Staff, ERA evaluated the Site using Ontario Regulation 9/06 (“O.Reg. 9/06”) *Criteria for Determining Cultural Heritage Value or Interest* under the OHA. This assessment concludes that the Site does not contain sufficient cultural heritage value to meet the threshold for designation under Part IV, Section 29 of the OHA.

Proposed Development

The proposed development anticipates the removal of the existing structures on the Site to allow for the construction of a two-storey, semi-detached residential building.

The proposed building has been sensitively designed to respond to the character of the HCD.

Impact Assessment and Mitigation

While the proposed development introduces a contemporary building to the HCD, design strategies have been incorporated to mitigate impact on the District and the historic residential character of the area. The Site is located at the south end of the HCD which is characterized by a varied streetscape particularly along Centre and Wellington Streets. The proposed development fits in with this evolving area of the HCD.

In response to the design guidelines in the HCD, the proposed new building provides a consistent setback, permitted two-storey height, and sympathetic new materials including red brick and wood garage doors. Front porches are provided and window and door proportions are consistent with the neighbouring context.

Conclusion

This HIA finds that the impacts of the proposed development on the overall character of the District have been appropriately mitigated. The proposed new construction conserves the cultural heritage value of the HCD while introducing a new residential building.

1 INTRODUCTION

1.1 Report Scope

ERA Architects Inc. (“ERA”) has been retained to provide a Heritage Impact Assessment (“HIA”) for the proposed redevelopment of the property known municipally as 10-12 Spruce Street (the “Site”) in the Town of Aurora, Ontario. This HIA was prepared to accompany a demolition permit application for the property.

This report was prepared with reference to the following:

- Town of Aurora Heritage Impact Assessment Terms of Reference (Scoped per email from Staff in December, 2024);
- Provincial Planning Statement (2024);
- Region of York Official Plan (2022);
- Town of Aurora Official Plan (2024);
- Northeast Old Aurora Heritage Conservation District Plan (2006);
- Ontario Regulation 9/06 Criteria for Determining Cultural Heritage Value or Interest; and,
- The Ontario Ministry of Culture’s Ontario Heritage Tool Kit (2005).

1.2 Statement of Professional Qualifications

ERA specializes in heritage conservation, architecture, planning and landscape as they relate to historical places. This work is driven by our core interest in connecting heritage issues to wider considerations of urban design and city building, and to broader set of cultural values that provide perspective to our work at different scales.

In our 30 years of work, we've provided the highest level of professional services to our clients in both the public and private sector out of offices in Toronto, Montreal and Ottawa. We have a staff of more than 100, and our Principals and Associates are members of associations that include: the Ontario Association of Architects (OAA), the Canadian Association of Heritage Professionals (CAHP) and the Royal Architectural Institute of Canada (RAIC).

Philip Evans OAA, MRAIC, CAHP is a principal at ERA and the founder of Culture of Outposts and small. Over the course of 17 years working in the field of heritage conservation, he has led a wide range of conservation, adaptive reuse, design, and feasibility planning projects.

Samantha Irvine JD, CAHP is a Senior Associate with the heritage planning team at ERA, where she has overseen projects that impact culturally significant buildings, neighbourhoods and landscapes since 2015. She holds a BA in History and Sociology from McGill University (Great Distinction); MA degrees in Historical & Sustainable Architecture (NYU) and Sustainable Urbanism (Wales); and a JD from Queen's University. She is a member of the Ontario Bar Association and a former Fellow of Sustainable Urbanism with the Prince's Foundation in London, England.

Emma Cohlmeier, RPP, MCIP is an Associate with the heritage planning team at ERA Architects. She is a Registered Professional Planner (RPP) and a Member of the Canadian Institute of Planners (MCIP). Emma completed a Bachelor of Arts Degree from the University of Guelph and a Masters Degree in Urban Planning from the University of Toronto.

Marina Smirnova is a Planner at ERA Architects. She holds a Bachelor of Arts in Political Science from the University of British Columbia, and a Master of Planning from Toronto Metropolitan University (formerly Ryerson University).

2 SUBJECT PROPERTY AND CONTEXT

2.1 Site Location and Description

The Site is situated at the corner of Centre and Spruce Streets, east of Yonge Street and north of Wellington Street in Aurora's downtown. It is bounded by Centre Street to the south, and Spruce Street to the east. Within its block, the Site is adjacent to a one-storey mid-20th-century residential house-form building to the north, and a one-storey mid-20th-century residential house-form building to the west. The area surrounding the Site is predominately low-scale residential, with some mixed-use commercial buildings to the south.

The Site contains a one-and-a-half-storey detached house-form building, constructed circa the 1880s. There is a one-storey garage located behind the building.

The Site is designated under Part V of the *Ontario Heritage Act* ("OHA"), as it is located within the Northeast Old Aurora Heritage Conservation District ("HCD"; "District"). The District comprises the northeast quadrant of Aurora's historic downtown, built up primarily between the 1860s and the 1930s (see Appendix A for an excerpt from the HCD Plan containing a Statement of Heritage Value and description of heritage attributes).



Aerial image showing the Site, shaded blue (YorkMaps, 2024; annotated by ERA).

2.2 Site and Context Photos

Photographs were taken by ERA in January 2025, unless otherwise noted. This Section provides photographs of the Site and surrounding context.

2.2.1 Site Photos



Principal (east) elevation of 10-12 Spruce Street (ERA, 2025).



Side (south) elevation of 10-12 Spruce Street. The main entrance to one of the two units in the dwelling is located at this elevation (ERA, 2025).



Rear (west) elevation of 10-12 Spruce Street (ERA, 2025).



Side (north) elevation of 10-12 Spruce Street. The main entrance to the smaller of the two units in the dwelling is located at this elevation (ERA, 2025).



Looking northwestward towards the main and side elevations of 10-12 Spruce Street (ERA, 2025).



The one-storey garage on the Site, located behind the dwelling (ERA, 2025).



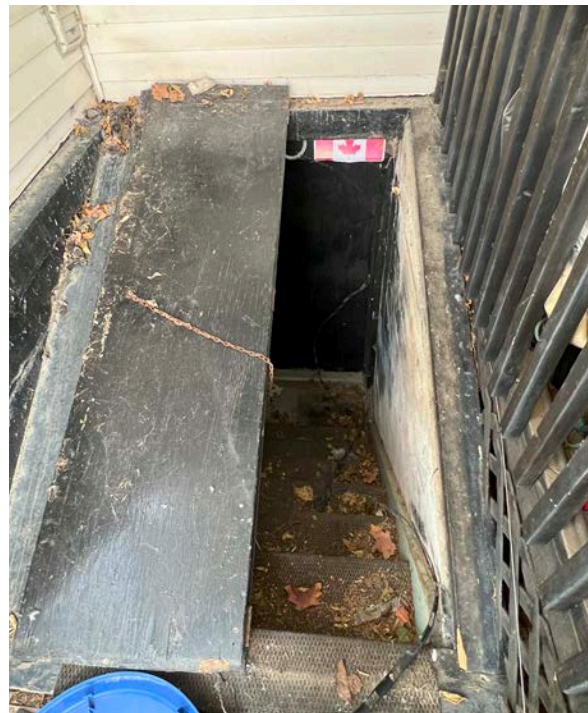
Close-up photo of the side (north) elevation with masonry chimney (ERA, 2025).



Close-up photo of the side (south) elevation showing the main entrance door to one of the two units in the building (ERA, 2025).



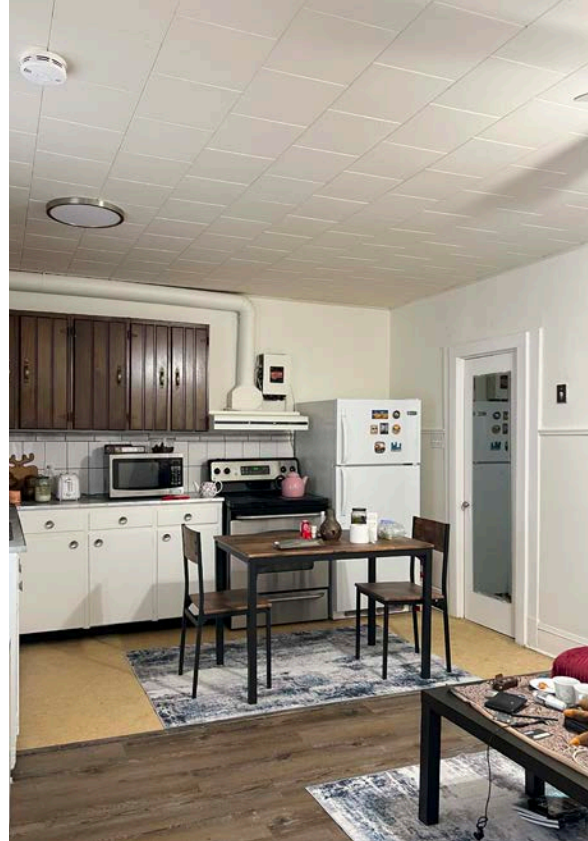
Covered porch at the rear (west) elevation (ERA, 2025).



An entrance to the basement, located at the rear (west) elevation (ERA, 2025).



Interior photo of the smaller unit at 12 Spruce Street (ERA, 2025).



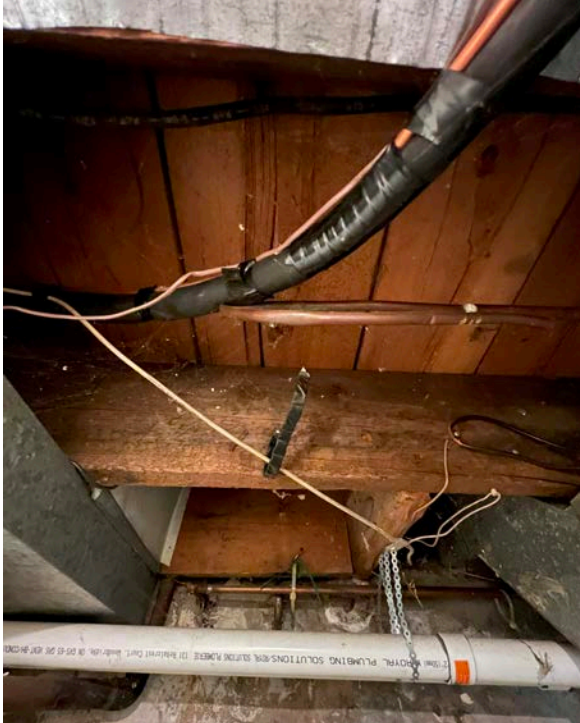
Interior photo of the smaller unit at 12 Spruce Street (ERA, 2025).



Entrance to the smaller unit at 12 Spruce Street; door sill, jamb, baseboard, and baseboard plinth block provide evidence of an older structure (ERA, 2025).



Interior photo of dining and living room at 10 Spruce Street (ERA, 2025).



Exposed floor joists and floorboards in the basement provide evidence of an older structure (ERA, 2025).



Stone foundation wall underneath cement parking (ERA, 2025).



Entrance to basement located at the rear (west) elevation (ERA, 2025).



Timber lintel over the basement door at the rear (west) elevation provides evidence of an older structure (ERA, 2025).

2.2.2 Context Photos



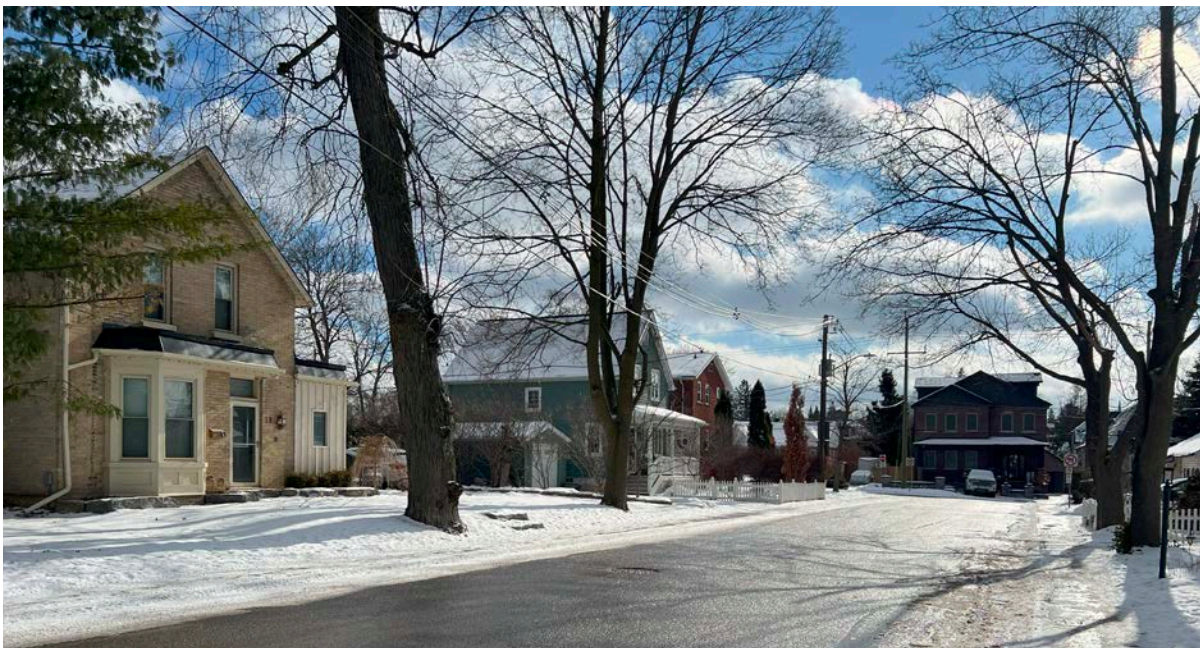
Looking westward towards the Site and Yonge Street from the northeast corner of Spruce and Centre Streets (ERA, 2025).



Looking southwestward along Spruce Street towards the Site and south side of Centre Street (ERA, 2025).



Looking southwestward along Spruce Street towards the Site and west side of Spruce Street (ERA, 2025).



Looking southeastward along Spruce Street towards Centre Street (ERA, 2025).



Looking southward along Spruce Street from the corner of Spruce and Catherine Streets (ERA, 2025).



Looking westward towards Yonge Street from the corner of Spruce and Catherine Streets (ERA, 2025).



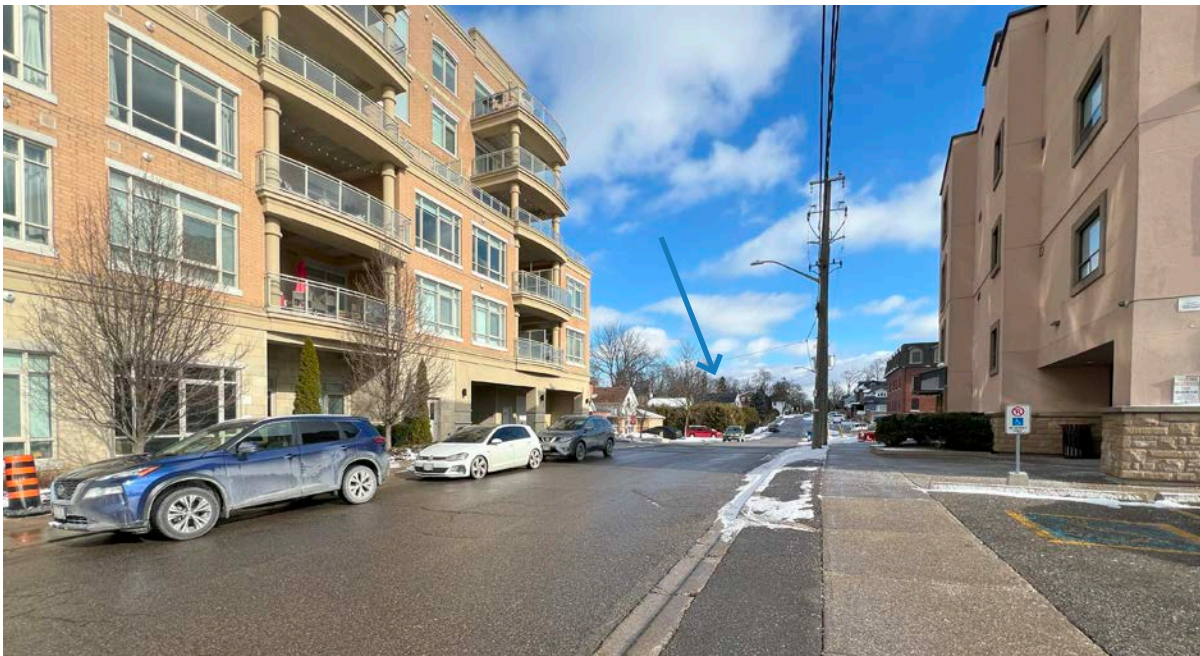
Looking northeastward along Spruce Street towards Catherine Street (ERA, 2025).



Looking eastward from the corner of Catherine and Spruce Streets towards 37 Spruce Street on the east side of Spruce Street (ERA, 2025).



Looking northeastward along Centre Street towards the Site (indicated with an arrow) (ERA, 2025).



Looking northeastward along Centre Street towards the Site (not visible here; location of the Site indicated with an arrow) (ERA, 2025).



Looking westward along Centre Street towards Yonge Street (ERA, 2025).



Looking northwards from the southeast corner of Yonge and Centre Streets (ERA, 2025).



Looking northeastward along Yonge Street towards Centre Street (ERA, 2025).

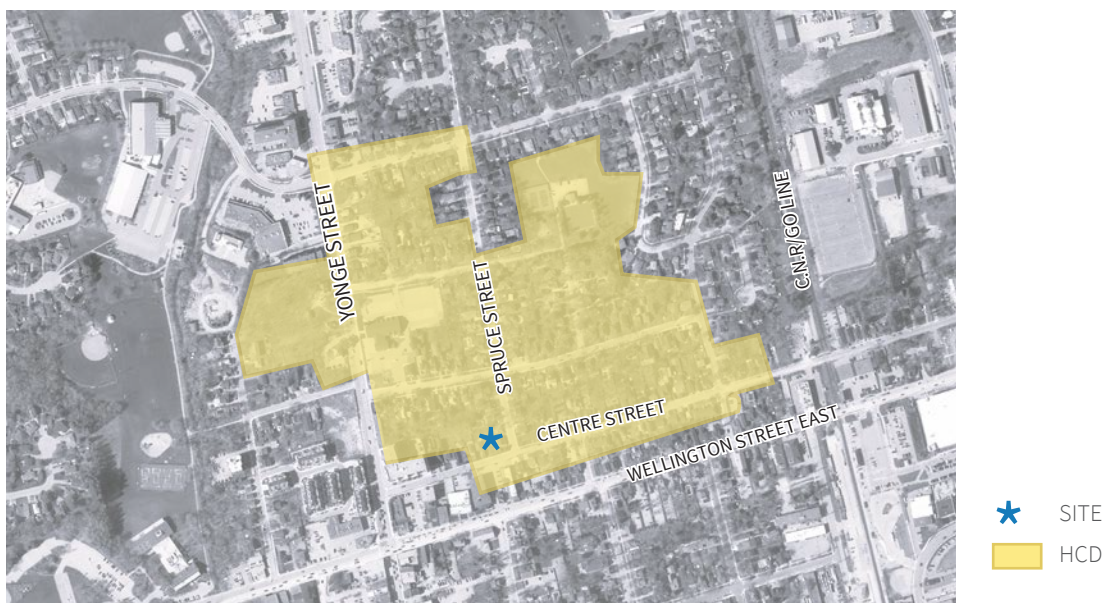
2.3 Description of Surrounding Neighbourhood

Contextually, the Site forms part of a residential neighbourhood at the northeast end of the old Town of Aurora. The Site's immediate context includes low-rise buildings used for residential purposes to the north, east, and west. The character of the area to the south is varied, with examples of detached house-form buildings, a commercial building at 38 Wellington Street, which has frontage on both Wellington and Centre Streets, as well as surface parking lots for the commercial buildings along Wellington Street.

Directly east of the Site, there is a two-storey apartment building constructed between 1978 and 1988 at the southeast corner of Centre and Spruce Streets (municipally known as 52 Centre Street), and a two-storey house-form building at 15 Spruce Street.

The Site is located at the southern end of the HCD. The HCD contains a mix of built fabric from various periods and styles, though it is composed predominantly of single-detached residential buildings, constructed approximately between the second half of the 19th century and the first half of the 20th century. Ranging primarily from one to two storeys (exceptions include the Our Lady of Grace Church at 15347 Yonge Street), these buildings contribute to the 19th- and early 20th-century village and residential character of the historic downtown.

The southern end of the HCD features a more varied streetscape with contemporary construction dating from the late 20th and early 21st centuries (for instance, at 38 and 41 Centre Street). The Site forms part of this “transition zone” at the south end of the HCD, characterized by the varied character found along Centre and Wellington Streets.



Aerial image showing the Northeast Old Aurora HCD in yellow and the Site with a blue star (YorkMaps, 2024; annotated by ERA).

2.4 Heritage Status

The Site is designated under Part V of the OHA as part of the HCD. In the HCD Plan, it is identified as a building of historical interest. Prior to the creation of the HCD, the Site was included on the Aurora Inventory of Heritage Buildings.

As directed by Heritage Planning Staff, ERA evaluated the Site using the O.Reg. 9/06 (“O.Reg. 9/06”) *Criteria for Determining Cultural Heritage Value or Interest* under the OHA. This assessment concludes that the Site does not contain sufficient cultural heritage value to meet the threshold for designation under Part IV of the OHA. The results of this evaluation are summarized and discussed in Section 4 of this report.

2.5 Adjacent and Nearby Heritage Resources

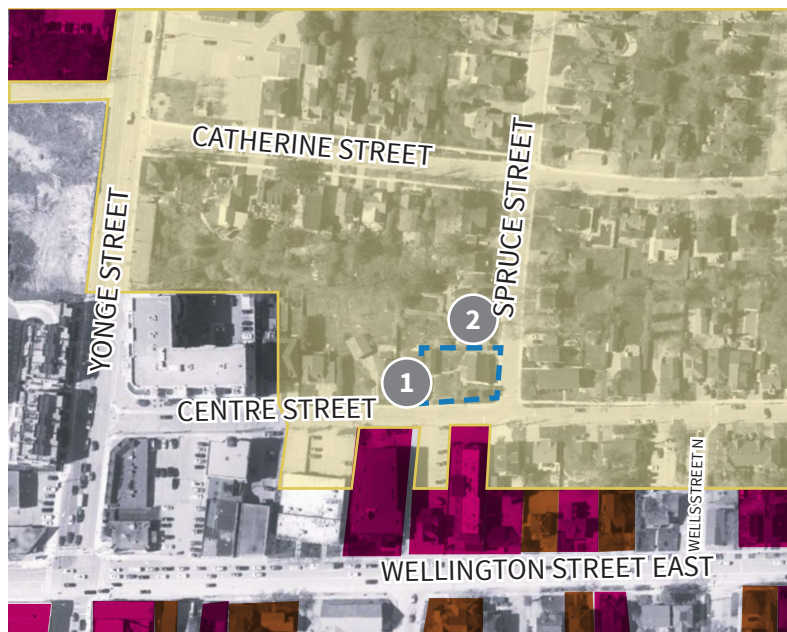
The Site is not considered adjacent* to any heritage resources designated under Part IV of the OHA.

Due to its location within the HCD, the Site is contiguous, and therefore considered adjacent based on the PPS definition (refer to sidebar), to two properties designated under Part V of the OHA. In the HCD Plan, the dwelling at 16 Spruce Street, constructed circa the late 1940s, is identified as a building of historical interest. 28 Centre Street, which was constructed in the second half of the 20th century, is not considered a building of historical interest.

***Adjacent lands (PPS, 2024):** for the purposes of policy 4.6.3, those lands contiguous to a **protected heritage property** or as otherwise defined in the municipal official plan (Provincial Planning Statement, 2024).

The PPS definition above is used in the absence of an alternative definition from the Town of Aurora Official Plan.

The definition provided for “adjacent” in the Town of Aurora Official Plan is not intended to apply to the context of cultural heritage resources.



Legend

- SITE
- DESIGNATED PART IV
- DESIGNATED PART V
- LISTED

The two adjacent properties to the Site are numbered, and pictured below. (YorkMaps, 2024; annotated by ERA).

1 28 CENTRE STREET



Constructed in the second half of the 20th century, 28 Centre Street is not identified as a building of historical interest in the HCD Plan (Google, 2025).

2 16 SPRUCE STREET



16 Spruce Street is identified as a building of historical interest in the HCD Plan (Google, 2025).

3 HISTORICAL BACKGROUND

3.1 Methodology

As part of this HIA, ERA undertook primary and secondary research to identify the Site's history of ownership and development. The following resources were consulted:

- Aurora Museum and Archives;
- Ontario Land Registry;
- Tax assessment rolls;
- Census records (Library and Archives Canada);
- The Canadian County Atlas Digital Project (McGill University);
- Ontario Historical County Maps (University of Toronto);
- Digital Archive Ontario;
- Toronto Star Historical Newspaper Archive; and
- Ontario Community Newspapers Portal.

This section includes a written narrative describing the Site's history, which is organized into contextual (i.e. township and area) and site-specific history (i.e. chain of ownership). The contextual history is drawn from a broad range of sources listed in Section 9.

3.2 Historical Context

Pre-Contact History

For millennia, the Site has been part of the traditional territory of diverse Indigenous peoples, including the Huron-Wendat, Haudenosaunee, and Anishinaabe. Human occupancy in the area dates back approximately 11,000 years, shortly after the glaciers receded. Indigenous peoples established camps and settlements, created hunting and trapping territories, and developed portage routes connecting the lower and upper Great Lakes.

The Site is located northwest of the Rouge River watershed, which flows south from Richmond Hill and Whitchurch-Stouffville into Lake Ontario. This watershed contains numerous archaeological sites, including an ancestral Huron-Wendat village known as the Aurora Site or Old Ford, located at Vandorf Sideroad and Kennedy Road, southeast of the Site.

In the 1600s, the French established a military and trading presence throughout the watershed. French-Canadian explorer Louis Jolliet is believed to have portaged through Whitchurch, east of the Site, in

This historical summary was prepared from a non-Indigenous perspective, based on written and archaeological records, and written accounts of oral histories. It is not intended to reflect or represent the full rich history of Indigenous peoples in this region.

1669. Early European transportation routes often followed existing Indigenous trails, including one that ran parallel to today's Yonge Street.

The “Toronto Purchase” Treaty No. 13 (1805)

After the British conquest of New France in 1763, the Crown issued a royal proclamation, which established guidelines for the colonization of Indigenous territories in North America. The proclamation stated that Indigenous peoples held title to their territory until it was ceded by a treaty.

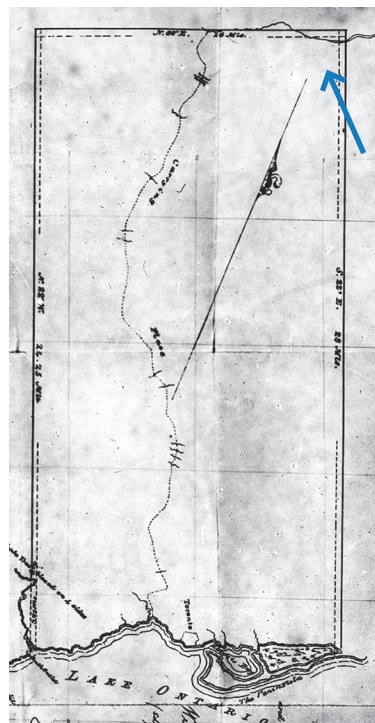
As a result, the British negotiated the first “Toronto Purchase” Treaty with the Mississaugas at the Bay of Quinte in 1787 – although the deed contained no accurate description of the lands purchased and lacked signatures. This prompted the second “Toronto Purchase” Treaty in 1805. The Site is located within Treaty 13 boundaries.

The 1805 “Toronto Purchase” Treaty was later subject to a successful land claim by the Mississaugas of the Credit in 2010, which found that the Crown obtained more land than originally agreed upon for an unreasonable sum.

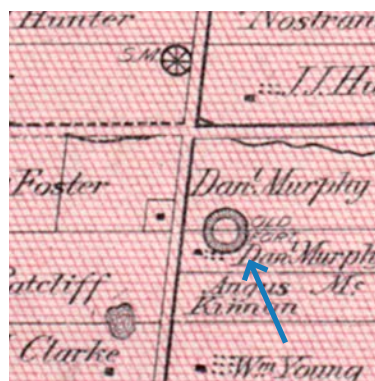
Yonge Street and Early European Settlement

In 1792, the colonial administrators of Upper Canada divided the province into 19 counties, which were further subdivided into townships for the purposes of surveying and settlement. The Site was located in Whitchurch Township, in the County of York.

Shortly after moving the capital of Upper Canada to York (present-day Toronto), Lieutenant Governor John Graves Simcoe began planning major transportation routes to support both defence and development. In 1793, he ordered the construction of Yonge Street, a road extending north from York to Lake Simcoe. The initial clearing of Yonge Street was undertaken by the Queen's Rangers, while nearby property owners were later responsible for its maintenance and further clearing. Conceived as a strategic military route to protect Upper Canada from potential American invasion, Yonge Street was also recognized for its potential to facilitate commercial activity and settlement. As a military road, Yonge Street was designed to follow a straight route from York to Holland Landing, deviating slightly only where topography required. Yonge Street opened in 1796, providing a significant impetus for settlement of lands north of York along its route.



1805, Map of the Toronto Purchase. The approximate location of the Site is indicated with a blue arrow (City of Toronto Archives; annotated by ERA).



1878 county atlas showing the ancestral Huron village known as Old Fort, or the Aurora Site, indicated with a blue arrow (McGill University; annotated by ERA).



1818, Map of the Province of Upper Canada created by Surveyor General David William Smith. The approximate location of the Site is indicated with a blue arrow (Digital Archive Ontario; annotated by ERA).

Yonge Street served as the dividing line between King and Whitchurch townships, with Whitchurch located to the east and King to the west. Each township was surveyed into numbered concessions running south to north, with each concession composed of a series of roughly 200 acre lots. The Site formed part of Lot 81, Concession 1 in Whitchurch Township.

Whitchurch Township

The area historically known as Whitchurch Township was surveyed in 1800 by John Stegmann, a surveyor for the government of Upper Canada, with partial surveys completed earlier. Settlement in the township began in 1795, with some of the earliest landholders being Huguenots from France. This group, led by the Comte de Puisaye, initially settled near Oak Ridges (now part of Richmond Hill) but did not remain in the area. Early patentees at the end of the 18th century

included Loyalists, government officials and military personnel, though many did not settle, opting instead to sell their grants.

The first significant wave of permanent settlement occurred with the arrival of Timothy Rogers, a Quaker from Vermont. In 1802, Rogers was granted 1,000 acres on the condition that he bring 40 settlers to the area, which he successfully accomplished. These settlers, predominantly Quakers from Pennsylvania, established a community that would eventually grow into Newmarket.

Settlement in Whitchurch Township was often concentrated around natural resources, including waterways, fertile land, and timber. The Oak Ridges Moraine, a prominent ridge of high land running east to west, also influenced settlement patterns, with villages and hamlets often developing to the north or south of the moraine. By the mid-19th century, the township had evolved to include numerous hamlets and three key villages: Newmarket (incorporated in 1858), Aurora (1863), and Stouffville (1877).

Early History of the Town of Aurora

Aurora's origins reflect the broader settlement patterns of Whitchurch Township. The community, informally known as Machell's Corners after Richard Machell, a general store owner at the Yonge and Wellington Street crossroads, began to grow in the early 19th century.

The first post office was established in 1846 under the name Whitchurch. In 1854, it was renamed Aurora. The growing community at Machell's Corners was incorporated as a village under the name Aurora in 1863 and officially became a town in 1888.

The arrival of the railway spurred further growth. The Ontario, Simcoe, and Huron Union Railroad reached the area in 1853, followed by the Toronto and Nipissing Railway in 1871. While Aurora began as an agricultural community, it increasingly industrialized in the late 19th century. Businesses and factories flourished along the Yonge Street corridor.

Agriculture remained significant in Aurora's early economy. Flour and grist mills, built around 1827, processed grains from local farms. The founding of Fleury's Aurora Agricultural Works in 1859 marked an important shift toward industrial development. This foundry,

later known as J. Fleury's Sons, became the town's largest employer, manufacturing agricultural implements.

Aurora experienced rapid growth in the 1950s, driven by new industries and residential developments, such as the Sterling Drug plant and the Aurora Heights subdivision. In 1971, the town expanded its boundaries and became part of the Regional Municipality of York.

3.3 Site History

Early Parcel History

Historically, the Site formed part of the southwestern corner of Lot 81, Concession 1 in Whitchurch Township. In 1803, Abner Miles was granted the 190 acres of land that constituted the entirety of Lot 81, Concession 1 in the Township of Whitchurch by the Crown. Upon his death in 1806, son James Miles inherited the land, which he sold in 1827 to Hannah Playter, his mother and the widow of Abner Miles. Between 1834 and 1836, Hannah Playter divided the parcel, selling portions of the 190 acres to Clayton Webb, Weldon Playter, and Richard Machell. The two transactions with Richard Machell took place in 1834 and in 1836, amounting to approximately 30 acres of land at the western portion of Lot 81.



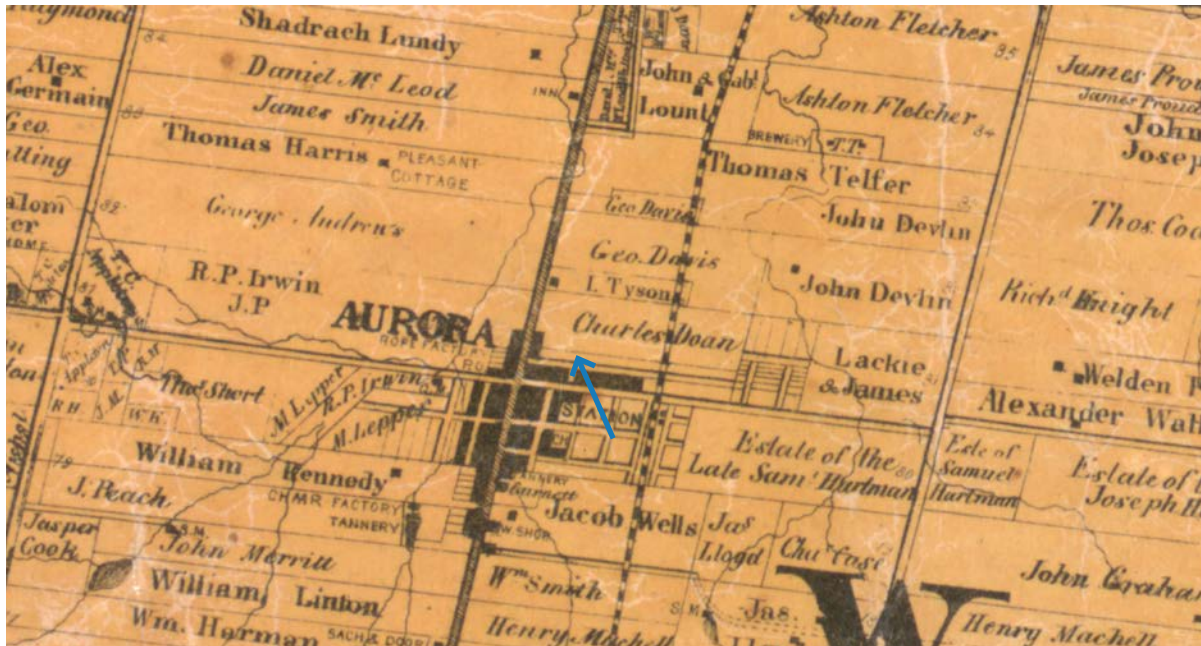
Circa 1870 looking north on Yonge Street from Tyler Street (McIntyre, 1988).



25



25



1860 Tremaine's map of the County of York. The location of the Site is indicated with a blue arrow (University of Toronto Map and Data Library; annotated by ERA).



1878 County Atlas. The location of the Site is indicated with a blue arrow (McIntyre, 1988; annotated by ERA).

In 1853, Richard Machell subdivided the land he had purchased north of Wellington Street into building lots, calling the area “Match-Ville”, presumably after the original hamlet’s name as Machell Corners. In contrast, when John Mosley subdivided his farm south of Wellington Street into building lots in 1854, the plan of subdivision adopted the new name for the community, “Aurora”, as proposed by the postmaster Charles Doan.

On the 1853 Plan for Match-Ville, the Site comprises part of a larger lot to which a lot number is not assigned. It is not clear whether there were structures on the Site at this time.

In 1854, Richard Machell sold the parcel of land containing the Site to John Thomas Gurnett, along with three other building lots in the subdivision. In 1856, John Gurnett sold the land to Robert P. Irwin. In 1871, Robert Irwin sold a portion of the land, amounting to 156 perches and including the Site, to Franklin Wixson, who sold it the following year to Thomas Telfer. In 1873, Thomas Telfer sold the land to George Russell. George Russell sold the land to Harriet A. Irwin in March 1880, who in September sold the land to John Johnson.

Site History Post-1880

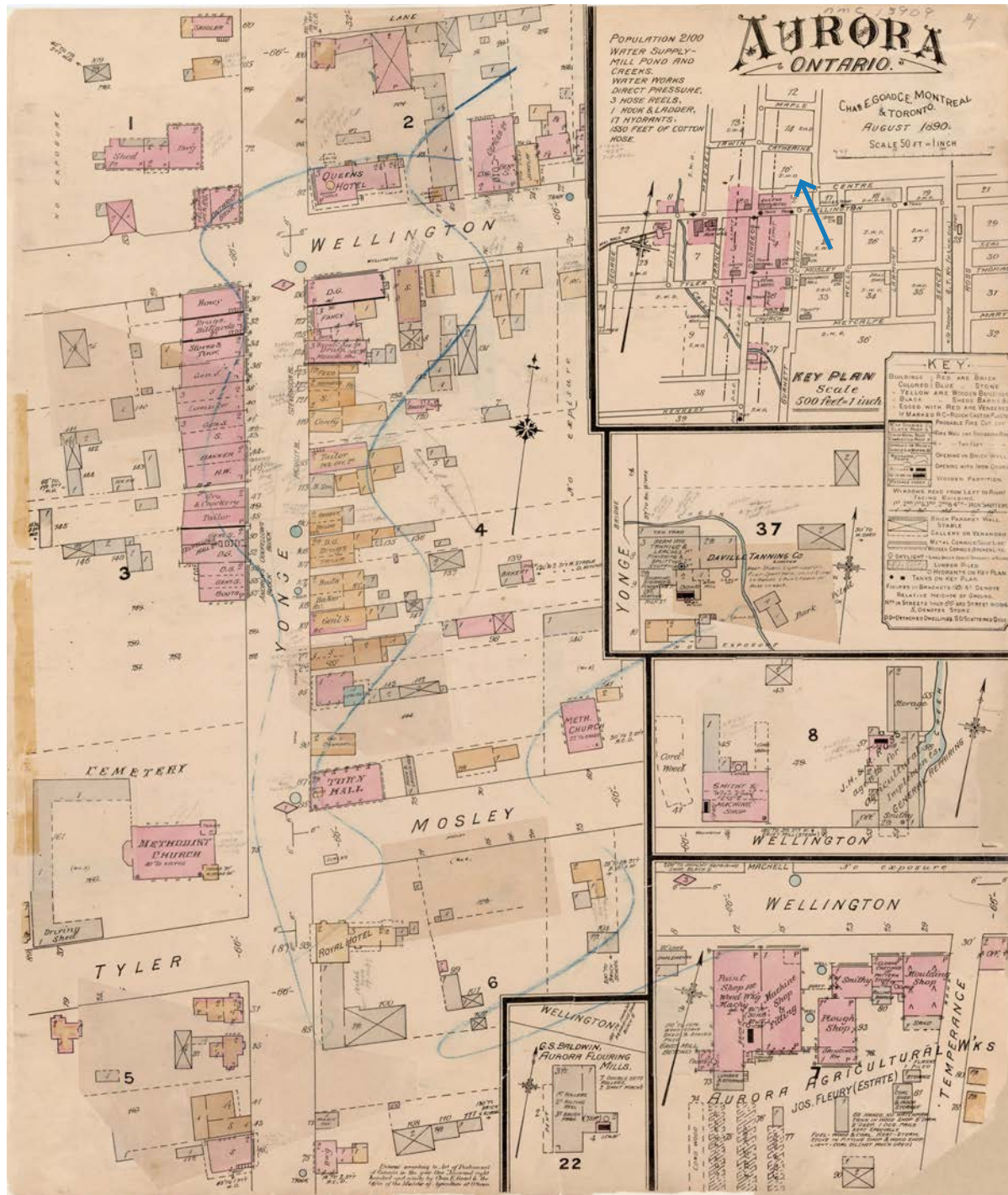
In 1882, tax assessment roll records show John Johnson as residing on the corner of Spruce and Centre Streets, with 1 acre in his possession. It is not clear whether the dwelling he was residing in is the same as the dwelling on the property now.

In 1886, John’s son Charles Johnson sold the property to John C. Davis, a carpenter born in King Township. In both the 1891 and 1901 census, John Davis was listed as living with his daughter Sarah Eade and son-in-law David Eade in a wooden house on Spruce Street. In the 1891 census, the house was described as a two-storey, wooden structure with seven rooms, while in the 1901 census it was described as a one-and-a-half-storey wooden house with six rooms. In 1901, there was an outbuilding on the property.

David Eade died in 1904, leaving behind Sarah Eade, and children Elinora, aged 23, and Norman, aged 25. In 1907, John Davis passed away as well. Upon John’s death, the property was transferred to his daughter, Sarah Jane Eade. By the time of the tax assessment for 1910, Mrs. Eade had moved from the property, which she had owned since 1908, and the house was occupied by tenant A.E.D. Bruce, his wife

A very sudden death occurred here Sunday night in the person of Mr. John Davis of Spruce street. Although the old gentleman has been falling in health for some time nothing serious was anticipated. He has been residing with his daughter, Mrs. David Eade, for some years and on Sunday was about the house as usual and retired Sunday evening at his usual time. On Monday morning not appearing Mrs. Eade went to his room and was horrified to find him dead. He had apparently passed away without a struggle. Deceased was born in township of King 79 years ago. Early in life he learned the carpenter trade which he followed for several years, and some years ago retired from business and came to reside with his daughter, Mrs. Eade. Deceased was a man of sterling worth whose word was as good as his bond. He leaves one daughter, Mrs. Eade and six grand children. The funeral took place on Wednesday afternoon and was attended by many friends and relatives.

In September 1907, John C. Davis passed away, at which point his daughter, Sarah Eade, purchased the property, keeping it until 1910 (Aurora Banner, 20 September 1907).



1890 fire insurance plan of Aurora. The location of the Site is indicated with a blue arrow (Library and Archives Canada; annotated by ERA).

Eliza Bruce, and their three children. By September 1910, Mrs. Eade sold the property to Robert Hoiles. Within weeks of the purchase, Mr. Hoiles sold the property to his daughter Merab, and her husband Wilmot Watson, a dairyman. An article published in the *Aurora Banner* in October 1910 details Wilmot Watson's sale of his farm on Lot 82, Concession 1, though it does not mention Mr. Hoiles.

The Watson family, including Mr. Hoiles and his wife, moved to the property sometime between late 1910 and early 1911. The 1911 census lists Robert Hoiles and his wife Martha Anne, as well as Merab and Wilmot and their three-month-old son Wentworth, residing on Kennedy Street. Tax assessment roll records from 1911, however, list Wilmot Watson as a resident at the property on Spruce Street. In December of 1910, an advertisement in the *Aurora Banner* lists Mr. Watson's address as Spruce Street. In March 1910, prior to the move, Wilmot Watson had purchased a milk business from Mr. Lorne A. Hartman. The article in the *Aurora Banner* read: "Mr. Lorne A. Hartman has sold his milk business to Mr. Wilmot Watson, who commenced delivering on Monday." An advertisement for Mr. Watson's dairy appeared in the *Aurora Banner* in December 1910.

l. The
ut mid-
he visit-
is years

OR

Cent. of

rectt, of
National
t Kalil's
sed the
ir treat-
different
oned the
ex-Presi-
on Mon-
doubted-

a classes,
re many
s as a re-
idleness,
ous other,
hose who
dge Faw-
dicted to

children
and the

Some Reasons Why Watson's Bottled Milk is Gaining More Favors

Because we have a first-class dairy. The only dairy in town with cement floors and walls, which are kept clean every day with plenty of water. This lessens the chance of any germs lurking around as on wooden floors, which milk is so susceptible to.

Our milk is here clarified, strained and bottled so that it has no chance to gather germs in the delivery as in the old way of delivering in the pail, which is to say the least not the cleanest way of handling one of the first foods which we are raising our children on.

COMPARE THE OLD WAY WITH THE NEW

Fingers in the milk in dipping it. Dust flying when it is dry, and muddy dirty water when it is wet. Flies in the pitcher after setting on the doorstep for half an hour or so; or by chance our four-footed friends taking a lap. With the bottle this is all done away with as our bottles are all thoroughly washed and sterilized as soon as they come in.

In the City of Toronto the Health Department have compelled all the dairymen to deliver their milk in bottles because they realize it is the only safe way for the health of all users of milk.

WATSON'S DAIRY IS THE ONLY PLACE IN TOWN WHERE YOU CAN BUY YOUR MILK UNDER ANY UP-TO-DATE SANITARY REGULATIONS.

W. M. WATSON

Elm Leaf Dairy

"It
is l
finis
to
will
Her
desi
fere
"ID
labe

Aurora

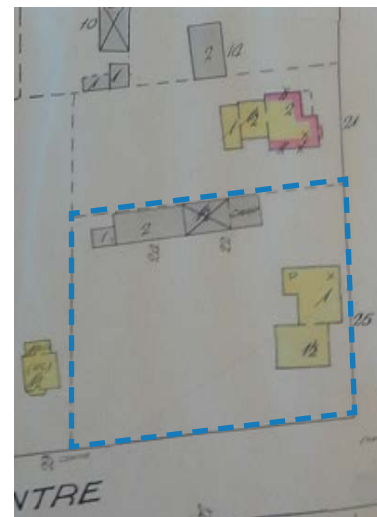
Left: advertisement for Wilmot Watson's dairy, here called "Elm Leaf Dairy", two years after the first advertisement appeared for Watson's business in the *Aurora Banner* (*Aurora Banner*, 25 October 1912).



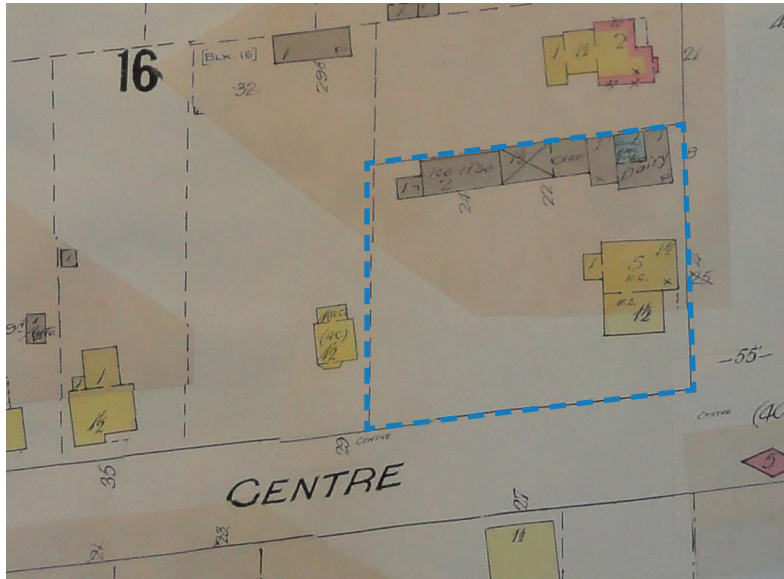
1919 aerial photograph of the Site, dashed in blue. The dwelling and several outbuildings, are visible. The new dairy building present on the 1927 fire insurance plan has not yet been constructed (Aurora Museum and Archives; annotated by ERA).

The 1913 revision to the 1904 Fire Insurance Plan for the Town of Aurora shows a frame building on the Site with a one-and-a-half-storey southern portion, and a one-storey northern portion. A series of outbuildings ranging in height from one to two storeys are located at the northwestern corner of the property, including a carpentry shop nearest to the street, with a stable and a two-storey structure behind that, and a one-storey shed at the rear.

Advertisements for Watson's dairy continued until November 1912, when the dairy business, along with the property, was sold to Mr. William Osborne. Over the next few years, the property changed hands several times: first to William Osborne, then to Thomas Spaulding in 1913, before being purchased back by Mr. Watson. Between 1912 and 1913, Mr. Watson, Merab, and Mr. Hoiles were living in Barrie, where Mr. Watson had purchased a business. In February of 1913, Mr. Hoiles passed away in Barrie, and in October of that year, the family moved back to Aurora.



1913 fire insurance plan of Aurora, with the Site dashed in blue (Aurora Museum and Archives; annotated by ERA).



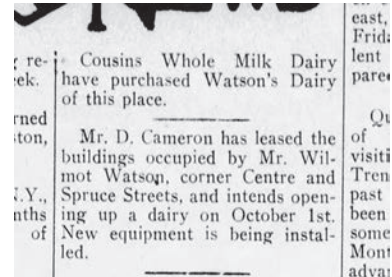
1927 fire insurance plan of Aurora, with the Site dashed in blue (Aurora Museum and Archives; annotated by ERA).

Back in Aurora, Wilmot Watson continued running Watson's Dairy. In the 1921 census, Wilmot and Merab were listed as living at the house on Spruce Street with their three children Lloyd, Mary, and Wentworth.

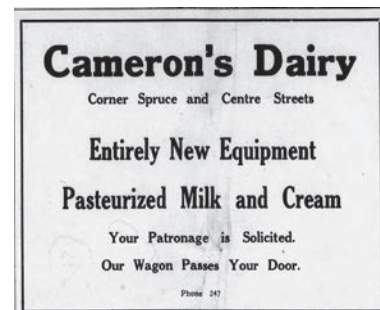
The property was mortgaged in 1921 and 1925, though advertisements for the dairy continued to appear in the newspaper until at least 1926. The 1927 Fire Insurance Plan shows evidence of a dairy operation. By this point, the house had been rough-cast, and the northern portion, potentially rebuilt or renovated after 1913, turned into a shop. A dairy



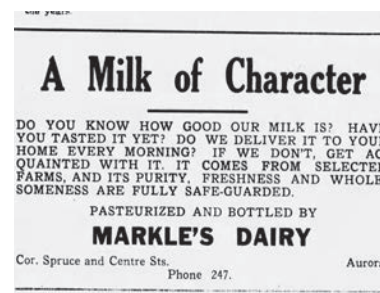
Aurora Dairy building, constructed 1938 on the northeast corner of Yonge and Centre Streets and demolished in 1984 (McIntyre, 1988).



Two years prior to Watson's foreclosure on the property and business, Mr. D. Cameron of Cousins Dairy begins leasing the dairy buildings on the Site (Aurora Banner, 28 September 1928).



By October 1928, Mr. Cameron is running the dairy business on the Site (Aurora Banner, 5 October 1928).



The dairy on the corner went as Markle's Dairy beginning in 1930, after William Markle came to an agreement with the new owner of the property following the foreclosure by Watson (Aurora Banner, 4 April 1930).

building had been added close to Spruce Street at the northern edge of the property, and the two-storey outbuilding converted into an ice-house.

In 1925, Merab Watson died, and two years later, Mr. Watson had remarried. By September of 1928, Mr. Watson was no longer running the dairy, and the Aurora Banner reported that Mr. Cameron has leased the dairy buildings on the property and was installing new equipment. An article from December of that year mentioned the improvements that had taken place at the dairy.

Foreclosure on the property occurred in 1930, and by the 1931 census, Mr. Watson was living in Mount Albert in East Gwillimbury Township with his new wife and three children, where we worked as a hotel keeper. In 1930, William Markle came to an agreement with William Ough, the new owner of the property, and the name “Markle’s Dairy” began to appear in the newspaper. A series of changes in ownership took place before 1934, when the property was purchased by Charles E. Sparks and his wife Annie. Charles, Annie, and their adult son Charles Lyle Sparks operated the dairy and lived on the property. In 1938, the elder Sparks also purchased a parcel of land on the northeast corner of Centre and Yonge Streets, building a new Aurora Dairy Building. Mr. Sparks entered municipal service in 1935, serving as reeve of Aurora between 1941 and 1947.

The Sparks continued to live on the property and operate the business until the early 1940s. By the 1944 tax assessment, the house was occupied by tenants.

In 1946, the year before Mr. Sparks’ retirement, the property was severed twice, creating two new lots with frontage on Spruce and Centre Streets respectively, which were sold. It is likely that the dairy buildings were demolished following the severance and sale of the northern portion of the lot. The dwelling at 16 Spruce Street is currently located where the former dairy stood.

After the deaths of Mrs. Sparks in 1950 and Mr. Sparks in 1951, the property passed into the hands of their three children, who entered a legal battle with John Banbury over the property. A Certificate of Judgment was issued by the Supreme Court of Ontario in 1955, when the property settled into long-term ownership by James Wood.



(Toronto Star, 29 September, 1948).

FORMER AURORA REEVE, WIFE MARK GOLDEN ANNIVERSARY

MR. AND MRS. CHARLES E. SPARKS

Aurora, Sept. 28—Mr. and Mrs. Charles E. Sparks celebrated their 51st wedding anniversary at home last night.

Fond of Farm Life

Fond of farm life, he took out farm land at Westover, Wentworth county, and here he met his bride, whom he married in 1898. After 16 successful farming years, the Sparks moved to Hamilton, where Mr. Sparks was employed with a farm implements firm for six years. Moving to St. Catharines, he purchased a flour and feed business, which he operated for 10 years before coming to Aurora in 1934.

Here he established the Aurora Dairy. Business expanded to such an extent that a few years later he built a \$20,000 plant. Because of health reasons he sold out in 1945 to his son.

A public-spirited person, Mr. Sparks found his interest centred in municipal life and says he has enjoyed every minute of it. In Wentworth county he served on Beverley township council for 10 years, six years as reeve.

In Aurora he entered municipal service in 1935, continuing for 10 years, and his retirement in 1947 because of a sudden illness came after six years as reeve of Aurora.

Mr. Sparks is a 32-degree Mason, a member of Aurora Lions club, and an official of the session board of Aurora United church. His wife is associated with the women's organizations of the church, and was interested in Aurora Women's institute work. She recalls attending the organization of Women's insti-

(Toronto Star, 29 September, 1948).

4 CULTURAL HERITAGE EVALUATION

The Site is included in the Northeast Old Aurora HCD. In summary, the statement of value for the HCD recognizes the development and growth in the area from the mid-19th through mid-20th century as an industrializing village. The development patterns originated in response to the prosperity promised by the arrival of Canada's first railway line, the Ontario Huron and Simcoe Railway. Currently, the District contains a compact collection of (residential) buildings from this period with a wide range of styles from Edwardian Classical, Queen Anne Revival to Ontario Victorian, many largely intact. The District is characterized by buildings with a compatible scale, mature streetscape, and historic lot patterning.

While the existing building at 10-12 Spruce Street was built during this time period, the design/physical, historical/associative, and contextual value of the building on the Site has been significantly diminished through substantial alterations over time, reducing its legibility as a late 19th-century dwelling. Though the existing building exhibits some of the HCD's heritage attributes pertaining to its historic lot patterning, the substantial alterations have reduced its ability to communicate the historical associations to the Site's history and overall contribution to the District's cultural heritage value.

As directed by Heritage Planning Staff, ERA evaluated the Site for potential cultural heritage value against O.Reg. 9/06 criteria under the OHA. This assessment is provided on the following pages.

Value (quoted from Ontario Reg. 9/06)	Meets Criteria? (Y/N)	Assessment of 10-12 Spruce Street
<i>1. The property has design value or physical value because it is a rare, unique, representative or early example of a style, type, expression, material or construction method.</i>	N	10-12 Spruce Street is not a rare, unique, representative, or early example of a style, type, expression, material, or construction method. While the dwelling on the property was constructed in the late 19th century, substantial alterations over time, including the removal of chimneys, extensions and additions, and the complete overcladding of all exterior elevations, have reduced its architectural integrity and legibility to the point where it is scarcely recognizable as a 19th-century structure.
<i>2. The property has design value or physical value because it displays a high degree of craftsmanship or artistic merit.</i>	N	10-12 Spruce Street displays modest craftsmanship and design typical of the industry standard of its time.
<i>3. The property has design value or physical value because it demonstrates a high degree of technical or scientific achievement.</i>	N	10-12 Spruce Street does not demonstrate a high degree of technical or scientific achievement.
<i>4. The property has historical value or associative value because it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community.</i>	N	<p>10-12 Spruce Street does not have direct associations with a theme, event, belief, person, activity, organization, or institution that is significant to a community.</p> <p>There is some associative value with the dairy located on the lands including the Site between approximately 1912 and 1946. However, while several of its operators owned and resided in the existing dwelling at 10-12 Spruce Street, there is no direct evidence that the extant building directly supported the dairy operation. While there is some evidence that there was a storefront on the Site that may have supported the operation, archival documentation does not provide definitive evidence and this cannot be confirmed. No evidence of the storefront remains.</p> <p>Additionally, the severance of the northern portion of the Site, known today as 16 Spruce Street, separated 10-12 Spruce Street from the former dairy buildings. Therefore, the Site no longer exemplifies any physical evidence of the former dairy on the lands that included the Site, or the dairy industry in Aurora more generally.</p>

5. <i>The property has historical value or associative value because it yields, or has the potential to yield, information that contributes to an understanding of a community or culture.</i>	N	10-12 Spruce Street does not offer new knowledge or information that contributes a greater understanding of particular aspects of the community's history or culture.
6. <i>The property has historical value or associative value because it demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.</i>	N	Archival research did not reveal an architect or builder for 10-12 Spruce Street, and building records do not exist for the property. At this time, 10-12 Spruce Street is not known to directly demonstrate or reflect the work or ideas of an architect, artist, builder, designer, or theorist who is significant to a community.
7. <i>The property has contextual value because it is important in defining, maintaining or supporting the character of an area.</i>	N	10-12 Spruce Street supports the mature streetscape of Spruce Street and the character of the surrounding area within the Northeast Old Aurora HCD. While it does, like the majority of the District's buildings, exhibit elements identified in the HCD Plan's Statement of Heritage Value, including its low-scale, single-detached character with a consistent setback, it can no longer be read as a building in an historical architectural style prevalent between 1865 and 1930, as articulated in the HCD Plan.
8. <i>The property has contextual value because it is physically, functionally, visually or historically linked to its surroundings.</i>	N	Like all properties, 10-12 Spruce Street is physically, visually and historically linked to its surroundings; however, it does not exhibit a relationship to its broader context that is important to understand the meaning of the property and/or its context.
9. <i>The property has contextual value because it is a landmark.</i>	N	While 10-12 Spruce Street is prominently sited by virtue of being located on a larger lot at the corner of two streets where it is visible from the public realm, it is not more visually prominent than other buildings in the vicinity. As such, 10-12 Spruce Street is not considered to be a landmark.

In conclusion, the above evaluation for 10-12 Spruce Street under O.Reg. 9/06 indicates that the property does not meet two or more criteria to warrant designation under Part IV, Section 29 of the OHA.

5 CONDITION ASSESSMENT

ERA performed a visual inspection of 10-12 Spruce Street in January 2025. Architectural features including but not limited to the visible exterior masonry (a single chimney), vinyl siding and trim details, vinyl windows and doors, roof details, and the flashings and rainwater management systems (gutters and downspouts) were reviewed on each elevation. The interior spaces were not included in the review and the condition assessment did not include the structural, mechanical, electrical, or plumbing systems or elements for the building. Scaffolding or mechanical lift access was not available for a close-up inspection of the areas above the first storey.

Overall, the main elevations appeared to be in fair condition with some areas in poor condition.

- The vinyl siding on each elevation appeared to be in fair condition in most areas with some open joints and separation of the siding from the substrate behind it. Soiling and/or organic growth on the vinyl surfaces was present in most areas.
- The windows and doors appear to be modern vinyl inserts which appeared to largely be functioning as intended. The typical lifespan of vinyl windows is approximately 20–40 years; it's unknown when the modern windows were installed. They generally appeared to be in fair condition with usual signs of wear.
- Metal awnings have been installed over the windows and doors in most locations. They appeared to be in fair condition, functioning as intended with some soiling and minimal rusting. The black metal window shutters adjacent to the windows appeared to be in similar condition.
- The painted wood details on the rear porch appeared to be in fair to poor condition, with peeling paint and some wood rot present, along with some open joints between the various wood components.
- The modern, light grey brick chimney appeared to be in fair condition with minimal open mortar joints and some spalling of the unit bricks at the top of the chimney.

DEFINITION OF TERMS

The building components were graded using the following assessment system:

Excellent: *Superior aging performance. Functioning as intended; no deterioration observed.*

Good: *Normal Result. Functioning as intended; normal deterioration observed; no maintenance anticipated within the next five years.*

Fair: *Functioning as intended. Normal deterioration and minor distress observed; maintenance will be required within the next three to five years to maintain functionality.*

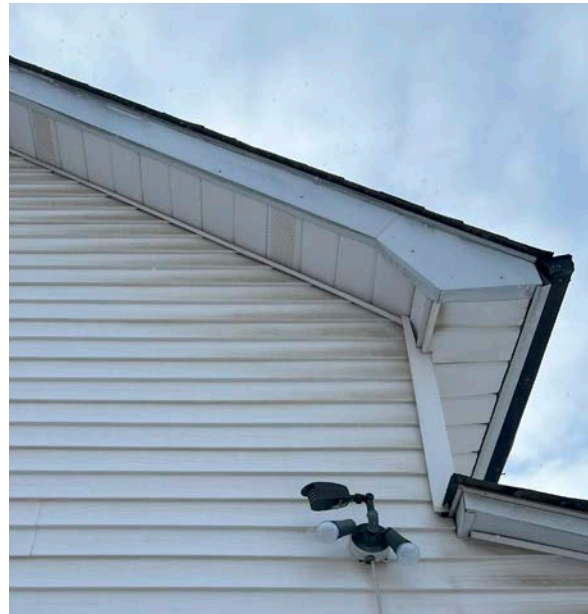
Poor: *Not functioning as intended; significant deterioration and distress observed; maintenance and some repair required within the next year to restore functionality.*

Defective: *Not functioning as intended; significant deterioration and major distress observed, possible damage to support structure; may present a risk; must be dealt with immediately.*

- The asphalt shingles on the roof were largely obscured by snow, but where visible they appeared to be in fair condition and they have not yet reached the end of their serviceable lifespan. The metal soffits, facias and flashings appeared to be in good condition.
- Roof vents are present and appeared to be functioning on both sides of the gable roof.
- The gutters and downspouts appeared to be intact and functioning as intended, without any obvious areas of disconnection or damage.



Vinyl siding at the north (side) elevation in fair condition, with some soiling and organic growth visible (ERA, 2025).



Vinyl siding and metal soffits, fascia, and flashing in fair condition (ERA, 2025).



Modern vinyl window inserts, contemporary door, and metal awnings in fair condition (ERA, 2025).



Modern vinyl windows and metal awnings and shutters at the north (side) elevation in fair condition. Modern brick chimney in fair condition with minor deterioration towards the top (ERA, 2025).



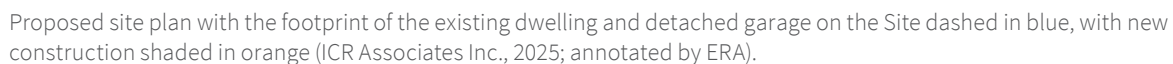
Painted wood on the rear porch in fair to poor condition (ERA, 2025).



Close-up photo of the unusual downspout configuration at the principal (east) elevation (ERA, 2025).

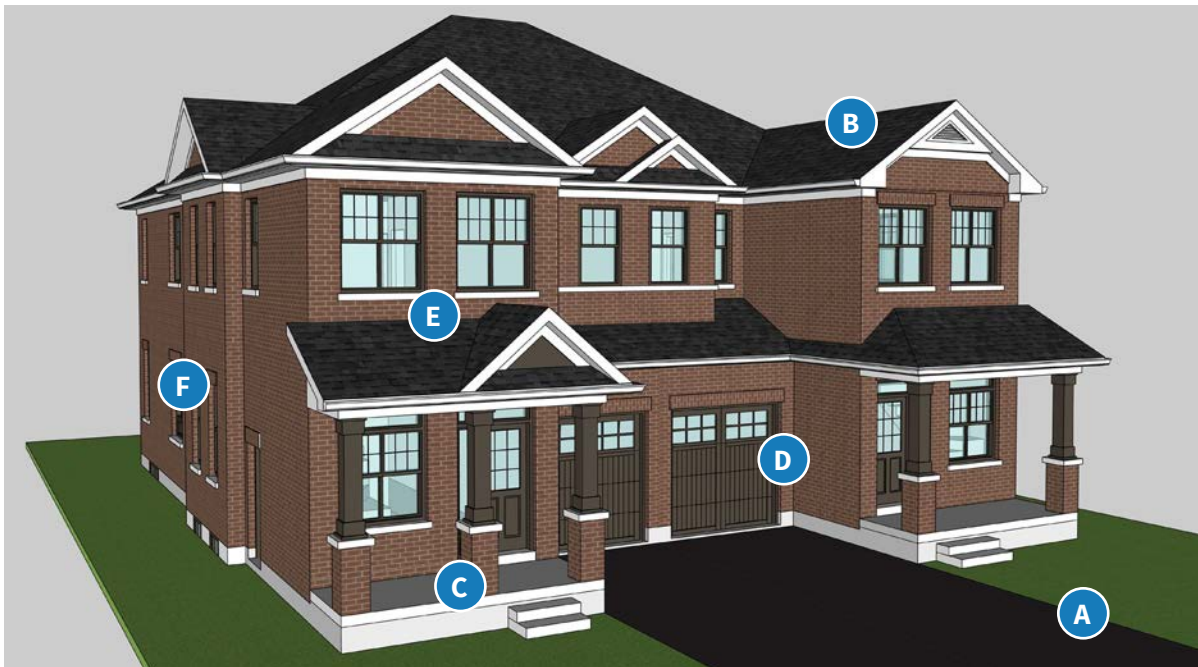
ISSUED/REVISED: 10 MARCH 2025

39



6.1 Design Approach

The proposed development incorporates a number of design considerations that respond to the varied character along Spruce and Centre Streets, as well as the historic residential character of the District more broadly. The design of the new building references the Edwardian Classical style through its materiality, proportions, and detailing. A full conformity analysis of the proposal against the applicable HCD Plan's policies and guidelines is provided in Appendix B.



Rendering of the proposed principal (east) elevation, with a portion of the south elevation visible (ICR Associates Inc.; annotated by ERA).

- | | | |
|---|--|--|
| <p>A 6 metre front yard setback, consistent with the neighbouring buildings on the west side of Spruce Street.</p> | <p>D Use of an appropriate material palette including red brick and wood garage doors, consistent with materiality found in the District.</p> | <p>F Varied articulation, window and side door openings along the south elevation facing Centre Street, providing animation along this more commercially active frontage.</p> |
| <p>B Two-storey height (10m), consistent with the building heights in the District.</p> | <p>E Varied massing and articulation of each semi-detached unit to reflect the varied scale of the District.</p> | |
| <p>C Front porch at the main entrance to each dwelling, contributing to a more active and varied streetscape.</p> | | |

7 HERITAGE POLICY REVIEW

Planning Act, R.S.O. 1990

Section 2. d) of the Planning Act clarifies provincial jurisdiction over the conservation of features of significant architectural, cultural, historical, archaeological or scientific interest.

Provincial Planning Statement, 2024

The PPS guides the creation and implementation of planning policy across Ontario municipalities, and provides a framework for the conservation of heritage resources, including the following relevant policies:

4.6.1 *Protected heritage property*, which may contain built heritage resources* or cultural heritage landscapes, shall be conserved*.*

4.6.3 *Planning authorities shall not permit development and site alteration on adjacent* lands to protected heritage property unless the heritage attributes of the protected heritage property will be conserved.*

York Region Official Plan, 2022

The York Region Official Plan sets the direction for growth and development across the nine municipalities that comprise York Region. The plan identifies Cultural Heritage as part of the foundation for complete communities and provides policies that “are designed to promote and celebrate cultural heritage activities and conserve cultural heritage resources”.

The Cultural Heritage policies contained in Section 2.4 outline the need to conserve cultural heritage, including built heritage resources and cultural heritage landscapes, and require municipalities to adopt policies to advance this objective.

Town of Aurora Official Plan, 2024

Aurora’s long-term vision includes the conservation and enhancement of cultural heritage resources and recognizes the important role cultural heritage plays in fostering community identity and local sense of place.

Section 13 of the Official Plan directs the conservation of cultural heritage resources, with objectives that aim towards (a) conservation, enhancement; (b) preservation, restoration, rehabilitation; and (c)

Protected Heritage Property: means property designated under Part IV or VI of the Ontario Heritage Act; property included in an area designated as a heritage conservation district under Part V of the Ontario Heritage Act; property subject to a heritage conservation easement or covenant under Part II or IV of the Ontario Heritage Act; property identified by a provincial ministry or a prescribed public body as a property having cultural heritage value or interest under the Standards and Guidelines for the Conservation of Provincial Heritage Properties; property protected under federal heritage legislation; and UNESCO World Heritage Sites (PPS, 2024).

Conserved: means the identification, protection, management and use of built heritage resources, cultural heritage landscapes and archaeological resources in a manner that ensures their cultural heritage value or interest is retained. This may be achieved by the implementation of recommendations set out in a conservation plan, archaeological assessment, and/or heritage impact assessment that has been approved, accepted or adopted by the relevant planning authority and/or decision-maker. Mitigative measures and/or alternative development approaches should be included in these plans and assessments. (PPS, 2024).

promotion of, and public involvement in, managing cultural heritage resources.

13.1 Objectives

- a) *Conserve and enhance recognized cultural heritage resources of the Town for the enjoyment of existing and future generations;*
- b) *Preserve, restore and rehabilitate structures, buildings or sites deemed to have significant historic, archaeological, architectural or cultural significance and, preserve cultural heritage landscapes; including significant public views; and,*
- c) *Promote public awareness of Aurora's cultural heritage and involve the public in heritage resource decisions affecting the municipality.*

13.3 Policies for Built Cultural Heritage Resources

- i) *Heritage resources will be protected and conserved in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada, the Appleton Charter for the Protection and Enhancement of the Built Environment and other recognized heritage protocols and standards. Protection, maintenance and stabilization of existing cultural heritage attributes and features over removal or replacement will be adopted as the core principles for all conservation projects.*
- j) *Alteration, removal or demolition of heritage attributes on designated heritage properties will be avoided. Any proposal involving such works will require a heritage permit application to be submitted for the approval of the Town.*

Town of Aurora Northeast Old Aurora Heritage Conservation District Plan, 2006

4.4.3 Demolition of Non-Heritage Buildings

Generally, where non heritage buildings are supportive of the character of the heritage conservation district, the replacement building should also support the district character.

4.5 New Residential Buildings

New residential buildings will have respect for and be compatible with the heritage character of the District. Designs for new residential buildings

will be based on the patterns and proportions of 19th-century and early 20th-century building stock that are currently existing or once existed in the District. Architectural elements, features, and decorations should be in sympathy with those found on heritage buildings.

4.5.1 Design Approach

- *The design of new buildings will be products of their own time, but should reflect one of the historic architectural styles traditionally found in the District.*
- *New residential buildings will complement the immediate physical context and streetscape by: being generally the same height, width, and orientation of adjacent buildings; having similar setbacks; being of like materials and colours; and using similarly proportioned windows, doors, and roof shapes.*
- *New residential building construction will respect natural landforms, drainage, and existing mature vegetation.*
- *Larger new residential buildings will have varied massing, to reflect the small and varied scale of the historical built environment.*
- *The height of new residential buildings should not be less than lowest heritage building on the same block or higher than the highest heritage building on the same block. Historically appropriate heights for new residential buildings are considered to be 1-½ to 2-½ storeys, subject to an actual height limit of 9 metres to the mid-slope of the roof.*
- *New residential building construction in the District will conform with the guidelines found in Section 9.5.2.*

8 ANALYSIS OF IMPACT & MITIGATION

8.1 Impact Assessment

This section evaluates the impacts of the proposed development on the Site and the HCD as a whole, with reference to the applicable criteria in the Ontario Heritage Toolkit (refer to sidebar).

On-Site Cultural Heritage Resources

The Site is designated under Part V of the OHA as it is located within the HCD. The assessment in Section 4 of this report concluded that the Site no longer significantly contributes to the District and does not carry sufficient cultural heritage value to meet the O.Reg. 9/06 criteria for designation under Part IV, Section 29 of the OHA. The removal of the existing building on the Site will not present a negative impact.

Northeast Old Aurora HCD

This section evaluates the impacts of the proposed development on the HCD. A full conformity analysis of the proposal against the HCD Plan's policies and guidelines is provided in Appendix B.

The proposed development will remove the building (and existing garage) on the Site, replacing them with a semi-detached residential building. The residential use of the Site will be maintained. While the removal of the existing building constitutes a change to the immediate street context, the proposed new building is sympathetic to and compatible with the District.

The Site is located at the south end of the HCD which is characterized by a varied streetscape, particularly along Centre and Wellington Streets. The proposed development fits in with this evolving area of the HCD.

Negative impact on a cultural heritage resource include, but are not limited to:

Destruction of any, or part of any, significant heritage attributes or features;

Alteration that is not sympathetic, or is incompatible, with the historic fabric and appearance;

Shadows created that alter the appearance of a heritage attribute or change the viability of a natural feature or plantings, such as a garden;

Isolation of a heritage attribute from its surrounding environment, context or a significant relationship;

Direct or indirect obstruction of significant views or vistas within, from, or of built and natural features;

A change in land use such as rezoning a battlefield from open space to residential use, allowing new development or site alteration to fill in the formerly open spaces;

Land disturbances such as a change in grade that alters soils, and drainage patterns that adversely affect an archaeological resource.

(Ontario Heritage Toolkit).



15 Spruce Street (ERA, 2025).



52 Centre Street (ERA, 2025).



20 Spruce Street (ERA, 2025).

The replacement of the existing building on the Site with a semi-detached residence will have minimal impact on the character of the District. The proposed new building is in keeping with the historically low-scale and residential streetscape in the HCD. While the proposed building is taller than the adjacent properties at 28 Spruce Street and 16 Centre Street, these structures are examples of small, one-storey infill buildings in an area where one-and-a-half to two-and-a-half-storey buildings are more common. Other properties located in proximity, but not considered adjacent to the Site as per the PPS definition of adjacency, contain buildings that are closer in height and massing to the proposed building, including 15 Spruce Street, 52 Centre Street, and 20 Spruce Street.

The proposed development will not have a negative impact on the District due to changes in land use or disturbance. The proposed development will not involve the removal or alteration of heritage resources in the District, nor will it contribute to their isolation from significant relationships. Additionally, the proposed development does not obstruct any prominent buildings or views associated with the heritage resources in the HCD.

8.2 Impact Mitigation Measures

As outlined in Section 6.1 of this report, the proposed development provides an urban design approach that ensures the proposal appropriately responds to its context and does not negatively impact the HCD. For this reason, further mitigation measures are not warranted.

9 CONCLUSION

This HIA finds that the impacts of the proposed development on the overall character of the District have been appropriately mitigated. The proposed new construction conserves the cultural heritage value of the HCD while introducing a new residential building.

In our professional opinion, the proposed development complies with all relevant municipal and provincial heritage policies, and meets the recognized professional standards and best practices in the field of heritage conservation in Canada.

10 REFERENCES

- Aurora Museum and Archives. (n.d.). Fire Insurance Plans. Town of Aurora.
- Barkey, J. (1993). *Whitchurch Township*. The Whitchurch History Book Committee. <https://digitalcollections.ucalgary.ca/archive/Whitchurch-Township-2R3BF1F3K8K8K.html>
- Government of Ontario. (2024, April 23). *Map of Ontario treaties and reserves*. <https://www.ontario.ca/page/map-ontario-treaties-and-reserves#treaties>
- Johnston, J. (1972). *Aurora: its early beginnings*. Aurora and District Historical Society.
- Library and Archives Canada. (n.d.). Collection Search. <https://www.bac-lac.gc.ca/eng/collectionsearch/Pages/collectionsearch.aspx>
- McGill University. (n.d.). The Canadian County Atlas Digital Project. Digital Collections and Exhibitions. <https://digital.library.mcgill.ca/countyatlas/default.htm>
- Miles & Co. (1878). *Illustrated historical atlas of the county of York and the township of West Gwillimbury & town of Bradford in the county of Simcoe, Ont.* The Canadian County Atlas Digital Project. <https://digital.library.mcgill.ca/countyatlas/>
- McIntyre, J. W. (1988). *Aurora: A History in Pictures*. The Boston Mills Press.
- Ontario Community Newspapers Portal. (n.d.). The Newmarket Era. <https://news.ourontario.ca/>
- Ontario Land Registry. (n.d.). Abstract/Parcel Register Book. <https://www.onland.ca/ui/lro/books/search>
- Reed, T.A. (1925). *Yonge Street highway*. Reed Collection.
- Toronto Public Library. (n.d.). Globe and Mail Historical Newspaper Archive. <https://www.torontopubliclibrary.ca/detail.jsp?R=EDB0057>
- Tremaine, G. (1860). *Tremaine's map of the county of York*. Ontario Historical County Maps. <https://utoronto.maps.arcgis.com/apps/webappviewer/index.html?id=8cc6be34f6b54992b27da17467492d2f>

University of Toronto. (n.d.). Map and Data Library. <https://mdl.library.utoronto.ca/>

York Region. (n.d.). Archival Aerial Imagery. York Region Interactive Maps and Spatial Data. <https://ww6.yorkmaps.ca/Html5Viewer24/Index.html?configBase=https://ww6.yorkmaps.ca/Geocortex/Essentials/Essentials43/REST/sites/CommunityServices/viewers/YorkMaps/virtualdirectory/Resources/Config/Default>

APPENDIX A: NORTHEAST OLD AURORA HERITAGE
CONSERVATION DISTRICT PLAN - STATEMENT OF
HERITAGE VALUE AND DESCRIPTION OF HERITAGE
ATTRIBUTES

2.0 Heritage Character and Heritage Statements

2.1 Examination

The consultants undertook an examination of the Study Area, as part of the Northeast Old Aurora Heritage Conservation District Study, which has been published in a separate volume.

The Study Area, shown in the map to the right, is very rich in heritage resources. Of the 173 properties, 117 are listed in the *Town of Aurora Inventory of Heritage Buildings*. This is an unusually high proportion for Heritage Districts.

The inventoried properties include examples of architectural styles ranging from Victorian Gothic through the early 20th century Arts and Crafts style. Many of these properties are worthy of designation under Part IV.

Note: Refer to the Inventory, published in a separate volume, for detailed descriptions of individual properties.

Three properties are designated under part IV of the *Ontario Heritage Act*:

- Horton Place, 15342 Yonge Street
- Hillary House, 15372 Yonge Street
- Morrison House, 74 Wellington Street East

Hillary House is also designated federally, as a National Historic Site.

The rear portion only of the property at 74 Wellington Street is included in the heritage district boundary. The Morrison House itself is not within this area and is therefore not included in the heritage conservation district.



Properties shaded in grey are on the Town of Aurora Inventory of Heritage Buildings. In this Plan, they are all considered heritage properties.

2.0 Heritage Character and Heritage Statements

2.1.1 Determining the Boundary

In determining the final boundary, the following factors were considered:

Historic Factors

Factors such as the boundary of an historic settlement or an early planned community, concentrations of early buildings and sites are considered when determining the district boundary. In Northeast Old Aurora, the boundary incorporated as much as feasible the boundary of the historic community of Aurora in its Northeast Quadrant. Part of Yonge Street, established in the 1790s and the lotting patterns established by Historical plans of subdivision from the 1850s through the 1920s in this quadrant are a key factor in defining the appearance of the neighbourhood and distinctiveness from adjoining areas.

Visual Factors

Visual factors, determined through an survey of the neighbourhood considering architectural factors, mature vegetation and topography were another factor used in defining the district boundary

In considering architecture, while not every building in a heritage district must be of heritage significance, there should be a significant concentration of cultural heritage features which influences the neighbourhood character. In comparing Northeast Old Aurora to other studies they had completed, the consulting Team of Philip Carter, Architect and Paul Oberst, Architect noted that Northeast Old Aurora has the highest concentration of heritage resources they had encountered.

Established in an era where new residential developments worked with the existing grades, rather than change it, the heritage district has a distinctive undulating topography that distinguishes it from other surrounding area.

Physical Features

Physical features are also used in district boundary delineation. These include aspects such as man-made features as

transportation corridors (Railways and roadways), major open spaces, natural (rivers, treelines, marshland), existing boundaries (Walls, fences and embankments, gateways, entrances and vistas to and from a potential district.

In considering landscape factors, Northeast Old Aurora contains a significant concentration of mature, and visually appealing tree cover, which also distinguishes it from the surrounding area. The extent of the 19th and early 20th Century grid-like road pattern which distinguishes the area from the post war sub-divisions is also a key distinguishing feature of the area.

Legal or Planning Factors

Legal or planning factors which include less visible elements such as property or lot-lines, land use designations in the Official Plan and boundaries of particular uses in the zoning by-law have also been considered in determining the district boundary.

Community Input

Public support is an important factor in final boundary delineation. It is always desirable to achieve a significant level of public understanding of the process and support for establishment of the heritage district. As a result of the extensive public consultation process, as noted in Section 1.3, public awareness and support for the district is strong. A factor in success of the district is a contiguous and perceivable boundary. Where the public have expressed concerns, efforts have been to address particular concerns through increasing the flexibility provided in the plan. For the most part this has been a success. In the area of North Spruce Street, residents have expressed a desire from the outset not to be part of the district and have generally not been active participants in the study process. Since this area is a concentrated block, and is not geographically crucial to the integrity of the district, this particular block has been removed.

Of the 165 remaining properties, only 3 requests for removal from the district have been received. Removal of these properties could disrupt the integrity of the district, it is therefore recommended that these properties be included in the district.

2.0 Heritage Character and Heritage Statements

2.1.2 Buildings of Historical Interest

The following properties are listed in the Aurora Inventory of Heritage Buildings and have been identified as part of this study as having historical interest.

Buildings may be added or deleted from the list without amendment to the plan, based on a full research report and evaluation according to the *Town of Aurora Heritage Building Evaluation System*. An altered building that has been accurately restored for example may be added to the list.

CATHERINE AVENUE

#3, 7, 11, 15, 16, 19, 20, 23, 24, 27, 30, 31, 34, 55, 58, 59, 60, 61, 63, 64, 67, 70, 71, 72, 73, 76, 77, 80, 81, 82, 93

CENTRE STREET

#22, 26, 54, 58, 64, 68, 69, 70, 71, 74, 75, 77, 78, 82, 90, 92, 96, 98, 108, 112

FLEURY STREET

#44, 48, 49, 52, 53, 56, 57, 60, 61, 64, 65

MAPLE STREET

#12, 16, 24, 28, 32, 36, 40, 44, 63

MARK STREET

11, 15, 19, 20, 23, 24, 27

SPRUCE STREET

#10, 16, 19, 20, 37, 40, 41, 48, 49, 52, 53, 56, 57, 60, 61, 65, 68, 69

WELLINGTON STREET (Note: Buildings on Wellington Street are located on through lots extending to Centre Street and are included to provide a continuation of the Centre Street Streetscape. The buildings located on Wellington Street may be of heritage significance but are Not included in the district plan.

YONGE STREET

Buildings of Significance: # 15297, 15342, 15356, 15372, 15375, 15381, 15387, 15393, 15403, 15407, 15411, 15417, 15243, 15435, 15441

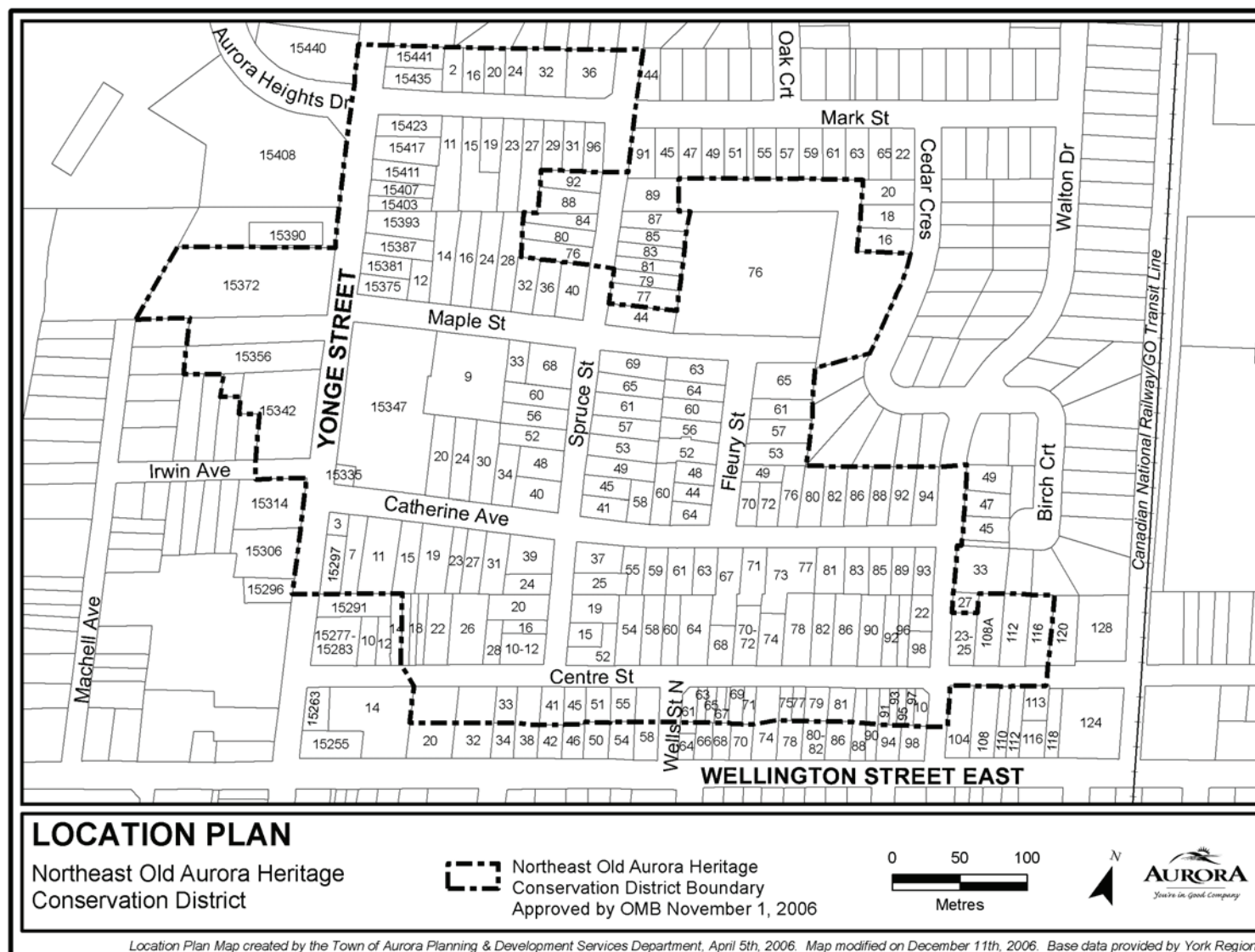
Note: Buildings on Yonge Street are subject to the Guidelines outlined in Section 9.5.3 of this document

In accordance with Section 2.6.3 of the Provincial Policy Statement (2005), Development and site alteration on lands located adjacent to the District should conserve the heritage attributes of the district as outlined in the District Plan. Mitigative measures or alternative development approaches may be required to conserve the heritage attributes of the district that may be affected by the proposed development or site alteration.

2.0 Heritage Character and Heritage Statements

2.1.3 Conclusion

The consultants' examination concluded that a Heritage Conservation District, under the authority of Part V of the *Ontario Heritage Act*, is warranted. The District Boundary is shown on the map below.



2.0 Heritage Character and Heritage Statements

2.2 Heritage Character

The heritage character of the proposed Northeast Old Aurora Heritage Conservation District reflects the built and natural heritage of the growth of Aurora in response to the coming of the railway in 1853, and the development of local industry that followed. The residential subdivisions north of Wellington Street closely followed the success of the Fleury Implement Works, and the subsequent population growth and the achievement of village status in 1863.

The topographical character of the District reflects the geological history of the Oak Ridges Moraine formation, little altered by development that was constructed in the pre-bulldozer age. The topography is a heritage asset that lends considerable charm to the streetscapes in the neighbourhood.

The development of Northeast Old Aurora was a lengthy process, running from the 1860s through the 1930s. A few infill projects have been built since, but the vast majority of buildings are those originally constructed on the lots. The chronology of development is spelled out in the architectural styles which reflect the prevailing tastes over those eight decades. As a result, Northeast Old Aurora has an unusually rich variety of architectural styles within a compact area of about 20 hectares. The stylistic contrast is particularly evident on Spruce Street, south of Maple, where 26 years separates the development of the west side (1865) and the east (1891).

A brief history of Northeast Old Aurora is included as an appendix to this Plan.

2.3 Statement of Heritage Value

The Northeast Old Aurora Heritage Conservation District is a distinct community in the Town of Aurora, characterized by a wealth of heritage buildings, historic sites, and landscapes. The District is representative of the development and growth of an Ontario residential district from the mid-19th through the mid-20th centuries, in an industrializing village and town. Northeast Old Aurora is the site of the first expansion of the Village of Aurora north of Wellington Street. It originated in response to the prosperity promised by the arrival of Canada's first rail line, the Ontario Huron and Simcoe Railway. The neighbourhood developed over more than half a century, and it contains a wealth of heritage buildings spanning the period of 1860-1930, and including characteristics styles from Ontario Victorian Vernacular through Craftsman Bungalows. There is a particular wealth of late 19th century Edwardian and Queen Anne Revival houses, including a compact grouping constructed of decorative concrete block.

Particular elements worthy of preservation are:

- A wide range of historic architectural styles within a compact area.
- A high percentage of heritage buildings that remain largely intact.
- A pattern of buildings with compatible scale and site plan characteristics in the various areas of the District.
- Deep rear yards, providing mid-block green space, and generous spacing of buildings in most streetscapes.
- A village-like character created by historical road profiles, mature trees, and undisturbed topography.
- The association of historic figures with many of the houses.
- The historical lot pattern.

2.0 Heritage Character and Heritage Statements

2.4 Statement of Heritage Attributes

The heritage attributes of the Northeast Old Aurora Heritage Conservation District are embodied in its buildings and landscapes, which are shown and described in detail in Sections 4.1 through 4.4 of the Study, and in the built form, architectural detail, and historical associations, which are depicted and described in detail in the Aurora Inventory of Heritage Properties. These attributes are worthy of preservation.

2.5 Statement of Objectives in Designating the District

2.5.1 Overall Objective

The overall objectives in designating the Northeast Old Aurora Heritage Conservation District are:

- To ensure the retention and conservation of the District's cultural heritage resources, heritage landscapes, and heritage character,
- To conserve the District's heritage value and heritage attributes, as depicted and described in the Study and Inventory, and
- To guide change so that it harmonizes as far as possible with the District's architectural, historical, and contextual character.

2.5.2 Heritage Buildings

- To retain and conserve the heritage buildings as identified by inclusion in the *Aurora Inventory of Heritage Buildings*.
- To conserve heritage attributes and distinguishing qualities of heritage buildings, and to avoid the removal or alteration of any historic or distinctive architectural feature.
- To encourage the correction of unsympathetic alterations to heritage buildings.
- To facilitate the restoration of heritage buildings based on a thorough examination of archival and pictorial evidence, physical evidence, and an understanding of the history of the local community.

2.5.3 Non- Heritage Buildings

- To retain non-heritage buildings that are sympathetic to the District character.
- To encourage improvements to non-heritage buildings which will further enhance the District character.
- To ensure that renovations to non-heritage buildings or replacement buildings are sympathetic to the character of the district and streetscape of which the building is part.

2.0 Heritage Character and Heritage Statements

2.5.4 Landscape/Streetscape

- To facilitate the introduction of, as well as conservation of, historic landscape treatments in both the public and private realm.
- To preserve trees and mature vegetation, and encourage the planting of species characteristic of the District.
- To preserve the existing street pattern, village like cross-sections and refrain from widening existing pavement and road allowances.
- To introduce landscape, streetscape, and infrastructure improvements that will enhance the heritage character of the District.

2.5.5 New Development

- To ensure compatible infill construction that will enhance the District's heritage character and complement the area's village-like, human scale of development.
- To guide the design of new development to be sympathetic and compatible with the heritage resources and character of the District while providing for contemporary needs.

2.5.6 Demolition

- To promote retention and reuse of heritage buildings and take exceptional measures to prevent their demolition.

2.5.7 Community Support

- To foster community support, pride and appreciation of the heritage buildings, landscapes, and character of the District, and promote the need to conserve these resources for future generations.
- To facilitate public participation and involvement in the conservation of heritage resources and further development of the District.
- In recognition of the boarder community value of the preservation of historic neighbourhoods to consider the feasibility of implementation of assistance and incentive programs for individual heritage property owners to encourage the use of proper conservation approaches when undertaking improvement projects.

APPENDIX B: HCD CONFORMITY ANALYSIS

10-12 SPRUCE STREET – NORTHEAST OLD AURORA HCD CONFORMITY ANALYSIS

Policy / Guideline	Conforms? (Y/N)	Analysis
<i>4.0 District Policies – Buildings and Sites</i>		
<p>1 4.2 Most of the [District] was developed as single-family dwellings, which share a basic historical pattern of scale, lot size, and placement of houses on their lots. New work in the residential part of the District shall preserve this historical pattern.</p> <ul style="list-style-type: none"> (a) To preserve traditional spacing of buildings, new garages for new or existing houses shall be separate rear or flankage yard outbuildings and existing side yard driveways shall be preserved. (b) New garages for new or existing houses will have gable or hipped roofs, with a maximum height of 4.6 meters (15'-11"). (c) To preserve the backyard amenity in neighbouring buildings, new construction, whether new buildings or additions to existing buildings should be limited so that the basic depth of the houses will be limited to 16.8 meters, not including a fully open front porch. (d) To reduce the visual perception of mass or building or additions in the [District], it is recommended that where feasible and reasonable there be an inset at minimum of 1 foot and that the roof be set down a minimum of 1 foot beyond a depth of 12 meters (39'-3"). 	N	<p>Due to siting constraints, detached garages are not provided. An attached garage is provided for each of the two semi-detached units. The garages are recessed from the main elevation and a sympathetic wood material is provided. The required rear yard setback (7.5m) is provided.</p>
<p>2 4.4.3 Generally, where non-heritage buildings are supportive of the character of the [HCD], the replacement building shall also support the [District] character.</p>	Y	<p>The proposed building has been sensitively designed to respond to the character of the HCD, including the varied character of the south end of the HCD, which consists of a mix of historic buildings, one- to two-storey mid-20th century dwellings, and low-scale contemporary infill.</p>

10-12 SPRUCE STREET – NORTHEAST OLD AURORA HCD CONFORMITY ANALYSIS

Policy / Guideline		Conforms? (Y/N)	Analysis
<i>4.5 New Residential Buildings</i>			
3	<p>New Residential Buildings</p> <p>4.5.1 Design Approach</p> <ul style="list-style-type: none"> (a) The design of new buildings will be products of their own time, but should reflect one of the historic architectural styles traditionally found in the District. (b) New residential buildings will complement the immediate physical context and streetscape by: being generally the same height, width, and orientation of adjacent buildings; having similar setbacks; being of like materials and colours; and using similarly proportioned windows, doors, and roof shapes. (c) New residential building construction will respect natural landforms, drainage, and existing mature vegetation. (d) Larger new residential buildings will have varied massing, to reflect the small and varied scale of the historical built environment. (e) The height of new residential buildings should not be less than the lowest heritage building on the same block or higher than the highest heritage building on the same block. Historically appropriate heights for new residential buildings are considered to be 1 ½ to 2 ½ storeys, subject to an actual height limit of 9 meters to the mid-slope of the roof. (f) New residential building construction in the District will conform with the guidelines found in Section 9.5.2. 	Y	<p>The design of the new building references the Edwardian Classical style through its materiality, proportions, and detailing.</p> <p>The proposed building complements the immediate physical context and streetscape, with a similar height, width, orientation, and setback. The varied massing and articulation of each semi-detached unit reflects the varied scale of the District.</p> <p>The proposed new construction, including the semi-detached form, two-storey height, setbacks and coverage complies with existing Zoning standards.</p> <p>The proposal has been intentionally designed to conserve the cultural heritage value of the District.</p>
<i>9.0 Guidelines for Buildings and Surroundings</i>			
4	<p>9.1.1.1 Street Specific Guidelines – Centre Street (Yonge to Spruce)</p> <ul style="list-style-type: none"> (a) New development should be respectful of the scale, massing, and rear-yard amenity area of adjoining properties. 	Y	See response to #3.

10-12 SPRUCE STREET – NORTHEAST OLD AURORA HCD CONFORMITY ANALYSIS

Policy / Guideline		Conforms? (Y/N)	Analysis
	(b) New construction should facilitate the establishment of a high-quality streetscape in keeping with the architectural character of the district.		
<i>9.1.2 Overall Site and Scale Conditions</i>			
5	<p>9.1.2 Key elements of scale, massing and site which predominate in the HCD and should be maintained are as follows:</p> <ul style="list-style-type: none"> (a) Predominant single-detached dwelling form; (b) Side yard driveways and rear or side yard garages which result in generous side yard spacing between buildings; (c) Generous rear-yard amenity space; (d) Front yard porches and verandahs; (e) A compatible range of building heights and styles; and, (f) Consistent alignment of buildings in the streetscape. 	Y	<p>The proposed building features a front-yard porch and rear-yard amenity space, and is compatible in height, style, and alignment with surrounding buildings.</p> <p>The proposed design includes attached garages with recessed garage doors at the principal (east) elevation with a front yard driveway. A substantial side yard amenity space is preserved along the Centre Street frontage.</p> <p>The proposed new construction, including the semi-detached form, two-storey height, setbacks and coverage complies with existing Zoning standards.</p>
6	<p>9.1.2.1 Traditional Spacing and Driveway Placement</p> <p>Guidelines:</p> <ul style="list-style-type: none"> (a) To preserve traditional spacing of buildings, new garages for new or existing houses shall be separate rear or flankage outbuildings. (b) Existing side driveways shall be maintained. 	N	See response to #1.

10-12 SPRUCE STREET – NORTHEAST OLD AURORA HCD CONFORMITY ANALYSIS

	Policy / Guideline	Conforms? (Y/N)	Analysis
7	<p>9.1.2.2 Rear Yard Spacing and Amenity Area</p> <p>Guidelines:</p> <ul style="list-style-type: none"> (a) To preserve the backyard amenity in neighbouring buildings, new construction, whether new buildings or additions to existing buildings should be limited so that the basic depth of houses will be limited to 16.8 metres, not including a fully open front porch. (b) To reduce the visual perception of mass of buildings and additions in the [District], it is recommended that where feasible and reasonable, applicants use best efforts to include an inset at minimum of 0.3 meters (1 foot) from the side yard and that the roof be set down a minimum of 0.3 meters (1 foot) beyond the depth of 12 meters (39'3"). 	Y	The proposed built form including building height, setbacks and coverage complies with existing Zoning standards. The required rear yard setback (7.5m) is provided.
8	<p>9.1.2.3 Building Height</p> <p>Guidelines:</p> <ul style="list-style-type: none"> (a) The height of existing heritage buildings and additions should be maintained. (b) New buildings or modified non-heritage buildings should be designed to preserve the scale and pattern of the historic District. (c) New houses should be no higher than the highest building on the same block, and no lower than the lowest building on the same block. (d) The finished first floor height of any new house should be consistent with the finished first floor height of adjacent buildings. 	Y	The proposed two-storey height preserves the scale and pattern of the District. The proposed building aligns with the taller buildings on the same block (15 Spruce Street; 52 Centre Street) and the proposed 10m height complies with existing Zoning standards.
9	<p>9.1.2.4 Building Placement</p> <p>Guidelines:</p> <ul style="list-style-type: none"> (a) New construction should respect the overall setback pattern of the streetscape on which it is situated. 	Y	The proposed building respects the overall setback pattern and prevailing pattern of the streetscape in the District.

10-12 SPRUCE STREET – NORTHEAST OLD AURORA HCD CONFORMITY ANALYSIS

Policy / Guideline		Conforms? (Y/N)	Analysis
	(b) New construction should be located at an angle which is parallel with the prevailing pattern of the street.		
10	<p>9.1.2.6 Scale and Massing for Garages</p> <p>In order to maintain the character and quality of the generous rear yards, new rear-yard garages and outbuildings should have gable or hipped roofs, with a maximum height of 4.6 meters. New garages should consider the character of traditional carriage house designs.</p> <p>Guidelines:</p> <p>(a) New [garages] for new or existing houses will have gable or hipped roofs, with a maximum height of 4.6 meters.</p>	N	See response to #1.
<i>9.1.3 Architectural Styles</i>			
11	<p>9.1.3 Architectural Styles</p> <p>Guidelines:</p> <p>(a) New developments should be designed in a style that is consistent with the vernacular heritage of the community.</p> <p>(b) All construction should be of a particular style, rather than a hybrid one. Many recent developments have tended to use hybrid designs, with inauthentic details and proportions; for larger hoes, the French manor or <i>chateau</i> style (not indigenous to Ontario) has been heavily borrowed from. These kinds of designs are not appropriate for the District.</p>	Y	The design of the new building references the Edwardian Classical style through its materiality, proportions, and detailing.
<i>9.5 New Development</i>			

10-12 SPRUCE STREET – NORTHEAST OLD AURORA HCD CONFORMITY ANALYSIS

Policy / Guideline		Conforms? (Y/N)	Analysis
12	<p>9.5.1 New development within the District should conform to qualities established by neighbouring heritage buildings, and the overall character of the setting. Designs should reflect a suitable local heritage precedent style. Research should be conducted so that the chosen style is executed properly, with suitable proportions, decoration, and detail.</p> <p>Guidelines:</p> <ul style="list-style-type: none"> (a) New buildings should reflect a suitable local heritage style. Use of a style should be consistent in materials, scale, detail, and ornament. 	Y	See response to #11.
<i>9.5.2 New Development – Residential Area</i>			
13	<p>9.5.2.1 Site Planning</p> <p>Guidelines:</p> <ul style="list-style-type: none"> (a) Site new houses to provide setbacks and frontages that are consistent with the variety of the village pattern. (b) In siting garages and new houses, follow the policies in Section 4. (c) Site new houses to preserve existing mature trees. 	Y	See response to #9. Landscape requirements will be confirmed at the site plan stage.
14	<p>9.5.2.2 Architectural Styles</p> <p>Guidelines:</p> <ul style="list-style-type: none"> (a) Design houses to reflect one of the local heritage Architectural Styles. See Section 9.2. (b) Respect the history of the development of the District by using a style suitable to the immediate neighbours. The Fleury Street subdivision uses Edwardian Arts and Crafts styles, for example. West Catherine Avenue and the west side of south Spruce Street are predominantly Victorian. (c) Hybrid designs that mix elements from different historical styles are not appropriate. Historical styles that are not indigenous to the area, such as Tudor or French Manor, are not appropriate. (d) Use authentic detail, consistent with the Architectural Style. See Section 9.2.1. 	Y	<p>See response to #11.</p> <p>While the west side of south Spruce Street is largely Victorian in character, the proposed design references the Edwardian Classical style, which is common in the District. It is compatible with the varied architectural character of the southern end of the District, including the contemporary buildings at 15 Spruce Street and 52 Centre Street.</p>

10-12 SPRUCE STREET – NORTHEAST OLD AURORA HCD CONFORMITY ANALYSIS

Policy / Guideline		Conforms? (Y/N)	Analysis
	(e) Research the chosen Architectural Style. (f) Use appropriate materials.		
15	9.5.2.3 Scale and Massing Guidelines: <ul style="list-style-type: none"> (a) New buildings should be designed to preserve the scale and pattern of the historic District. (b) New houses should be no higher than the highest building on the same block, and no lower than the lowest building on the same block. (c) Follow the policies in Section 4.2 of this Plan concerning height and depth of buildings and garages. 	Y	See response to #8.

Attachment 3



Attachment 4

Town of Aurora
Zoning By-law #6000-17

Residential Zones Permitted Uses	ZONING - R7 Special Mixed Density Residential
Dwelling, Semi-Detached or Duplex	X

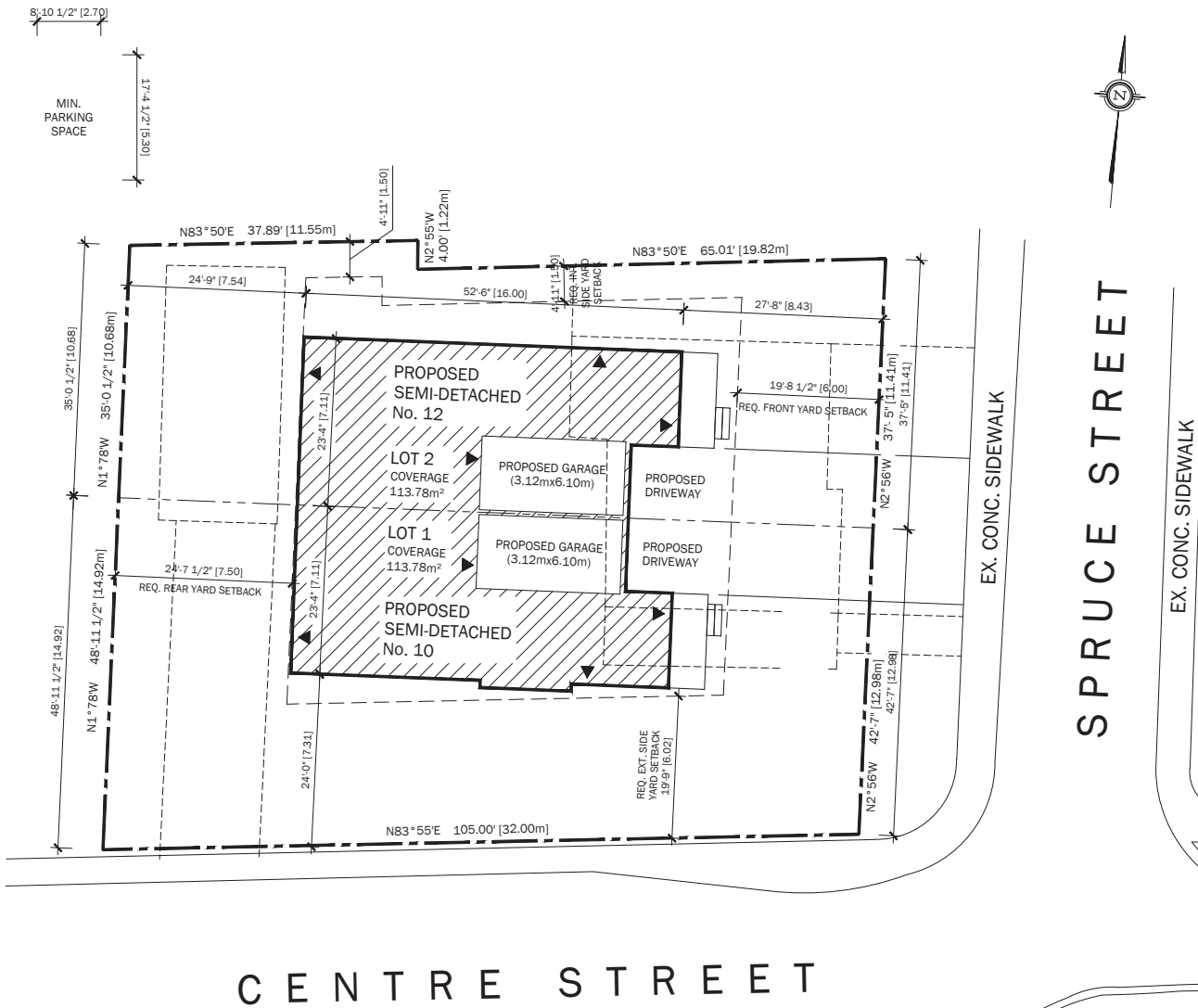
Residential Minimum Zone Requirements	R7 Special Mixed Density Residential		
Dwelling Unit	Semi-Detached & Duplex		
	REQ'D.	LOT 1	LOT 2
Lot Area	650 m2	445.72 m2	348.02 m2
Lot Frontage	20 m	13.73 m	10.66 m
Front Yard	6 m	6 m	6 m
Rear Yard	7.5 m	7.5 m	7.5 m
Interior Side Yard	1.5 m	N/A	1.5 m
Exterior Side Yard	6 m	6 m	N/A
Lot Coverage (maximum)	35 %	25.79 %	32.69 %
Height (maximum)	10 m	10 m	10 m
Interior Garage Length	N/A	6.10 m	6.10 m
Interior Garage Width	N/A	3.12 m	3.12 m

SECTION 5
PARKING & STACKING REQUIREMENTS

5.2 PARKING SPACE DIMENSION REQUIREMENTS
One single and tandem Parking Space shall have a dimension of 2.7 metres by 5.3 metres.

5.4 PARKING STANDARDS
The following Parking Standards shall apply to the total Gross Floor Area (GFA) related to the use, unless otherwise specified in this By-law.

Type of Use	Minimum Parking Standards
Dwelling unit-detached, semi-detached	2.0 spaces per dwelling unit



1 Site Plan
SP.1 Scale: 1/16" = 1'-0"

DATE & TIME PREPARED: Mar. 5, 2025 2:2 PM	PROJECT: 10 & 12 Spruce Street, Aurora	ISSUE	DESCRIPTION	DATE
DRAWN BY: DV	CLIENT: Mr. Blair Boston	1	ISSUED TO CLIENT FOR REVIEW/COMMENTS	2024-09-25
SCALE: As Shown	PROJECT NO: 2024-15	2	ISSUED FOR HERITAGE APPLICATION PROCESS	2025-03-06
SHEET NO: SP.1	SHEET TITLE: Site Plan			

ICR Associates Incorporated
13 Sandhurst Crescent, Toronto, Ont. M2J 3A9
Tel: (416) 490-9427, E Mail: icrdes@gmail.com



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

Town of Aurora

Member Motion

Councillor Gallo

Re: Full Accounting of the Armoury

To: Members of Council

From: Councillor John Gallo

Date: May 13, 2025

Whereas transparency and accountability in financial matters are essential to ensuring public trust and responsible stewardship of Town assets; and,

Whereas the Armoury building and its lease to Niagara College represents a significant investment and partnership by the Town of Aurora; and,

Whereas it is prudent to undertake a full financial review of this arrangement prior to the conclusion of Niagara College's lease on June 30, 2025;

1. Now Therefore Be It Hereby Resolved That Council direct staff to prepare a comprehensive report outlining:
 - The full acquisition cost of the Armoury building;
 - The cost of reconstruction and renovations to the Armoury, including a breakdown separating leasehold improvements directly related to the operations of Niagara College;
 - Total rental income received from Niagara College;
 - Any financial obligations, commitments, or contributions made by the Town of Aurora under the lease agreement;
 - Any other financial analysis staff deems necessary to provide full transparency related to the project and lease; and,
2. That the report be presented to a Committee of the Whole meeting no later than the end of the third quarter (Q3) of 2025.



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

Town of Aurora

Member Motion

Councillor Gallo

Re: Amendment to the Procedure By-law

To: Members of Council

From: Councillor John Gallo

Date: May 13, 2025

Whereas the current provisions of the Procedural Bylaw relating to Special Meetings of Council or Committee require updates to improve clarity, flexibility, and to strengthen governance procedures; and,

Whereas it is desirable to allow a majority of Council Members to petition for a Special Meeting with sufficient advance notice to all Members, to ensure appropriate quorum, transparency, and effective decision-making; and,

Whereas it is also desirable to require that motions proposed by petitioners be included on the agenda for the Special Meeting and be subject to a simple majority vote;

1. Now Therefore Be It Hereby Resolved That a bylaw to amend Bylaw No. 6228-19 being a bylaw to govern the proceedings of Council and Committee meetings of the Town of Aurora, be brought forward to amend Section 21(b) as follows:

Section 21 (b) – Special Meetings of Council and General Committee

- i. A Special Meeting of Council or General Committee may be called by the Mayor at any time, provided that a majority of Members of Council have been consulted and have confirmed their availability to attend in order to ensure quorum. A Special Meeting shall be limited to the business matters set out in the Notice of Meeting.
- ii. A Special Meeting of Council or Committee may also be initiated upon receipt of a written petition signed by a majority of the Members of Council. The petition must be submitted to the Clerk at least ten (10) days prior to the proposed date of the Special Meeting and must specify the purpose, proposed time, and any motions to be considered. Notwithstanding any other provision of this Bylaw, any motion proposed

by the petitioners shall be included on the agenda and may be decided by a simple majority of the Members present.

- iii. In addition to the general notice provisions of this Procedure Bylaw, the Clerk shall provide notice of a Special Meeting of Council or Committee by circulating an agenda at least seven (7) days prior to the date of the Meeting.



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

Town of Aurora

Member Motion

Councillor Gallo

Re: Land Data Modernization

To: Members of Council

From: Councillor John Gallo

Date: May 13, 2025

Whereas the Town of Aurora continues to grow and evolve, requiring increasingly efficient, transparent, and data-informed planning and development processes; and,

Whereas leveraging digital tools and data modernization initiatives can enhance the Town's capacity to support Council decision-making, streamline staff workflows, and improve communication with residents; and,

Whereas municipalities across Ontario and Canada are exploring digital transformation efforts to improve access to land use information, planning policies, and development activities;

1. Now Therefore Be It Hereby Resolved That staff be directed to report on the feasibility of enhancing the Town's existing planning data system information to improve its accessibility, by exploring one or more of the following components based on available resources, priorities, capacity, and strategic goals;
 - Digitized Zoning: A property-level zoning interface linking directly to relevant zoning bylaw sections;
 - Digitized Official Plan and Secondary Plans: A searchable database on the property's official plan designation and related secondary plan classifications;
 - Development Application Database: A centralized database capturing key application types such as site plans, ZBAs, OPAs, subdivisions, and consents;
 - Constraint and Context Mapping: Interactive maps displaying constraints and context layers including natural features, servicing limits, and heritage overlays;
 - Address-Level Lookup with Policy Summary: A tool providing summarized zoning, policy, and constraint data by address;
 - Ward Dashboards and Alerting Tools: Customizable dashboards for Councillors displaying local planning activity and key indicators;

- Exportable and Public-Facing Summary Tools: Digital tools for residents to better understand land use regulations, nearby developments, and planning processes; and,
2. That staff report back to Council with a preliminary scope, resourcing requirements, or external funding opportunities to support the pilot initiative by the end of Q3 2025 to provide time to be included in the 2026 budget.



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

Town of Aurora

Memorandum

Mayor's Office

Re: York Regional Council Highlights of April 24, 2025

To: Members of Council

From: Mayor Mrakas

Date: May 13, 2025

Recommendation

1. That the York Regional Council Highlights of April 24, 2025 be received for information.

COUNCIL HIGHLIGHTS

FOR IMMEDIATE RELEASE



Tuesday, May 6, 2025

York Regional Council – Thursday, April 24, 2025

Livestreaming of the public session of Council and Committee of the Whole meetings is available on the day of the meeting from 9 a.m. until the close of the meeting. Past sessions are available at [York.ca/councilandcommittee](https://york.ca/councilandcommittee)

York Region addressing and analyzing tariff implications

The Regional Municipality of York is working to keep the local economy strong, continue supporting businesses and ensuring long-term prosperity of communities amid the [ongoing response to tariffs](#).

York Region's response to tariff implications includes actions in the following areas:

- **Research and Analysis:** Ongoing research and data collection to understand impacts of tariffs on the economy and businesses and develop targeted actions
- **Business Advisory and Support:** Collaboration with economic development stakeholders, including local municipalities, [York Small Business Enterprise Centre](#), Chambers of Commerce and Boards of Trade, academic and innovation partners to provide business advisory consultation, expert workshops, trade diversification activities and other business supports
- **Business Communications:** Provide up-to-date information and resources to impacted businesses, including outreach through [York Link digital channels](#)

The *Business Recovery Support Partnership* has been reestablished to provide dialogue among York Region's Economic Development Offices, Chambers of Commerce and other key stakeholders. This partnership, first established during the COVID-19 pandemic, shares information and supports collaborative tariff-focused initiatives while ensuring consistent communication with the business community.

As Ontario's third largest manufacturing hub, the tariff conflict has potential impacts for many of the 2,900 exporters and 9,000 importers across several manufacturing industries in York Region, with 12% of total jobs in companies identifying as exporters.

Other levels of government, [including York Region](#), have introduced procurement amendments to support the Canadian economy. The economic landscape will continue to be monitored as circumstances evolve.

Visit york.ca/Tariffs for more information.

York Region taking action to help address housing challenges

Regional Council [reviewed several actions](#) aimed at helping address York Region's housing challenges at a Special Council Meeting held on Thursday, April 3, 2025.

Along with strong advocacy for funding from the federal and provincial governments on housing initiatives, Regional Council approved immediate action to defer development charges on highrise buildings for up to four years, with no interest being charged for the first two years. Development charges for low rise buildings will also be deferred, interest free, until the building permit is issued. These incentives are now in effect at the Region.

An additional report on further development charge incentives and advocacy measures will be presented to Council in June 2025. This report will include options such as deferred charges for non-luxury rentals and a development charge-equivalent rebate for first-time homebuyers subject to funding from Provincial and Federal governments.

Visit york.ca/HousingAffordability for more details on how York Region is working to support housing affordability initiatives.

Committee of Council established to advance priorities addressing housing and homelessness

Regional Council approved establishing a [Housing and Homelessness Committee](#) to guide development of the next 10-year Housing and Homelessness Plan, including increasing supply of emergency, transitional, affordable and community housing.

Members of the Housing and Homelessness Committee are comprised of Regional Council members and include:

- Eric Jolliffe, York Region Chairman and CEO
- Frank Scarpitti, City of Markham Mayor
- Steven Del Duca, City of Vaughan Mayor
- David West, City of Richmond Hill Mayor
- John Taylor, Town of Newmarket Mayor
- Tom Mrakas, Town of Aurora Mayor
- Iain Lovatt, Town of Whitchurch-Stouffville Mayor
- Margaret Quirk, Town of Georgina Mayor
- Virginia Hackson, Town of East Gwillimbury Mayor
- Steve Pellegrini, Township of King Mayor

A Chair and Vice-Chair will be selected at the first Housing and Homelessness Committee meeting, scheduled for Thursday, May 15, 2025, immediately following the Housing York Inc. Board of Directors meeting.

This Committee will help prioritize and recommend solutions with a focus on the Region's Service Manager responsibilities in the housing and homelessness system to guide development for the next 10-year Housing and Homelessness Plan. This includes accelerating new supply of emergency, transitional, community and affordable housing and support coordination and collaboration at the municipal level.

Committee recommendations to advance the Region's housing and homelessness priorities will be reported to Regional Council for approval.

For more information on housing supports and plans, visit york.ca/housing

York Region achieves perfect water quality scores for 2024, 100% in all Ministry inspections

Regional Council received the [2024 Drinking Water Systems Memo](#) sharing York Region scored 100% in Ministry of the Environment, Conservation and Parks drinking water system inspections.

Under the [Safe Drinking Water Act, 2002](#), York Region reports annually on quality and quantity of drinking water produced. York Region executes a rigorous approach to protect drinking water which includes source water protection, operator training, water treatment, extensive monitoring and testing as well as emergency preparedness and regular communication with local cities and towns.

York Region water is safe, clean and affordable. Spending \$1 on bottled water can buy the equivalent of over 600 bottles worth of tap water. Details of York Region water systems and drinking water quality can be viewed through the online reporting tool at york.ca/drinkingwater

York Region Transit reports record high ridership

Regional Council received the [2024 York Region Transit \(YRT\) System Performance Report](#), highlighting outstanding ridership levels, reliable services and innovative achievements throughout 2024.

2024 YRT System Performance highlights include:

- Ridership reached 23.7 million, a 12% increase from 2023, driven by more weekday school travel and weekend leisure trips
- Ridership on [YRT On-Request](#) and [Mobility On-Request](#) Paratransit services increased by 25% to 133,244 and 416,996 riders, respectively
- Despite changing travel patterns and increasing travel demand, YRT maintained top reliability; schedules were adjusted and on-time performance targets were met, reaching 93% for conventional YRT service, 96% for [Viva](#) and 93% for On-Request
- Key initiatives were delivered, including 108 service improvements and implementing technology and asset management programs to provide customers with safe, reliable transit services
- The provincial [One Fare Program](#) eliminated double fares between YRT and TTC, resulting in 7.64 million cross-boundary trips (32.3% of YRT ridership)
- YRT received \$15.87 million in reimbursements from the Province to offset the free transfers
- Cross-boundary trips increased by 27.6% as One Fare makes travel simpler and more affordable

Regional Council continues to advocate for continuation of the One Fare Program and funding beyond the initial 2-year term, which ends in March 2026.

For major YRT service alerts, news, travel tips and other relevant transit information, call 1-866-MOVE-YRT (668-3978), visit yrt.ca or follow YRT on social media. You can also check out yrt.ca/livechat to chat live with a YRT Customer Service Representative.

York Region ensures safety and reliability of infrastructure assets, enhancing quality of life

Regional Council received the [2025 Corporate Asset Management Progress Report](#), providing an update on the condition of York Region's infrastructure assets, including buildings, facilities, roads, fleet vehicles, information technology and living assets like street trees.

Key highlights in the report include:

- Regional assets have an estimated replacement value of \$28.8 billion, an increase of \$3.5 billion from 2022; a 14% increase due to how asset costs are calculated and inflation
- More than 87% of the Region's capital plan was successfully delivered
- Over 90% of the Region's assets are in fair or better condition, ensuring continued high-quality service delivery

- Projected budget to meet asset needs over the next 10 years (2023 to 2032) is \$17.8 billion; this includes capital costs for existing assets (\$3.8 billion), growth-related assets (\$4.6 billion) and operating costs for both (\$9.4 billion)
- Water and wastewater assets contribute to 46.5% of asset replacement costs, Transportation Services assets contribute 34.5% and other service assets are 19%

The full report and 2024 Corporate Asset Management Plan is available on the Region's [Corporate Asset Management web page](#).

Integrated Management System drives improvement and mitigates risk

York Region's [2024 Integrated Management System Memo for Water, Wastewater and Waste Management](#) outlines the system's effectiveness and summarizes strategies taken to mitigate risk when delivering services. With the Integrated Management System, York Region reduces impacts on the environment, supports quality drinking water and prepares for emergencies.

Highlights from the 2024 Integrated Management System include:

- Conducting emergency preparedness testing, with simulations and tabletop exercises for water, wastewater and waste management staff to improve response protocols
- Completing Drinking Water Quality Management Standard risk re-assessment, evaluating and identifying control measures related to source water, quality monitoring and cybersecurity
- Facilitating workshops following minor operational incidents, identifying actions for improvement
- Reviewing and confirmed the system's adequacy, suitability, roles/responsibilities and effectiveness

York Region is committed to using a systematic method for risk mitigation and continuous improvement. External auditors have praised the system for being mature and having well-established processes. For more information, please see [the memo](#).

2024 Public Works research and innovation update

York Region Public Works' [research and innovation program](#) uses research results and innovative pilot projects to best address business needs and drive efficiencies.

In 2024, Public Works advanced more than 30 initiatives, achieving cost-savings, safer public spaces, process improvements and enhanced customer experience approaches to optimize community health and resident well-being.

Research focus areas based on York Region's [Corporate Strategic Priorities](#) include:

- **Economic Vitality:** Taking a circular economy approach to assess opportunities for reducing, reusing and recovering resources from waste generated by the Public Works department
- **Good Governance:** Optimizing charging and battery life of electric fleet vehicles to reduce costs
- **Sustainable Environment:** Assessing best options for reducing or eliminating carbon emissions from wastewater systems
- **Healthy Communities:** Using smart sensor technology to assess local forest trail use and inform maintenance needs for residents

Through strong partnerships with academics, industry experts and associations, conservation authorities and other utilities, York Region leverages funding and expertise to develop innovative solutions to improve service delivery.

A list of research and innovation highlights and projects is available through the [2024 Public Works Research and Innovation Update](#).

Strengthening healthy communities: York Region Public Health 2024 Update

Regional Council received an update on York Region's dedication to [maintaining the health of residents](#) by preventing disease, promoting healthy living and addressing factors that influence healthy communities.

York Region Public Health offers 36 programs and services aimed at enhancing community health and addressing health inequities. Our collaboration with community and health sector partners helps ensure we meet the diverse needs of our residents.

Operational highlights in 2024 include:

- Distributing 486,000 vaccine doses through community health care providers and public health clinics
- Delivering dental screenings to 39,599 students during the 2023-2024 school year
- Conducting 21,568 food premise inspections
- Providing 11,287 sexual health clinic appointments
- Treating 107,770 street and environmentally sensitive catch basins with larvicide to prevent the spread of mosquitoes carrying West Nile disease

Changing health trends in 2024, including rising mental health challenges and infectious diseases, have increased demand for public health services. In 2025, York Region Public Health remains focused on immunization, disease preparedness and promoting health equity.

Legislated by the [Health Protection and Promotion Act, 1990](#), Public Health is governed by Regional Council in its role as Board of Health and operates mandated programs with a cost-share requirement of 75% provincial funding and 25% Regional funding. Regional Council has supported supplemental funding, contributing closer to 46% in 2024, and continues to advocate for more consistent and sustained funding to meet growing resident needs.

For more information on the programs and services provided by Public Health, visit york.ca/WeArePublicHealth

Provincial funding shortfall of human and health-related programs reaches \$77 million in 2025

Regional Council received an update on [Provincial Funding Shortfall of Human and Health-related Programs and Services](#). The report outlines costs to York Region to deliver four provincially mandated programs: Homelessness Community Programs, Long-Term Care, Paramedic emergency services and Public Health. It is estimated the shortfall in funding from the province in 2025 will be \$77 million.

Although there have been funding increases from senior levels of government in some programs, increases have not kept pace with growing costs such as inflation and increased complexity of client needs. Increasing costs are adding an extra burden on the Regional tax levy to supplement funding. Between 2022 and 2025, more than \$219 million of tax levy is estimated to be used to address provincial funding shortfalls.

York Region's four provincially mandated human and health programs experiencing a shortfall:

- [Homelessness Community Programs](#): Helps people who are either at-risk of or experiencing homelessness to find or keep housing, with a \$24.5 million shortfall in 2025

- [Long-Term Care](#): Operates two homes where residents receive 24-hour nursing and personal care, with a \$27.1 million funding shortfall in 2025
- [Paramedics](#): Responds to emergency medical calls, delivers lifesaving treatment and stabilizes monitors and transports patients to hospital, with a \$4.6 million shortfall in 2025
- [Public Health](#): Delivers 36 programs and services to monitor and assess the health of communities, promote healthy behaviours, policies and environments and prevent diseases and keep our communities safe, with a \$20.7 million shortfall in 2025

Provincial funding formulas vary across programs and ministries. Each of the four programs listed have different funding formulas. However, in all cases, provincial funding received by York Region is not keeping pace.

Continued funding for Cortellucci Vaughan Hospital

Regional Council [approved continued funding](#) for Mackenzie Health - Cortellucci Vaughan Hospital in the City of Vaughan.

The amount of the financial commitment for capital projects at local hospitals is tied to achieving Paramedic Services off-load targets of 30 minutes or less per patient. In 2024, the hospital met the required target with an average transfer of care time of 22 minutes per transport and will receive approximately \$7.3 million of funding in 2025.

While commitments have been fully funded at other local hospitals, funding will continue for Mackenzie Health - Cortellucci Vaughan Hospital.

To date, York Region has paid \$109.2 million to the Cortellucci Vaughan Hospital project. Funding support will continue through to 2023, with an estimated remaining contribution of \$45 million. Actual contributions may vary based on assessment growth and may be reduced if off-load delay targets are not achieved.

York Region approved Municipal Diversity Plan for Police Service Board

Regional Council has approved the [Municipal Diversity Plan for Appointments to the York Regional Police Service Board \(YRPSB\)](#), aligning with the [Community Safety and Policing Act, 2019](#). Effective April 1, 2025, the plan ensures that Council-appointed members to the YRPSB reflect the diverse population of York Region.

The [YRPSB comprises seven members](#), including provincial and municipal appointees. Under the new plan, the selection for community member appointees will involve broad advertising of vacancies, particularly targeting agencies and organizations serving diverse communities. A selection committee of Council members and/or staff will review applications to recommend candidates to Council. For Council appointees, a streamlined process will be implemented where members are notified of vacancies and invited to express interest.

This initiative builds upon York Region's ongoing commitment to diversity, equity and inclusion, ensuring that governance of policing services is representative and responsive to the community it serves.

Ice Storm cleanup and support

Regional Council recognized the tremendous efforts of staff and the community in responding to the recent ice storms across York Region and Ontario. The storms highlighted the strength and resilience of the Region, with neighbours helping neighbours and local and regional crews working around the clock to restore services and support affected areas.

Council extended its gratitude to Public Works front-line workers for ensuring services remained operational and to the teams supporting the Town of Georgina in power restoration efforts. Gratitude was also given to local municipal staff and York Region Paramedics, who provided vital emergency care to neighboring communities. Special recognition was given to the coordination between the Region and the Town of Georgina, with Emergency Social Services activated to support vulnerable residents through 24-hour reception, wellness checks and additional resources.

Council expressed deep appreciation for the swift, collaborative response that ensured the community's needs were met during this challenging time.

Regional Council celebrates Canadian Public Health Week.

Regional Council recognized April 7 to 11, 2025, as [Canadian Public Health Week](#), aligning with this year's national theme, *Celebrating Prevention, Protection and Health Promotion*.

In recognizing the week, Council extended appreciation to York Region's dedicated public health professionals for their tireless efforts to safeguard and enhance the health of the Region's residents and communities.

The work of [public health](#) encompasses a broad range of initiatives, including immunization programs, infectious disease prevention, health education, child and family health and promoting healthy lifestyles. These efforts are vital in building a healthier population and ensuring the well-being of residents across York Region.

Celebrating Public Works 'People, Purpose, Presence'

Regional Council recognized May 18 to 24, 2025, as [National Public Works Week](#). This year's theme, *"People, Purpose, Presence,"* celebrates dedicated and committed professionals who work with the purpose of providing high-quality public works services to residents and businesses across York Region.

As part of the National Public Works Week celebrations, York Region will host several in-person opportunities including a Paint-a-Plow contest for Grade 5 students, school tours at Regional facilities and forests and the annual [Family Fun Day](#) event.

Family Fun Day will take place on Saturday, May 24, 2025, at the [York Region Public Works Operations Centre at 80 and 90 Bales Drive East in the Town of East Gwillimbury](#).

Public Works services include water and wastewater, forestry, roads, transit and waste management. A complete list of 2024 Public Works highlights is available [online](#).

For more information and event details, visit york.ca/PublicWorks.

Passing of Pope Francis

Regional Council acknowledged the [passing of His Holiness Pope Francis](#), extending condolences to Catholics in York Region and around the world. In recognizing Pope Francis, Council reflected on his legacy as a transformative leader whose humility, compassion and unwavering commitment to social justice and unity left a lasting impact on the global community.

Flags lowered to half-mast on National Day of Mourning

Regional Council recognized Monday, April 28, 2025, as [National Day of Mourning](#) and honoured the workers who have died, been injured or become ill as a result of workplace incidents.

Flags at all Regional facilities were lowered on Monday, April 28, 2028, and residents and staff were encouraged to observe a moment of silence at 11 a.m. This act of remembrance reinforces Council's commitment to protecting worker health and safety across the region.

By recognizing National Day of Mourning, York Region continues to promote a strong culture of workplace safety and collective responsibility.

York Region recognizes Taylor Pendrith's Masters Tournament debut

Regional Council proudly recognized the City of Richmond Hill's Taylor Pendrith who made his debut at the 2025 Masters Tournament in April 2025. This exciting milestone was a proud moment for Taylor, his family and the entire York Region community, and Regional Council extended its heartfelt congratulations as he competed on the world stage.

March Observances

Regional Council recognized the following observances in April 2025:

- [National Volunteer Week](#) – April 27 to May 3, 2025
 - [World Autism Day](#) – April 2, 2025
 - [World Health Day](#) – April 7, 2025
 - [Passover](#) – April 12 to 20, 2025
 - [Easter](#) – April 18 to 20, 2025
 - [Theravāda](#) – April 13
 - [Vaisakhi](#) – April 14, 2025
 - [Festival of Ridván](#) – April 20
 - [Earth Day](#) – April 22, 2025
 - [Administrative Professionals Day](#) – April 23, 2025
 - [Holocaust Memorial Day](#) – April 24
 - [International Guide Dog Day](#) – April 30
-

Next meeting of York Regional Council

The next Meeting of York Regional Council will be held on Thursday, May 22, 2025, at 9 a.m. in the York Region Administrative Centre Council Chambers, located at 17250 Yonge Street in the Town of Newmarket. Both meetings will be streamed on york.ca/live

The Regional Municipality of York consists of nine local cities and towns and provides a variety of programs and services to over 1.25 million residents and 57,000 businesses with more than 629,000 employees. More information about York Region's key service areas is available at york.ca/RegionalServices

-30-

Media Contact:

Kylie-Anne Doerner, Corporate Communications, The Regional Municipality of York
Cell: 905-806-7138 | kylie-anne.doerner@york.ca